



*Sustainability*

# GRI INDEX

*2014*

ORIFLAME  
— S W E D E N —

# General Standard DISCLOSURES

| CODE                          | TITLE                                                                                                                                                                                                                     | LOCATION                                                                                                         | NOTE |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------|
| <b>STRATEGY AND ANALYSIS</b>  |                                                                                                                                                                                                                           |                                                                                                                  |      |
| <b>G4-1</b>                   | Statement from the most senior decision-maker of the organisation                                                                                                                                                         | Oriflame Sustainability Report - Statement from the CEO - Pages 6-7                                              | -    |
| <b>ORGANISATIONAL PROFILE</b> |                                                                                                                                                                                                                           |                                                                                                                  |      |
| <b>G4-3</b>                   | Name of the organisation                                                                                                                                                                                                  | Oriflame Sustainability Report - About this report - Pages 58                                                    | -    |
| <b>G4-4</b>                   | Primary brands, products, and/or services                                                                                                                                                                                 | Oriflame Corporate Website: <a href="http://corporate.oriflame.com/products">corporate.oriflame.com/products</a> | -    |
| <b>G4-5</b>                   | Location of the organisation's headquarters                                                                                                                                                                               | Oriflame Annual Report 2014 - Markets - Page 31                                                                  | -    |
| <b>G4-6</b>                   | Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report | Oriflame Annual Report 2014 - Markets - Pages 27-31                                                              | -    |

| CODE  | TITLE                                                                                                   | LOCATION                                                                                 | NOTE                                                                                                                                                         |
|-------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-7  | Nature of ownership and legal form                                                                      | Oriflame Annual Report 2014 - The Oriflame share - Pages 34-35                           | -                                                                                                                                                            |
| G4-8  | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)   | Oriflame Annual Report 2014 - Markets - Pages 27-31                                      | -                                                                                                                                                            |
| G4-9  | Scale of the reporting organisation                                                                     | Oriflame Annual Report 2014 - Key figures - Pages 32-33                                  | -                                                                                                                                                            |
| G4-10 | Total number of employees by employment contract and gender                                             | Oriflame Sustainability Report - Employees - Page 27                                     | -                                                                                                                                                            |
| G4-11 | Percentage of total employees covered by collective bargaining agreements                               | -                                                                                        | We are currently working to improve our data collection systems in order to fully identify the number of employees covered by collective bargain agreements. |
| G4-12 | The organisation's supply chain                                                                         | Oriflame Sustainability Report - Our markets - Page 9, Sustainable suppliers Pages 54-57 | -                                                                                                                                                            |
| G4-13 | Significant changes regarding the organisation's size, structure, ownership, or its supply chain        | Oriflame Annual Report 2014 - Page 10                                                    | -                                                                                                                                                            |
| G4-14 | Explanation of whether and how the precautionary approach or principle is addressed by the organisation | -                                                                                        | We apply the precautionary principle when putting our sustainability strategy into practice.                                                                 |

| CODE  | TITLE                                                                                                                                                        | LOCATION                                                                           | NOTE |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------|
| G4-15 | Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses | Oriflame Sustainability Report - Stakeholder engagement and dialogue - Pages 14-15 | -    |
| G4-16 | Memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation                   | Oriflame Sustainability Report - Stakeholder engagement and dialogue - Pages 14-15 | -    |

### IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

|       |                                                                                                            |                                                            |   |
|-------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---|
| G4-17 | List all entities included in the organisation’s consolidated financial statements or equivalent documents | Oriflame Annual Report 2014 - Directors' Report - Page 37  | - |
| G4-18 | Process for defining reporting content and aspect boundaries                                               | Oriflame Sustainability Report - Materiality - Pages 16-17 | - |
| G4-19 | List all material aspects identified in the process for defining report content                            | Oriflame Sustainability Report - Materiality - Pages 16-17 | - |

