

Our sustainability reporting is aligned with the GRI Standard. The 2019 and 2020 annual reports were our first steps toward integrated reporting, so to complement the disclosures published there we have published supplementary documents on our website. With the disclosures in the Annual Integrated Report 2020 and related documents on our website, the level of disclosure on GRI standard disclosures and indicators is compatible with a comprehensive "In accordance" option. A content index matching the GRI Standard Disclosures with information included in our reporting is included below. Material aspects are indicated in the Materiality Matrix on page 17 of the Annual Integrated Report 2020 and detailed information on the materiality methodology is provided on our website at <https://www.lafargeholcim.com/sustainability-reports>. In the materiality review, the following topics were identified as most material:

- Business ethics and compliance
- Greenhouse gas emissions
- Health and safety
- Corporate governance
- Sustainable products, innovation and technology

Where we have data available on other GRI aspects and indicators we have also included these data and relevant links (where applicable) in the content index.

AIR: [Annual Integrated Report 2020](#)

SPR: [Sustainability Performance Report 2020](#)

Web: [External website - www.lafargeholcim.com](http://www.lafargeholcim.com)

GRI ref	Description	AIR	SPR	Web	Page, comment, performance
Organizational profile					
102-1	Name of the organisation	X	X	X	Cover
102-2	Primary brands products and services	X			AIR page 18
102-3	HQ Location	X			Back cover
102-4	Countries of operation	X			AIR page 178 - 182
102-5	Nature of ownership	X			AIR page 77 - 78
102-6	Markets served	X			AIR pages 24 -25 ;178 - 182
102-7	Scale of operation	X			AIR pages 24 - 25
102-8	Information on employees and other workers	X	X		We report total employees per region, percentage of female employees per management level, employees per employment type and by age. SPR: page12 AIR: pages 184 -185

102-9	Supply chain description	X		X	Segment descriptions AIR pages 14 - 15 Website: document on Sustainable procurement :
102-10	Significant changes	X	X		Acquisition of Firestone AIR pages 11 -13 Segment descriptions AIR pages 14 - 15 Methodology & Consolidation SPR page 14
102-11	Precautionary approach	X			Material issues section: AIR page 20 -21 Risk management section: AIR pages 98 -112
102-12	External initiatives		X	X	Pages 20-21 https://www.lafargeholcim.com/global-citizenship
102-13	Memberships and partnerships		X	X	Pages 20 -21 https://www.lafargeholcim.com/global-citizenship
Strategy					
102-14	Statement from most senior decision-maker	X	X		AIR pages 4 - 9 (Chairman and CEO statements) SPR page 2 (CSO Statement)
102-15	Key impacts and opportunities	X			These are detailed in the various sections throughout the report: Economic : page 18 -19 Climate & energy : pages 23;55 - 59 Circular economy : pages 23; 64 -65 Environment : pages 23; 63 Community : pages 23;26 -39 Innovation : pages 46 - 47 People : page 48 Health and Safety : pages 50 - 51 Risk and control : page 98 -112 Corporate governance : pages 76 - 93
Ethics and integrity					
102-16	Values, principles, standards, and norms of behavior	X		X	AIR page 76 Website: Codes of Business Conduct ; See also Compliance program FAQ at https://www.lafargeholcim.com/additional-esg-resources
102-17	Internal and external mechanisms (Hotlines, Whistleblowing)	X		X	AIR page 98 (risk mitigation) Website: See Compliance program FAQ at https://www.lafargeholcim.com/additional-esg-resources and Integrity line under: https://www.lafargeholcim.com/community

