

GRI content index

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Statement of use	Kao Group has reported the information cited in this GRI content index for the period [January 1, 2023–December 31, 2023] with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 2: General Disclosures 2021			Relevant Sections in Report	
1. The organization and its reporting practices				
	2-1	Organizational details	—	—
	2-2	Entities included in the organization's sustainability reporting	Editorial Policy	P2
	2-3	Reporting period, frequency and contact point	Editorial Policy Back cover	P2 Back cover
	2-4	Restatements of information	Metrics and Targets > Mid- to long-term targets for the 19 Kao Actions Universal Product Design > Metrics and targets > Mid- to long-term targets and 2023 results > 2023 results	P41-42 P68-69
	2-5	External assurance	Independent Assurance Report	P393
2. Activities and workers				
	2-6	Activities, value chain and other business relationships	—	—
	2-7	Employees	Human Capital Development > Number of employees / management positions	P221
	2-8	Workers who are not employees	—	—
3. Governance				
	2-9	Governance structure and composition	Governance Corporate Governance	P26-28 P288-289
	2-10	Nomination and selection of the highest governance body	—	—
	2-11	Chair of the highest governance body	Corporate Governance > Corporate governance structure	P288
	2-12	Role of the highest governance body in overseeing the management of impacts	Governance	P25-26
	2-13	Delegation of responsibility for managing impacts	Governance	P25-28
	2-14	Role of the highest governance body in sustainability reporting	—	—
	2-15	Conflicts of interest	—	—
	2-16	Communication of critical concerns	Risk management Risk and Crisis Management > Governance	P40 P295-296
	2-17	Collective knowledge of the highest governance body	Governance	P26-28
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance > How the Board of Directors should function and evaluation of its effectiveness > Evaluation of the effectiveness of the Board of Directors	P290
	2-19	Remuneration policies	Corporate Governance > Compensation System for Directors, Audit & Supervisory Board Members and Executive Officers	P292
	2-20	Process to determine remuneration	Corporate Governance > Compensation System for Directors, Audit & Supervisory Board Members and Executive Officer	P292
	2-21	Annual total compensation ratio	—	—

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GRI 2: General Disclosures 2021			Relevant Sections in Report	
4. Strategy, policies and practices				
2-22	Statement on sustainable development strategy	Top Message	P3-5	
		Message by Dave Muenz	P6-7	
2-23	Policy commitments	Responsibly Sourced Raw Materials > Policies	P100	
		Respecting Human Rights > Social issues / Policies / Strategy / Governance	P189-193	
2-24	Embedding policy commitments	Respecting Human Rights > Risk management	P193-195	
		Risk and Crisis Management > Governance / Metrics and targets	P295-298	
2-25	Processes to remediate negative impacts	Effective Corporate Governance > Governance	P169-171	
		Effective Corporate Governance > Compliance hotline operational status and 2023 regulatory violations	P176-177	
		Respecting Human Rights > Governance / Risk management / Metrics and targets / Main initiatives	P192-201	
		Risk and Crisis Management > Governance / Metrics and targets / Main initiatives	P295-299	
2-26	Mechanisms for seeking advice and raising concerns	Effective Corporate Governance > Governance	P169-173	
2-27	Compliance with laws and regulations	Metrics and Targets > Mid- to long-term targets for the 19 Kao Actions	P43	
		Effective Corporate Governance > Compliance hotline operational status and 2023 regulatory violations	P176-177	
2-28	Membership associations	Safer Healthier Products > Industry association activities / communication	P75	
		Decarbonization > Examples of major collaboration projects with stakeholders	P126	
		Zero Waste > Collaboration with stakeholders based on "eco together" > "eco together" with society	P142	
		Water Conservation > Governance > Collaboration with stakeholders	P147	
		Respecting Human Rights > Metrics and targets > Mid- to long-term targets and 2023 results > 2023 results > Dialogue and consultation	P198	
		Human Capital Development > Governance > Collaboration with stakeholders > Interaction with external organizations	P208	
		Inclusive & Diverse Workplaces > Governance > Collaboration with stakeholders	P228	
		Employee Wellbeing & Safety > Collaborative efforts with stakeholders > Information exchange with external organizations	P264	
		Information Security > Strategy > Social impact	P315	
		Digital Transformation (DX) > Strategy > Business impact	P325	
Biodiversity > Governance > Collaboration with stakeholders	P349			
5. Stakeholder engagement				
2-29	Approach to stakeholder engagement	Governance > Stakeholder engagement	P34	
		"Collaboration with stakeholders" in each section	—	
2-30	Collective bargaining agreements	Human Capital Development > Situation regarding union members	P221	