| CODE  | TITLE                                                                                                       | LOCATION                                                     | NOTE                                                                                                        |
|-------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| G4-20 | For each material aspect, reporting the aspect boundary within the organisation                             | Oriflame Sustainability Report - Materiality - Pages 16-17   | -                                                                                                           |
| G4-21 | For each material aspect, reporting the aspect boundary outside the organisation                            | Oriflame Sustainability Report - Materiality - Pages 16-17   | -                                                                                                           |
| G4-22 | Effect of any restatement of information provided in previous reports, and the reason for such restatements | -                                                            | This indicator is not applicable since this is the first Sustainability Report following the GRI framework. |
| G4-23 | Significant changes from previous reporting periods in the Scope and Aspect Boundaries                      | Oriflame Sustainability Report - About this report - Page 58 | -                                                                                                           |

| STAKEHOLDER ENGAGEMENT |                                                                            |                                                                                    |   |
|------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------|---|
| G4-24                  | List of stakeholder groups engaged by the organisation                     | Oriflame Sustainability Report - Stakeholder engagement and dialogue - Pages 14-15 | - |
| G4-25                  | Basis for identification and selection of stakeholders with whom to engage | Oriflame Sustainability Report - Stakeholder engagement and dialogue - Pages 14-15 | - |

| CODE  | TITLE                                                                                                                                                                                  | LOCATION                                                                           | NOTE |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------|
| G4-26 | Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group                                                                                 | Oriflame Sustainability Report - Stakeholder engagement and dialogue - Pages 14-15 | -    |
| G4-27 | Key topics of concerns that have been raised through stakeholder engagements, and how the organisation has responded to those key topics and concerns, including through its reporting | Oriflame Sustainability Report - Stakeholder engagement and dialogue - Pages 14-15 | -    |

### REPORT PROFILE

|       |                                           |                                                              |   |
|-------|-------------------------------------------|--------------------------------------------------------------|---|
| G4-28 | Reporting period for information provided | Oriflame Sustainability Report - About this report - Page 58 | - |
| G4-29 | Date of most recent previous report       | Oriflame Sustainability Report - About this report - Page 58 | - |
| G4-30 | Reporting cycle                           | Oriflame Sustainability Report - About this report - Page 58 | - |

| CODE  | TITLE                                                                                | LOCATION                                                     | NOTE |
|-------|--------------------------------------------------------------------------------------|--------------------------------------------------------------|------|
| G4-31 | Contact point for questions regarding the report or its contents                     | Oriflame Sustainability Report - About this report - Page 58 | -    |
| G4-32 | Report the "in accordance" option and GRI content index for chosen option            | Oriflame Sustainability Report - About this report - Page 58 | -    |
| G4-33 | Policy and current practice with regard to seeking external assurance for the report | Oriflame Sustainability Report - About this report - Page 58 | -    |

### GOVERNANCE

|       |                                                                                                                                                                                                                  |                                                                                                                |   |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---|
| G4-34 | Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts. | Oriflame Annual Report 2014 - Page 42<br>Oriflame Sustainability Report - Organising for improvement - Page 12 | - |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---|

### ETHICS AND INTEGRITY

|       |                                                                    |                                                                                    |   |
|-------|--------------------------------------------------------------------|------------------------------------------------------------------------------------|---|
| G4-56 | Organisation’s values, principles, standards and norms of behavior | Oriflame Sustainability Report - Oriflame Ethics and Code of Conduct - Pages 20-21 | - |
|-------|--------------------------------------------------------------------|------------------------------------------------------------------------------------|---|

# Category: ECONOMIC

| CODE                 | TITLE                                                                                                            | LOCATION                                                                                                  | NOTE                                                                                                                                                                                                                                                                                                     |
|----------------------|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ECONOMIC PERFORMANCE |                                                                                                                  |                                                                                                           |                                                                                                                                                                                                                                                                                                          |
| G4-DMA               | Generic Disclosures on Management Approach                                                                       | -                                                                                                         | Through our business model we work to increase the value we create for our stakeholders, for example by offering people around the world the chance to improve their lives: enabling entrepreneurial opportunities for Oriflame Consultants and providing attractive career opportunities for employees. |
| G4-EC1               | Direct economic value generated and distributed                                                                  | Oriflame Annual Report 2014 - Page 52                                                                     |                                                                                                                                                                                                                                                                                                          |
| G4-EC2               | Financial implications and other risks and opportunities for the organisation's activities due to climate change | Investor CDP 2014 Information Request - Oriflame Cosmetics AB - Module: Risks and Opportunities - Page 21 | -                                                                                                                                                                                                                                                                                                        |