Governance					
102-18	Governance structure	X		X	Structure and committees: pages 78 -94 Climate Governance: page 81 Website: https://www.lafargeholcim.com/corporate-governance
102-19	Delegating authority	X			Corporate governance section: pages 76 - 93
102-20	Executive level responsibility for ESG topics	X			Rests with the Chief Sustainability Officer - see pages 94 and 96
102-21	Consulting stakeholders on economic, environmental, and social topics	X		X	AIR: See materiality section on page 20 Website: Materiality Review 2019 see also Stakeholder engagement document at https://www.lafargeholcim.com/additional-esg-resources
102-22	Composition of the highest governance body and its committees	X		X	AIR: Corporate governance section: pages 76 - 84 Website: https://www.lafargeholcim.com/board-directors
102-23	Highest governance body (Chair)	X		X	AIR: Corporate governance section: pages 76 - 84 Website: https://www.lafargeholcim.com/board-directors
102-24	Nomination process	X		X	AIR: See Nomination, Compensation and Governance Committee - page 135 Website: https://www.lafargeholcim.com/committees
102-25	Conflicts of interest	X			AIR: See organizational rules/ areas of responsibility - page 82
102-26	Role in values and strategy development	X			AIR: See organizational rules/ areas of responsibility - page 82
102-27	Collective knowledge of highest governance body	X		X	AIR: page 79 Website: https://www.lafargeholcim.com/board-directors
102-28	Board performance	X			AIR: page 79
102-29	Board role in identifying and managing economic, environmental, and social impacts	X			AIR: See "Health, Safety and Sustainability Committee" page 80
102-30	Board role in Risk management	X			AIR: see "Audit Committee" page 80
102-31	Frequency of ESG review	X			AIR: See "Health, Safety and Sustainability Committee" page 80
102-32	Review of sustainability disclosures				The Annual Integrated Report is reviewed by the Board and EXCO before publication. The SPR is reviewed by the Chief Sustainability

					Officer. Documents on our website in the “additional ESG resources page are reviewed and approved by relevant EXCO members.
102-33	Reporting critical concerns			X	See http://www.lafargeholcim.com/articles-association for the articles of incorporation, committee charters and organisation rules.
102-34	Number of critical concerns				We do not disclose details of what is discussed at Board meetings
102-35	Remuneration disclosures	X			We disclose remuneration information as required by the Corporate Governance Directive of the SIX Swiss exchange and the disclosure rules of the Swiss code of obligations. See AIR pages 114 -138
102-36		X			
102-37		X			
102-38		X			
102-39		X			
Stakeholder engagement					
102-40	Stakeholder groups	X		X	AIR: pages 26 - 39 Website: Materiality review Also: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Stakeholder engagement at LafargeHolcim
102-41	Collective bargaining agreements		X		SPR page 12
102-42	Identifying and selecting stakeholders	X		X	AIR: pages 26 -39 Website: Materiality review Also: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Stakeholder engagement at LafargeHolcim
102-43	Approach to stakeholder engagement	X		X	AIR: pages 26 -39 Website: Materiality review Also: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Stakeholder engagement at LafargeHolcim
102-44	Key topics raised	X		X	AIR: pages 26 -39 Website: Materiality review Also: https://www.lafargeholcim.com/additional-esg-resources

					<ul style="list-style-type: none"> Stakeholder engagement at LafargeHolcim
Reporting practice					
102-45	Entities included in the consolidated financial statements	X	X		AIR: See principle consolidated companies of the Group - page 178 -182 SPR: See page 14 - Scope of consolidation
102-46	Defining report content and topic Boundaries	X	X		AIR: Pages 20 - 21 SPR: pages 3 and 14 Website: Materiality Review 2019
102-47	List of material topics	X		X	AIR: pages 20-21 Website: Materiality Review 2019
102-48	Restatements		X		SPR: page 14 - changes in scope of consolidation
102-49	Changes in reporting		X		SPR: page 14 - See the Methodology and consolidation section for the scope of reporting.
102-50	Reporting period		X		SPR: page 14
102-51	Previous report		X	X	SPR: page 14 Website: https://www.lafargeholcim.com/sustainability-reports
102-52	Reporting cycle		X		SPR: page 16
102-53	Contact point	X	X	X	AIR: back cover SPR: back cover Website: "Contacts"
102-54 /55	Content index and in accordance		X		SPR: page 20 Website: this document
102-56	Assurance	X	X		AIR: page 250 SPR:page 17
Management approach					
Material topics					
103-1 to 103-3	Business ethics and compliance	X		X	AIR: risk and control section pages 98;105-107 Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Compliance policy Code of business conduct Anti bribery and corruption policy Compliance program FAQ