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GRI 3: Material Topics 2021			Relevant Sections in Report	
	3-1	Process to determine material topics	Strategy > Selection process for the Kao Actions as material themes	P20-22
	3-2	List of material topics	Strategy > Kao's ESG Commitments and Actions	P18
	3-3	Management of material topics	Governance	P25-26
			Risk management	P40
			"Governance / Risk management" in each section	—

200: Economic topics			Relevant Sections in Report		
Economic Performance					Indicators on which third-party assurance is provided <input checked="" type="checkbox"/>
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	—	—	
	201-2	Financial implications and other risks and opportunities due to climate change	Decarbonization > Social issues / Strategy	P111-115	
	201-3	Defined benefit plan obligations and other retirement plans	—	—	
	201-4	Financial assistance received from government	—	—	
Market Presence					
GRI 202: Market Presence 2016	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	—	—	
	202-2	Proportion of senior management hired from the local community	—	—	
Indirect Economic Impacts					
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Corporate Citizenship Activities > Metrics and targets	P376	
			Corporate Citizenship Activities > Multiple themes	P379-380	
Corporate Citizenship Activities > Disaster relief			P382		
	203-2	Significant indirect economic impacts	—	—	
Procurement Practices					
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	—	—	
Anti-corruption					
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	—	—	
	205-2	Communication and training on anti-corruption policies and procedures	Effective Corporate Governance > Governance	P169-173	
			Effective Corporate Governance > Main initiatives	P176	
205-3	Confirmed incidents of corruption and actions taken	— (P177 Compliance hotline operational status and 2023 regulatory violations: No applicable incidents)	—		
Anti-competitive Behavior					
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	— (P177 Compliance hotline operational status and 2023 regulatory violations: No applicable incidents)	—	
Tax					
GRI 207: Tax 2019	207-1	Approach to tax	Tax Strategies > Social issues / Policies / Strategy	P338-339	
	207-2	Tax governance, control, and risk management	Tax Strategies > Governance > Risk management	P339-340	
	207-3	Stakeholder engagement and management of tax-related concerns	Tax Strategies > Governance > Collaboration with stakeholders	P339	
	207-4	Country-by-country reporting	Tax Strategies > Metrics and targets	P340-341	

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300: Environmental topics			Relevant Sections in Report		Indicators on which third-party assurance is provided <input checked="" type="checkbox"/>
Materials					
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Product Lifecycle and Environmental Impact	P163	
	301-2	Recycled input materials used	Sustainable Lifestyle Promotion > <i>Yoki-Monozukuri</i> in plan and action and proposing activities and collaboration with stakeholders	P80-81	
			Zero Waste > Metrics and targets	P134-137	<input checked="" type="checkbox"/>
			Zero Waste > Initiatives taken in relation to our products	P138	
			Zero Waste > Initiatives targeting packaging	P140-141	
301-3	Reclaimed products and their packaging materials	Zero Waste > Initiatives taken in relation to our products	P138		
		Zero Waste > Initiatives targeting packaging	P140-141		
Energy					
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Decarbonization > Metrics and targets	P116-119	<input checked="" type="checkbox"/>
			Product Lifecycle and Environmental Impact	P163	
	302-2	Energy consumption outside of the organization	—	—	
	302-3	Energy intensity	Decarbonization > Metrics and targets > Mid- to long-term targets and 2023 results > 2023 results	P117	<input checked="" type="checkbox"/>
	302-4	Reduction of energy consumption	Decarbonization > Metrics and targets	P116-119	
Decarbonization > Efforts in manufacturing (plants, offices, logistics centers) / efforts in distribution			P122-124		
302-5	Reductions in energy requirements of products and services	Decarbonization > Metrics and targets	P116-119		
		Decarbonization > Efforts during use / Efforts in disposal and recycling	P124-126		
Water and Effluent					
GRI 303: Water and Effluent 2018	303-1	Interactions with water as a shared resource	Water Conservation > Social issues / Policies / Strategy / Metrics and targets / Main initiatives	P145-151	
	303-2	Management of water discharge-related impacts	Water Conservation > Governance / Risk management / Metrics and targets / Initiatives in production	P147-150	
			Air & Water Pollution Prevention > Governance / Risk management / Metrics and targets / Initiatives to prevent water pollution	P155-158	
	303-3	Water withdrawal	Water Conservation > Metrics and targets	P148-149	<input checked="" type="checkbox"/>
			Product Lifecycle and Environmental Impact	P163	
	303-4	Water discharge	Water Conservation > Metrics and targets	P149	<input checked="" type="checkbox"/>
			Air & Water Pollution Prevention > Metrics and targets	P156-157	<input checked="" type="checkbox"/>
Product Lifecycle and Environmental Impact			P163		
303-5	Water consumption	Water Conservation > Metrics and targets	P148-149	<input checked="" type="checkbox"/>	
		Product Lifecycle and Environmental Impact	P163		