| CODE | TITLE | LOCATION | NOTE |
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### MARKET PRESENCE

|        |                                                                                                                    |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-DMA | Generic Disclosures on Management Approach                                                                         | Oriflame Sustainability Report - Successful people - Page 23 | -                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| G4-EC5 | Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation | -                                                            | Oriflame aims to offer a competitive remuneration, and intends to use salary mapping as one tool to achieve this. We have started to analyse our salary baseline in some of our most relevant locations, concluding that our remuneration package is, on average, significantly higher than the minimum local salary.                                                                                                                     |
| G4-EC6 | Proportion of senior management hired from the local community at significant locations of operation               | -                                                            | Oriflame is present in more than 60 markets around the world and diversity among employees is an important factor in the Company’s success and development. That is why we aspire to recruit people from different nationalities and backgrounds, reflecting the global audience that we serve. Currently, 47% of our Global Management Team (top 200 managers of the company) are hired from the local communities where they are based. |

### PROCUREMENT PRACTICES

|        |                                                                                 |                                                                           |   |
|--------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach                                      | Oriflame Sustainability Report 2014 - Sustainable suppliers - Pages 54-57 | - |
| G4-EC9 | Proportion of spending on local suppliers at significant locations of operation | Oriflame Sustainability Report 2014 - Sustainable suppliers - Pages 54-57 | - |