	Greenhouse gas emissions	X	X	X	AIR: Climate and energy - pages 23; 55-59;100 SPR: page 5 Website: climate pages
	Health and safety	X		X	AIR: Health and safety - page 50-51 Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard
	Corporate governance	X		X	AIR: Corporate governance section - pages 76 - 93 Website: https://www.lafargeholcim.com/corporate-governance
	Sustainable products,innovation and technology	X		X	AIR: Innovation - page 46 Website: https://www.lafargeholcim.com/rd-innovative-solutions
GRI 200 - Economic					
GRI 201 - Economic performance					
201-1	Direct economic value generated and distributed	X		X	AIR: page 269 Website: Integrated profit and loss statement Website: Reports on payments to governments
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	X			AIR: pages 100 ;103-104;110;174-175
201-3	Coverage of the organization's defined benefit plan obligations	X			AIR: page 229
201-4	Financial assistance received from government	X			SPR; page 12 - government relations
GRI 202 - Market presence					
202-1	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation			X	Website: this document: We do not measure this by gender. In 2020, at entry level our group Countries report paying a median of 44% above minimum wage where a minimum wage is in place.
202-2	Proportion of senior management hired from the local community at significant locations of operation			X	Website: this document: We measure this for the total workforce, not just Senior Management. In 2020, 98.8% of employees were local.

GRI 203 - Indirect Economic Impacts					
203-1	Development and impact of infrastructure investments and services supported		X		We report on CSR spend on social investment projects as well as inclusive business. SPR: page 8 “communities”
203-2	Significant indirect economic impacts, including the extent of impacts			X	See integrated profit and loss statement on our website.
GRI 204 - Procurement practices					
204-1	Proportion of spending on local suppliers at significant locations of operation		X	X	SPR: page 13 Website; this document National market suppliers account for 92% of suppliers at Group company level and account for 95% of total spend
GRI 205 - Anti-corruption					
205-1	Operations assessed for risks related to corruption	X		X	AIR: page 104 - key operational risks - legal and compliance risks Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> • Code of Business Conduct • Anti Bribery and Corruption Policy • Compliance program FAQ
205-2	Communication and training on anti-corruption policies and procedures			X	Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> • Compliance program FAQ
205-3	Confirmed incidents of corruption and actions taken			X	Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> • Compliance program FAQ
GRI 206 - Anti-competitive behaviour					
206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	X			AIR: pages 242-243

GRI 300 - Environmental					
GRI 301 - Materials					
301-1	Materials used by weight or volume		X		SPR: page 4 - total raw material consumption
301-2	Percentage of materials used that are recycled input materials		X		SPR. page 4 - Alternative raw materials substitution rate
301-3	Percentage of products sold and their packaging materials that are reclaimed by category				Currently unavailable. Circular Economy is one of the pillars of our Sustainability Strategy and we track the amount of our products that contain recycled materials. The majority of our products are shipped in bulk with no packaging material..
GRI 302 - Energy					
302-1	Energy consumption within the organization		X		SPR: page 5 - 6
302-2	Energy consumption outside of the organization			X	Currently unavailable. Scope three CO2 emissions are reported in the SPR page 5 and the Integrated Profit and Loss statement contains information on upstream energy impacts Website: IP & L Statement
302-3	Energy intensity		X		SPR: page 5 - 6
302-4	Reduction of energy consumption	X	X		AIR: page 56 SPR: page 5-6
302-5	Reductions in energy requirements of products and services	X	X		AIR: page 60-62 SPR: page 5- 6
GRI 303 - Water and Effluents					
303-1	Interactions with water as a shared resource	X	X		AIR:page 63 SPR: page 6 -7
303-2	Management of water discharge related impacts	X	X		AIR: page 63 SPR: page 6-7
303-3	Water withdrawal		X		SPR: page 6-7
303 -4	Water discharge		X		SPR: page 6-7
303-5	Water consumption		X		SPR: page 6-7