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Biodiversity					
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity > Implementing measures based on global biodiversity evaluation criteria	P360-363	
	304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity > Strategy	P344-348	
			Biodiversity > Metrics and targets	P351-354	
			Biodiversity > Estimate of financial impact of anticipated risks / Potential market research for nature positiveness	P355-357	
	304-3	Habitats protected or restored	Biodiversity > Implementing measures based on global biodiversity evaluation criteria	P360-363	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity > Implementing measures based on global biodiversity evaluation criteria > Wakayama Plant	P360		
		Biodiversity > Implementing measures based on global biodiversity evaluation criteria > KSA	P362		
Emissions					
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Decarbonization > Metrics and targets	P119	<input checked="" type="checkbox"/>
			Product Lifecycle and Environmental Impact	P163	<input checked="" type="checkbox"/>
	305-2	Energy indirect (Scope 2) GHG emissions	Decarbonization > Metrics and targets	P119	<input checked="" type="checkbox"/>
			Product Lifecycle and Environmental Impact	P163	<input checked="" type="checkbox"/>
	305-3	Other indirect (Scope 3) GHG emissions	Decarbonization > Metrics and targets	P119	<input checked="" type="checkbox"/> (1, 4, 11, 12)
			Decarbonization > Efforts in distribution / Efforts during use / Efforts in disposal and recycling	P123-126	
			Product Lifecycle and Environmental Impact	P163	<input checked="" type="checkbox"/>
	305-4	GHG emission intensity	—	—	
	305-5	Reduction of GHG emissions	Decarbonization > Metrics and targets	P117-119	<input checked="" type="checkbox"/>
	305-6	Emissions of ozone-depleting substances (ODS)	Decarbonization > Efforts in manufacturing (plants, offices, logistics centers) > 3. Reducing the volume of leaked refrigerants and other greenhouse gases	P123	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air & Water Pollution Prevention > Metrics and targets	P156-157	<input checked="" type="checkbox"/>	
		Product Lifecycle and Environmental Impact	P163		
Waste					
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Sustainable Lifestyle Promotion > Strategy	P77-78	
			Zero Waste > Social issues	P128	
			Zero Waste > Strategy	P130-133	
	306-2	Management of significant waste-related impacts	Sustainable Lifestyle Promotion > Governance / Risk management / Metrics and targets / <i>Yoki-Monozukuri</i> in plan and action and proposing activities and collaboration with stakeholders	P78-83	
			Zero Waste > Social issues / Policies / Strategy / Governance / Metrics and targets	P128-137	
	306-3	Waste generated	Zero Waste > Metrics and targets	P135-136	<input checked="" type="checkbox"/>
	306-4	Waste diverted from disposal	Zero Waste > Metrics and targets	P135-136	
306-5	Waste directed to disposal	—	—		