# Category: ENVIRONMENTAL

| CODE             | TITLE                                                          | LOCATION                                                                   | NOTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------|----------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MATERIALS</b> |                                                                |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>G4-DMA</b>    | Generic Disclosures on Management Approach                     | Oriflame Sustainability Report - Great Products - Pages 32-39              | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>G4-EN1</b>    | Materials used by weight or volume                             | Oriflame Sustainability Report - Sustainable sourcing - Pages 42-43, 50-51 | <p>Our main raw material is paper and other wood-based products, which we use mainly for catalogues and packaging. In 2014, our consumption of paper was:</p> <ul style="list-style-type: none"> <li>- Product packaging: 1,600 tonnes (93% FSC certified)</li> <li>- Catalogues: 21,500 tonnes (93% came from credibly certified sources according to Oriflame's paper commitment.)</li> </ul> <p>Another important raw material used in some of Oriflame's cosmetic products is palm oil. For Oriflame's products we purchase palm based derivatives and during 2014 the consumption was the following:</p> <ul style="list-style-type: none"> <li>- 5,464 tonnes of palm based derivatives</li> <li>- We continue to purchase segregated palm oil but limited demand of approximately 1 tonne</li> <li>- We started to purchase mass balance certified material at the end of 2014, approximately 15 tonnes</li> <li>- Since 2010 we purchase GreenPalm credits covering 100% of our consumption</li> </ul> |
| <b>G4-EN2</b>    | Percentage of materials used that are recycled input materials | Oriflame Sustainability Report - Great Products - Pages 35, 38-39          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| CODE                                          | TITLE                                      | LOCATION                                                                               | NOTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                        |        |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
|-----------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------|------|------|------|------|-----------------------------------------------|--------|--------|--------|--------|--------|-------------------------------------------|--------|--------|-------|--------|--------|----------------------------------------|--------|--------|--------|--------|--------|
| ENERGY                                        |                                            |                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                        |        |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| G4-DMA                                        | Generic Disclosures on Management Approach | Oriflame Sustainability Report - Carbon footprint and climate change - Pages 44-45, 51 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                        |        |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| G4-EN3                                        | Energy consumption within the organisation | -                                                                                      | <table><tr><th>MWh</th><th>2010</th><th>2011</th><th>2012</th><th>2013</th><th>2014</th></tr><tr><td>Energy consumption from non-renewable sources</td><td>66 700</td><td>67 600</td><td>73 800</td><td>61 900</td><td>52 100</td></tr><tr><td>Energy consumption from renewable sources</td><td>10 700</td><td>10 700</td><td>9 300</td><td>14 700</td><td>13 300</td></tr><tr><td>Total Energy consumption</td><td>77 400</td><td>78 300</td><td>83 100</td><td>76 600</td><td>65 400</td></tr></table>    | MWh                    | 2010   | 2011 | 2012 | 2013 | 2014 | Energy consumption from non-renewable sources | 66 700 | 67 600 | 73 800 | 61 900 | 52 100 | Energy consumption from renewable sources | 10 700 | 10 700 | 9 300 | 14 700 | 13 300 | Total Energy consumption               | 77 400 | 78 300 | 83 100 | 76 600 | 65 400 |
| MWh                                           | 2010                                       | 2011                                                                                   | 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2013                   | 2014   |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| Energy consumption from non-renewable sources | 66 700                                     | 67 600                                                                                 | 73 800                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 61 900                 | 52 100 |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| Energy consumption from renewable sources     | 10 700                                     | 10 700                                                                                 | 9 300                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 14 700                 | 13 300 |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| Total Energy consumption                      | 77 400                                     | 78 300                                                                                 | 83 100                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 76 600                 | 65 400 |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| G4-EN5                                        | Energy intensity                           | -                                                                                      | <table><tr><th>Intensity Ratios (MWh)</th><th>2010</th><th>2011</th><th>2012</th><th>2013</th><th>2014</th></tr><tr><td>Energy consumption per €m Revenue (MWh/€m)</td><td>51.26</td><td>52.54</td><td>55.91</td><td>54.42</td><td>51.73</td></tr><tr><td>Energy consumption per FTE (MWh/FTE)</td><td>9.29</td><td>9.94</td><td>11.16</td><td>10.43</td><td>9.30</td></tr><tr><td>Energy consumption per m2 GIA (MWh/m2)</td><td>0.20</td><td>0.21</td><td>0.19</td><td>0.19</td><td>0.17</td></tr></table> | Intensity Ratios (MWh) | 2010   | 2011 | 2012 | 2013 | 2014 | Energy consumption per €m Revenue (MWh/€m)    | 51.26  | 52.54  | 55.91  | 54.42  | 51.73  | Energy consumption per FTE (MWh/FTE)      | 9.29   | 9.94   | 11.16 | 10.43  | 9.30   | Energy consumption per m2 GIA (MWh/m2) | 0.20   | 0.21   | 0.19   | 0.19   | 0.17   |
| Intensity Ratios (MWh)                        | 2010                                       | 2011                                                                                   | 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2013                   | 2014   |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| Energy consumption per €m Revenue (MWh/€m)    | 51.26                                      | 52.54                                                                                  | 55.91                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 54.42                  | 51.73  |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| Energy consumption per FTE (MWh/FTE)          | 9.29                                       | 9.94                                                                                   | 11.16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 10.43                  | 9.30   |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| Energy consumption per m2 GIA (MWh/m2)        | 0.20                                       | 0.21                                                                                   | 0.19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0.19                   | 0.17   |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |
| G4-EN6                                        | Reduction of energy consumption            | Oriflame Sustainability Report - Carbon footprint and climate change - Pages 44-45, 51 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                        |        |      |      |      |      |                                               |        |        |        |        |        |                                           |        |        |       |        |        |                                        |        |        |        |        |        |