GRI 304 - Biodiversity					
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		X		SPR: page 10 (Quarries with biodiversity importance)
304-2	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	X	X	X	AIR: Page 63 SPR: page10 Website: Link
304-3	Habitats protected or restored		X		SPR: page10
304-4	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk				This is collected at site level , but we do not currently collate this information globally
GRI 305 - Emissions					
305-1	Direct greenhouse gas (GHG) emissions (scope 1)	X	X	X	AIR: pages 23; 56-59 SPR: page 5-6 Website: Climate pages
305-2	Energy indirect greenhouse gas (GHG) emissions (scope 2)	X	X	X	AIR: pages 23; 56-59 SPR: page 5-6 Website: Climate pages
305-3	Other indirect greenhouse gas (GHG) emissions (scope 3)	X	X	X	AIR: pages 23;59 SPR: page 5-6 Website: Climate pages
305-4	Greenhouse gas (GHG) emissions intensity	X	X	X	AIR: pages 23; 56-59 SPR: page 5-6 Website: Climate pages
305-5	Reduction of greenhouse gas (GHG) emissions	X	X		AIR: pages 23; 56-59 SPR: page 5-6 Website: Climate pages
305-6	Emissions of ozone-depleting substances (ODS)				Emissions of ozone-depleting substances in our manufacturing processes are negligible. This indicator is thus not considered to be material
305-7	NOX, SOX, and other significant air emissions	X	X		AIR: page 50 SPR: pages 10 - 11
GRI 306 - Effluents and waste					
306-1	Total water discharge by quality and destination		X		SPR: page 6 - 7
306-2	Total weight of waste by type and disposal method		X		SPR page 5

306-3	Total number and volume of significant spills		X		SPR: page 10 (Spills are included in non-compliance cases
306-4	Transport of hazardous waste		X		Hazardous waste volume is reported under 306-2. We do not currently have data on the breakdowns required by GRI. We are working to improve our data collection in this area.
306-5	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff				Not available. We will collect data and report on this indicator in the medium to long term.
GRI 307 - Environmental compliance					
307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		X		SPR: page10
GRI 308 - Supplier environmental assessment					
308-1	Percentage of new suppliers that were screened using environmental criteria		X	X	SPR: page 13 (high esg risk suppliers qualified) Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Sustainable Procurement principles and processes
308-2	Significant actual and potential negative environmental impacts in the supply chain and actions taken		X	X	SPR: page 13 (high esg risk suppliers qualified) Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Sustainable Procurement principles and processes
GRI 400 - Social					
GRI 401 - Employment					
401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region		X		SPR: page12 and annex to this document
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation				Currently unavailable . We will collect data and report on this indicator in the medium term.
401-3	Return to work and retention rates after parental leave, by gender				Data collected for the first time in 2020. Group Companies report that 88% of people on maternity leave in 2020 returned to work.

GRI 402 - Labor/Management Relations					
402-1	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements				Not collated globally. However all operations are required to adhere to local law and agreements as well as LafargeHolcim internal standards and policies.
GRI 403 - Occupational Health and Safety					
403-1	Occupational health and safety management system	X	X	X	AIR: page 50 SPR: page 9 Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard
403-2	Hazard identification, risk assessment, and incident investigation	X		X	AIR: page 50 Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard
403-3	Occupational health services	X		X	AIR: page 50 (Operating during a pandemic) Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard(section 3.3.3.4)
403-4	Work participation, consultation, and communication on occupational health and safety	X	X	X	AIR: page 50 SPR page 9 Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard
403-5	Worker training on occupational health and safety			X	In 2020 Group Companies reported 428 000 hours of training for Health and Safety for direct employees. Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard(section 3.3.1.1)
403-6	Promotion of worker health	X		X	AIR: page 50 (Operating during a pandemic) Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Health and safety management system standard(section 3.3.3.4)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			X	H&S is an integral part of our Sustainable Procurement program: Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Sustainable Procurement Principles and Processes
403-8	Workers covered by an occupational health and safety management system		X		SPR: page 9