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Supplier Environmental Assessment					
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	—	—	
	308-2	Negative environmental impacts in the supply chain and actions taken	Responsibly Sourced Raw Materials > Collaboration with suppliers	P109	
			Decarbonization > Efforts in raw materials procurement	P120-121	
			Zero Waste > Collaboration with stakeholders based on “eco together”	P142	
		Water Conservation > Efforts in raw materials procurement	P149		
400: Social topics			Relevant Sections in Report		
Employment					Indicators on which third-party assurance is provided <input checked="" type="checkbox"/>
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Human Capital Development > Human capital data	P222-223	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—	—	
	401-3	Parental leave	Inclusive & Diverse Workplaces > Support for balancing work and family care > Employment system utilization status related to childcare, nursing care and family care	P239	
Labor/Management Relations					
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	—	—	
Occupational Health and Safety					
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Employee Wellbeing & Safety > Governance / Risk management	P270	
			Responsible Care Activities > Governance / Risk management	P301-303	
			Process Safety and Disaster Prevention > Governance	P369-370	
	403-2	Hazard identification, risk assessment, and incident investigation	Employee Wellbeing & Safety > Risk management / Metrics and targets / Main initiatives	P270-273	
			Responsible Care Activities > Implementation status of the RC Secretariat Audit	P305	
	403-3	Occupational health services	Process Safety and Disaster Prevention > Strengthening process safety and disaster prevention / High-pressure gas safety	P372-373	
			—	—	
	403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Wellbeing & Safety > Governance	P270	
			Employee Wellbeing & Safety > Main initiatives	P273-274	
			Responsible Care Activities > Standardization of RC activities	P304-305	
403-5	Worker training on occupational health and safety	Employee Wellbeing & Safety > Governance	P270		
		Employee Wellbeing & Safety > Main initiatives	P273-274		
		Responsible Care Activities > Education about RC activities	P306		
		Process Safety and Disaster Prevention > Governance > Education and promotion	P370		
403-6	Promotion of worker health	Process Safety and Disaster Prevention > Emergency response drills to prepare for large-scale disasters / Process safety and disaster prevention educational programs	P371-373		
		Employee Wellbeing & Safety > Employee Wellbeing	P246-262		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Decarbonization > Efforts in manufacturing (plants, offices, logistics centers) > Adaptation	P123		
403-8	Workers covered by an occupational health and safety management system	—	—		
403-9	Work-related injuries	Employee Wellbeing & Safety > Metrics and targets	P271-272	<input checked="" type="checkbox"/> (Partial data)	
403-10	Work-related ill health	Employee Wellbeing & Safety > Metrics and targets	P271-272	<input checked="" type="checkbox"/> (Partial data)	

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Training and Education					
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Human Capital Development > Human capital development investment per employee	P224	
	404-2	Programs for upgrading employee skills and transition assistance programs	Governance > Employee engagement policy > Learning programs	P36-37	
			"Governance" in each section	—	
			Realization of the Kao Way > Main initiatives	P50-52	
			Responsibly Sourced Raw Materials > Education and promotion	P109	
			Effective Corporate Governance > Metrics and targets > 2023 results	P173	
			Human Capital Development	P204-219	
			Inclusive & Diverse Workplaces	P225-242	
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development > Sharpen the skills and unlock the potential of highly motivated personnel > Optimal assignment	P213-214	
Diversity and Equal Opportunity					
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Inclusive & Diverse Workplaces > Activities to promote Diversity & Equity	P230-240	
			Inclusive & Diverse Workplaces > Human capital data	P244	
	405-2	Ratio of basic salary and remuneration of women to men	Inclusive & Diverse Workplaces > Base salary + other cash incentives Average annual salary	P245	
Non-discrimination					
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	—	—	
Freedom of Association and Collective Bargaining					
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—	—	
Child Labor					
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	—	—	
Forced or Compulsory Labor					
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	—	—	
Security Practices					
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	—	—	
Rights of Indigenous Peoples					
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	—	—	
Local Communities					
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Responsible Chemicals Management > Main initiatives	P282-283	
	413-2	Operations with significant actual and potential negative impacts on local communities	—	—	
Supplier Social Assessment					
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Responsibly Sourced Raw Materials > Collaboration with suppliers	P109	
			Respecting Human Rights > Human rights due diligence process	P199	
	414-2	Negative social impacts in the supply chain and actions taken	Responsibly Sourced Raw Materials > Collaboration with suppliers	P109	
			Respecting Human Rights > Human rights due diligence process	P200	