| CODE      | TITLE                                                       | LOCATION                                                                                                                                                                                                                                   | NOTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
|-----------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|------|------|------|------|---------|-------|--------|-------|-------|-------|---------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|-------|--------|--------|--------|--------|--------|
| WATER     |                                                             |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-DMA    | Generic Disclosures on Management Approach                  | Oriflame Sustainability Report - Water - Page 46                                                                                                                                                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-EN8    | Total water withdrawal by source                            | Oriflame Sustainability Report - Water - Pages 46, Oriflame sites & operations - Pages 48-49, 53                                                                                                                                           | We know that the water impact from our manufacturing sites is a limited part of the life cycle impact, however, for local communities this impact may be important. We track and measure water consumption and waste water on a monthly basis, the total amount of water used 2014 was 121,350 m3 and the amount of waste water was 94,120 m3.                                                                                                                                                                   |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-EN9    | Water sources significantly affected by withdrawal of water | Oriflame Sustainability Report - Water - Page 46                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-EN10   | Percentage and total volume of water recycled and reused    | Oriflame Sustainability Report - Oriflame sites & operations - Page 49                                                                                                                                                                     | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| EMISSIONS |                                                             |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-DMA    | Generic Disclosures on Management Approach                  | Oriflame Sustainability Report - Carbon footprint and climate change - Pages 44-45                                                                                                                                                         | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-EN15   | Direct greenhouse gas (GHG) emissions (Scope 1)             | Investor CDP 2014 Information Request - Oriflame Cosmetics AB - Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading - Page 49<br><br>Oriflame Sustainability Report - Carbon footprint and climate change - Pages 44-45, 51 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-EN16   | Energy indirect greenhouse gas (GHG) emissions (Scope 2)    |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| G4-EN17   | Other indirect greenhouse gas (GHG) emissions (Scope 3)     |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
|           |                                                             |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
|           |                                                             |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
|           |                                                             |                                                                                                                                                                                                                                            | <table><tr><th>tCO2</th><th>2010</th><th>2011</th><th>2012</th><th>2013</th><th>2014</th></tr><tr><td>Scope 1</td><td>8 500</td><td>10 000</td><td>9 000</td><td>8 800</td><td>8 100</td></tr><tr><td>Scope 2</td><td>24 900</td><td>24 600</td><td>28 400</td><td>25 900</td><td>23 500</td></tr><tr><td>Scope 3</td><td>48 800</td><td>38 600</td><td>36 500</td><td>31 000</td><td>29 700</td></tr><tr><td>Total</td><td>82 200</td><td>73 200</td><td>73 900</td><td>65 700</td><td>61 300</td></tr></table> | tCO2   | 2010   | 2011 | 2012 | 2013 | 2014 | Scope 1 | 8 500 | 10 000 | 9 000 | 8 800 | 8 100 | Scope 2 | 24 900 | 24 600 | 28 400 | 25 900 | 23 500 | Scope 3 | 48 800 | 38 600 | 36 500 | 31 000 | 29 700 | Total | 82 200 | 73 200 | 73 900 | 65 700 | 61 300 |
| tCO2      | 2010                                                        | 2011                                                                                                                                                                                                                                       | 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2013   | 2014   |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| Scope 1   | 8 500                                                       | 10 000                                                                                                                                                                                                                                     | 9 000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 8 800  | 8 100  |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| Scope 2   | 24 900                                                      | 24 600                                                                                                                                                                                                                                     | 28 400                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 25 900 | 23 500 |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| Scope 3   | 48 800                                                      | 38 600                                                                                                                                                                                                                                     | 36 500                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 31 000 | 29 700 |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |
| Total     | 82 200                                                      | 73 200                                                                                                                                                                                                                                     | 73 900                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 65 700 | 61 300 |      |      |      |      |         |       |        |       |       |       |         |        |        |        |        |        |         |        |        |        |        |        |       |        |        |        |        |        |

| CODE    | TITLE                                       | LOCATION                                                                                                                                                                                                                                           | NOTE |
|---------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| G4-EN18 | Greenhouse gas (GHG) emissions intensity    | <p>Investor CDP 2014 Information Request - Oriflame Cosmetics AB - Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading - Pages 49</p> <p>Oriflame Sustainability Report - Carbon footprint and climate change - Pages 44-45, 51</p> |      |
|         |                                             |                                                                                                                                                                                                                                                    |      |
|         |                                             |                                                                                                                                                                                                                                                    |      |
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|         |                                             |                                                                                                                                                                                                                                                    |      |
|         |                                             |                                                                                                                                                                                                                                                    |      |
| G4-EN19 | Reduction of Greenhouse Gas (GHG) emissions | <p>Investor CDP 2014 Information Request - Oriflame Cosmetics AB - Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading - Pages 49</p> <p>Oriflame Sustainability Report - Carbon footprint and climate change - Pages 44-45, 51</p> |      |
|         |                                             |                                                                                                                                                                                                                                                    |      |
|         |                                             |                                                                                                                                                                                                                                                    |      |
|         |                                             |                                                                                                                                                                                                                                                    |      |