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Public Policy					
GRI 415: Public Policy 2016	415-1	Political contributions	Effective Corporate Governance > Expenditures to trade associations and political organizations	P175	
Customer Health and Safety					
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Universal Product Design > Risk management / Metrics and targets / Main initiatives	P68-70	
			Safer Healthier Products > Risk management / Metrics and targets / Safe and secure ingredient use and information disclosure	P73-75	
			Transformative Innovation > Risk management / Metrics and target	P96-97	
			Product Quality Management > Risk management / Metrics and targets / Main initiatives	P311-312	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality Management > Metrics and targets	P312	
Marketing and Labeling					
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Universal Product Design > Strategy / Metrics and targets	P65-69	
			Safer Healthier Products > Safe and secure ingredient use and information disclosure	P75	
			Product Lifecycle and Environmental Impact > "Eco together" logo certified products	P164	
			Full Transparency > Metrics and targets / Main initiatives	P184-187	
			Responsible Chemicals Management > Main initiatives	P283	
	Communication with Consumers > Governance / Metrics and targets	P366-368			
	417-2	Incidents of non-compliance concerning product and service information and labeling	—	—	
	417-3	Incidents of non-compliance concerning marketing communications	—	—	
Customer Privacy					
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	—	—	

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A	Governance of respect for human rights		
A1	Policy commitment		
A1.1	How has the public commitment been developed?	Respecting Human Rights > Policies	P189
A1.2	Whose human rights does the public commitment address?	Respecting Human Rights > Policies	P189
A1.3	How is the public commitment disseminated?	Respecting Human Rights > Governance	P192
		Respecting Human Rights > Metrics and targets	P197
		Respecting Human Rights > Main initiatives	P200
A2	Embedding respect for human rights		
A2.1	How is day-to-day responsibility for human rights performance organized within the company, and why?	Respecting Human Rights > Strategy	P191
		Respecting Human Rights > Governance	P192
		Respecting Human Rights > Risk management	P193
A2.2	What kinds of human rights issues are discussed by senior management and by the Board, and why?	Respecting Human Rights > Governance	P192
A2.3	How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	Respecting Human Rights > Governance	P192
		Respecting Human Rights > Metrics and targets	P197
		Respecting Human Rights > Main initiatives	P200
A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	Responsibly Sourced Raw Materials > Policies	P100
		Respecting Human Rights > Policies	P189
A2.5	What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	Respecting Human Rights > Metrics and targets	P198
B	Defining the focus of reporting		
B1	Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	Respecting Human Rights > Risk management	P194
B2	Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.	Respecting Human Rights > Risk management	P193
B3	Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	—	—
B4	Additional severe impacts: Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	—	—
C	Management of salient human rights issues		
C1	Specific policies		
C1.1	How does the company make clear the relevance and significance of such policies to those who need to implement them?	Respecting Human Rights > Governance	P192
		Respecting Human Rights > Main initiatives	P197
C2	Stakeholder engagement		
C2.1	How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	Respecting Human Rights > Governance	P192
		Respecting Human Rights > Risk management	P193

		Relevant Sections in Report	
C2.2	During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Respecting Human Rights > Governance	P192
		Respecting Human Rights > Metrics and targets	P195
		Respecting Human Rights > Main initiatives	P199
C2.3	During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	Respecting Human Rights > Metrics and targets	P195
		Respecting Human Rights > Main initiatives	P201
C3	Assessing impacts		
C3.1	During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	—	—
C3.2	During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	—	—
C4	Integrating findings and taking action		
C4.1	How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	Respecting Human Rights > Governance	P192
		Respecting Human Rights > Risk management	P193
C4.2	When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	—	—
C4.3	During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	Respecting Human Rights > Metrics and targets	P195
		Respecting Human Rights > Main initiatives	P199
C5	Tracking performance		
C5.1	What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	Respecting Human Rights > Main initiatives	P199
C6	Remediation		
C6.1	Through what means can the company receive complaints or concerns related to each salient issue?	Effective Corporate Governance > Governance	P169
		Respecting Human Rights > Metrics and targets	P197
		Respecting Human Rights > Main initiatives	P200
C6.2	How does the company know if people feel able and empowered to raise complaints or concerns?	—	—
C6.3	How does the company process complaints and assess the effectiveness of outcomes?	Effective Corporate Governance > Governance	P169
C6.4	During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	Respecting Human Rights > Metrics and targets	P197
C6.5	During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	Respecting Human Rights > Main initiatives	P200