PRODUCTS AND SERVICES

|         |                                                                               |                                                                                             |   |
|---------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---|
| G4-DMA  | Generic Disclosures on Management Approach                                    | Oriflame Sustainability Report - Great Products - Pages 32-39                               | - |
| G4-EN27 | Extent of impact mitigation of environmental impacts of products and services | Oriflame Sustainability Report -Great Products - Pages 32-39, Thriving planet - Pages 40-53 | - |

| CODE                              | TITLE                                                                                                 | LOCATION                                                            | NOTE |
|-----------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------|
| SUPPLIER ENVIRONMENTAL ASSESSMENT |                                                                                                       |                                                                     |      |
| G4-DMA                            | Generic Disclosures on Management Approach                                                            | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | -    |
| G4-EN32                           | Percentage of new suppliers that were screened using environmental criteria                           | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | -    |
| G4-EN33                           | Significant actual and potential negative environmental impacts in the supply chain and actions taken | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | -    |



# Category: SOCIAL

| CODE                            | TITLE                                                                                              | LOCATION                                                 | NOTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LABOR PRACTICES AND DECENT WORK |                                                                                                    |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| EMPLOYMENT                      |                                                                                                    |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| G4-DMA                          | Generic Disclosures on Management Approach                                                         | Oriflame Sustainability Report - Employees - Pages 26-27 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| G4-LA1                          | Total number and rates of new employee hires and employee turnover by age group, gender and region | -                                                        | During 2014, the company went through a re-structuring process intended to increase organisational efficiency in specific areas of the company. This resulted in redundancies in our Group Support Offices. The employee turnover for 2014 was 28% for the four largest Group Support Offices, compared to 13% for 2013. The new hire rate was 8% in 2014, down one percentage point from 9% in 2013. At present data from Group Support Offices is consolidated globally and our intention is to increase scope in the years to come. |
| LABOR/MANAGEMENT RELATIONS      |                                                                                                    |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| G4-DMA                          | Generic Disclosures on Management Approach                                                         | Oriflame Sustainability Report - Employees - Pages 26-27 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| CODE   | TITLE                                                                                                                | LOCATION | NOTE                                                                                                                                                                                                                                                                                                                    |
|--------|----------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-LA4 | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements | -        | Minimum notice periods for operational changes vary depending on the country, local standards or specific collective bargaining agreements. Currently, this information is not being gathered on a group level but we are evaluating whether our data systems could be used to retrieve this information in the future. |

### OCCUPATIONAL HEALTH AND SAFETY

|        |                                                                                                                                                                                  |                                                       |                                                                                                                                                                                                                                                                                                  |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-DMA | Generic Disclosures on Management Approach                                                                                                                                       | Oriflame Sustainability Report - Employees - Page 27  | -                                                                                                                                                                                                                                                                                                |
| G4-LA5 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs | Oriflame Sustainability Report - Employees - Page 27  | -                                                                                                                                                                                                                                                                                                |
| G4-LA6 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender                      | Oriflame Sustainability Report - Employees - Pages 27 | We record and report accident and incident statistics on a monthly basis at our manufacturing sites. The records are analysed, and cases are investigated and followed-up with the aim to identify root causes, and consequently corrective actions are implemented to prevent future incidents. |

| CODE                            | TITLE                                                                                                                    | LOCATION                                                                            | NOTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TRAINING AND EDUCATION          |                                                                                                                          |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| G4-DMA                          | Generic Disclosures on Management Approach                                                                               | Oriflame Sustainability Report - Employees - Pages 26-27                            | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| G4-LA9                          | Average hours of training per year per employee by gender, and by employee category                                      | Oriflame Sustainability Report - Employees - Page 26                                | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| G4-LA11                         | Percentage of employees receiving regular performance and career development reviews, by gender and by employee category | -                                                                                   | Roll-out of a new process for performance and career development reviews was initiated in 2014. Approximately 50% of the Global Management Team (top 200 managers) followed the full formal review process in 2014. Our ambition is to increase the number in the coming years.                                                                                                                                                                                                                                                                                                                                                                                 |
| DIVERSITY AND EQUAL OPPORTUNITY |                                                                                                                          |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| G4-DMA                          | Generic Disclosures on Management Approach                                                                               | Oriflame Sustainability Report - Consultants - Pages 24-25, Employees - Pages 26-27 | <p>Female empowerment addresses discrimination and gender inequality by raising awareness about women’s capabilities, power and influence; providing them with the independence and opportunity to accomplish success and control their own lives. Gender equality is essential for achieving a fair society with strong economies.</p> <p>Because of the nature of our business, female empowerment is crucial for Oriflame, as both our products and business model are mainly attract women. A founding principle of Oriflame was to give people an opportunity to earn an extra income or run their own business and, in so doing, improve their lives.</p> |

| CODE    | TITLE                                                                                                                                                                          | LOCATION                                             | NOTE |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------|
| G4-LA12 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity | Oriflame Sustainability Report - Employees - Page 27 | -    |

### EQUAL REMUNERATION FOR WOMEN AND MEN

|         |                                                                                                                    |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-DMA  | Generic Disclosures on Management Approach                                                                         | Oriflame Sustainability Report - Employees – Pages 26-27 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| G4-LA13 | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation | -                                                        | Oriflame’s policy is to offer competitive and objective remuneration to all its employees. We are working to ensure that we are compliant with equal opportunity law and policy in terms of gender-based differentiation. Salary mapping is one method to do so. Studies are currently in process for a selection of our markets. Temporary results show that, on average, remuneration is balanced between genders, but still some gaps have been found in specific levels of the company. We will keep on working on identifying these discrepancies in order to take actions to reduce them. |

### SUPPLIER ASSESSMENT FOR LABOR PRACTICES

|        |                                            |                                                                     |   |
|--------|--------------------------------------------|---------------------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | - |
|--------|--------------------------------------------|---------------------------------------------------------------------|---|

| CODE    | TITLE                                                                                                        | LOCATION                                                            | NOTE |
|---------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------|
| G4-LA14 | Percentage of new suppliers that were screened using labour practices criteria                               | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | -    |
| G4-LA15 | Significant actual and potential negative impacts for labour practices in the supply chain and actions taken | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | -    |

HUMAN RIGHTS

CHILD LABOR

|        |                                                                                                                                                                           |                                                                                              |   |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach                                                                                                                                | Oriflame Sustainability Report - Human rights - Pages 28                                     | - |
| G4-HR5 | Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour | Oriflame Sustainability Report - Human rights - Page 28, Sustainable suppliers - Pages 54-57 | - |

FORCED OR COMPULSORY LABOR

|        |                                            |                                                          |   |
|--------|--------------------------------------------|----------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach | Oriflame Sustainability Report - Human rights - Pages 28 | - |
|--------|--------------------------------------------|----------------------------------------------------------|---|

| CODE   | TITLE                                                                                                                                                                                                  | LOCATION                                                                                     | NOTE |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------|
| G4-HR6 | Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour | Oriflame Sustainability Report - Human rights - Page 28, Sustainable suppliers - Pages 54-57 | -    |

### ASSESSMENT

|        |                                                                                                                |                                                          |   |
|--------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach                                                                     | Oriflame Sustainability Report - Human rights - Pages 28 | - |
| G4-HR9 | Total number and percentage of operations that have been subject to human rights reviews or impact assessments | Oriflame Sustainability Report - Human rights - Pages 28 | - |

### SUPPLIER HUMAN RIGHTS ASSESSMENT

|         |                                                                            |                                                                     |   |
|---------|----------------------------------------------------------------------------|---------------------------------------------------------------------|---|
| G4-DMA  | Generic Disclosures on Management Approach                                 | Oriflame Sustainability Report - Human rights - Pages 28            | - |
| G4-HR10 | Percentage of new suppliers that were screened using human rights criteria | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | - |

| CODE    | TITLE                                                                                                | LOCATION                                                            | NOTE |
|---------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------|
| G4-HR11 | Significant actual and potential negative human rights impacts in the supply chain and actions taken | Oriflame Sustainability Report -Sustainable suppliers - Pages 54-57 | -    |

SOCIETY

ANTI-CORRUPTION

|        |                                                                                                                         |                                                                           |   |
|--------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach                                                                              | Oriflame Sustainability Report – Ethics and Code of Conduct - Pages 20-21 | - |
| G4-SO3 | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified | Oriflame Sustainability Report – Ethics and Code of Conduct - Pages 20-21 | - |
| G4-SO4 | Communication and training on anti-corruption policies and procedures                                                   | Oriflame Sustainability Report – Ethics and Code of Conduct - Pages 20-21 | - |
| G4-SO5 | Confirmed incidents of corruption and actions taken                                                                     | Oriflame Sustainability Report – Ethics and Code of Conduct - Pages 20-21 | - |

| CODE                         | TITLE                                                                                                                                                                                           | LOCATION                                                                                                                | NOTE |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------|
| PRODUCT RESPONSIBILITY       |                                                                                                                                                                                                 |                                                                                                                         |      |
| CUSTOMER HEALTH AND SAFETY   |                                                                                                                                                                                                 |                                                                                                                         |      |
| G4-DMA                       | Generic Disclosures on Management Approach                                                                                                                                                      | Oriflame Sustainability Report - Product safety - Page 36                                                               | -    |
| G4-PR1                       | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement                                                                       | Oriflame Sustainability Report - Product safety - Page 36                                                               | -    |
| G4-PR2                       | Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes | Oriflame Sustainability Report - Product safety - Page 36                                                               | -    |
| PRODUCT AND SERVICE LABELING |                                                                                                                                                                                                 |                                                                                                                         |      |
| G4-DMA                       | Generic Disclosures on Management Approach                                                                                                                                                      | Oriflame Sustainability Report - Product safety - Page 36<br>Oriflame Sustainability Report - Consultants - Pages 24-25 | -    |

| CODE   | TITLE                                                                                                                                                                                                                                      | LOCATION                                                   | NOTE |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------|
| G4-PR3 | Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements | Oriflame Sustainability Report - Product safety - Page 36  | -    |
| G4-PR5 | Results of surveys measuring customer satisfaction                                                                                                                                                                                         | Oriflame Sustainability Report - Consultants - Pages 24-25 | -    |

MARKETING COMMUNICATIONS

|        |                                            |                                                                                                                                                          |   |
|--------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| G4-DMA | Generic Disclosures on Management Approach | Oriflame Sustainability Report - Social & ethical standards - Page 37<br>Oriflame Corporate website - Sustainability - Responsibility-for-Animal-Welfare | - |
| G4-PR6 | Sale of banned or disputed products        | Oriflame Sustainability Report - Social & ethical standards - Page 37<br>Oriflame Corporate website - Sustainability - Responsibility-for-Animal-Welfare | - |

# United Nations GLOBAL COMPACT

| GLOBAL COMPACT PRINCIPLE |              |                                                                                                                          | GRI INDICATOR                                                      |     |     |      |      |      |      |      |      |      |
|--------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----|-----|------|------|------|------|------|------|------|
| HUMAN RIGHTS             | Principle 1  | Businesses should support and respect the protection of internationally proclaimed human rights; and                     | HR5                                                                | HR6 | HR9 | HR10 | HR11 |      |      |      |      |      |
|                          | Principle 2  | make sure that they are not complicit in human rights abuses.                                                            | HR5                                                                | HR6 | HR9 | HR10 | HR11 |      |      |      |      |      |
| LABOUR                   | Principle 3  | Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; | LA4                                                                |     |     |      |      |      |      |      |      |      |
|                          | Principle 4  | the elimination of all forms of forced and compulsory labour;                                                            | HR6                                                                |     |     |      |      |      |      |      |      |      |
|                          | Principle 5  | the effective abolition of child labour; and                                                                             | HR5                                                                |     |     |      |      |      |      |      |      |      |
|                          | Principle 6  | the elimination of discrimination in respect of employment and occupation.                                               | LA1                                                                | LA4 | LA5 | LA6  | LA9  | LA11 | LA12 | LA13 | LA14 | LA15 |
| ENVIRONMENT              | Principle 7  | Businesses should support a precautionary approach to environmental challenges;                                          | EN1 EN2 EN3 EN5 EN8 EN9 EN10<br>EN15 EN16 EN17 EN18 EN27 EN32 EN33 |     |     |      |      |      |      |      |      |      |
|                          | Principle 8  | undertake initiatives to promote greater environmental responsibility; and                                               |                                                                    |     |     |      |      |      |      |      |      |      |
|                          | Principle 9  | encourage the development and diffusion of environmentally friendly technologies.                                        |                                                                    |     |     |      |      |      |      |      |      |      |
| ANTI-CORRUPTION          | Principle 10 | Businesses should work against corruption in all its forms, including extortion and bribery.                             | SO3                                                                | SO4 | SO5 |      |      |      |      |      |      |      |