403-9	Work-related injuries	X	X		AIR: Pages 50 - 51 SPR: page 9
403-10	Work-related ill health		X		SPR: page 9 (OIFR)
GRI 404 - Training and education					
404-1	Average hours of training per year per employee by gender, and by employee category		X		SPR; page 12. Management level by gender in annex to this document.
404-2	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings				Currently not collected globally. We will collect data and report on this indicator in the medium term to long term.
404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category		X		SPR: page12 Broken down by gender and management level in the annex of this document.
GRI 405 - Diversity and equal opportunity					
405-1	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	X	X		Details of the members of the Board and of the Exco, including age, is provided in the AIR, Corporate Governance section (pg 76 to 94) . Female representation per management level is reported in the SPR page 12.
405-2	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation				Although we gather this information, the difference in grading of job levels across multiple locations and the low number of women in certain job categories does not allow meaningful comparison. We will investigate the implications of collating this data in a more meaningful manner and report on our conclusions in future reports in the long term.
GRI 406 - Non-discrimination					
406-1	Total number of incidents of discrimination and corrective actions taken				14 Group Countries reported 32 incidents of alleged discrimination in 2020. By year end all cases had been addressed and resolved
GRI 407 - Freedom of Association and Collective Bargaining					
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			X	Salient risk assessment: Determination of country risk level. The risk level of each operating context with regard to business-related human rights issues is determined based on the UN Human

					<p>Development Index (HDI) and the Freedom House Index (FH):</p> <p>Mitigation measures and programs reported on the website: https://www.lafargeholcim.com/additional-esg-resources</p> <ul style="list-style-type: none"> • Human rights due diligence • Sustainable procurement principles and processes
GRI 408 - Child Labor					
408-1				X	<p>Salient risk assessment: Determination of country risk level. The risk level of each operating context with regard to business-related human rights issues is determined based on the UN Human Development Index (HDI) and the Freedom House Index (FH):</p> <p>Mitigation measures and programs reported on the website: https://www.lafargeholcim.com/additional-esg-resources</p> <ul style="list-style-type: none"> • Human rights due diligence • Sustainable procurement principles and processes
GRI 409 - Forced or Compulsory Labor					
409-1				X	<p>Salient risk assessment: Determination of country risk level. The risk level of each operating context with regard to business-related human rights issues is determined based on the UN Human Development Index (HDI) and the Freedom House Index (FH):</p> <p>Mitigation measures and programs reported on the website: https://www.lafargeholcim.com/additional-esg-resources</p> <ul style="list-style-type: none"> • Human rights due diligence • Sustainable procurement principles and processes
GRI 410 - Security practices					
410-1	Security personnel trained in human rights policies or procedures				<p>Monitored through the annual Social questionnaire. In 2020 Group Countries reported 61% of security guards were trained in the organization's human rights policies or specific procedures and their application to security.</p>

GRI 411 - Rights of indigineous peoples					
411-1	Incidents of violations involving rights of indigenous peoples				Monitored through the annual stakeholder questionnaire. In 2020, 4 Group Countries reported 7 disputes in operations related to land use, customary rights of local communities and indigenous peoples
GRI 412 - Human Rights Assessment					
412-1	Operations that have been subject to human rights reviews or impact assessments		X		SPR: page 13 (under communities)
412.2	Employee training on human rights policies or procedures				In 2020 ,7202 hours of training on Human Rights was given.
412.3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening				All procurement contracts are subject to the conditions of the Supplier code of conduct, which has specific human rights clauses.
GRI 413 - Local communities					
413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs		X		SPR: page 13 (under communities)
413-2	Operations with significant actual and potential negative impacts on local communities				Monitored through the annual stakeholder questionnaire. In 2020, 865 new or ongoing grievances were recorded by 42 Group companies relating to the impacts of operations. Of these 793 were addressed and 592 resolved in the reporting period.
GRI 414 - Supplier Assessment for Labour Practices					
414-1	New suppliers that were screened using social criteria		X	X	All new suppliers are qualified according to our Sustainable Procurement Initiative and Supplier Code of Conduct. SPR: page 13 (high esg risk suppliers qualified) Website: https://www.lafargeholcim.com/additional-esg-resources <ul style="list-style-type: none"> Sustainable Procurement principles and processes
414-2	Negative social impacts in the supply chain and actions taken		X		SPR: page 13 (Suppliers identified as "High ESG Risk" and qualifications carried out) Website: https://www.lafargeholcim.com/additional-esg-resources

					<ul style="list-style-type: none"> Sustainable Procurement principles and processes
GRI 415 - Public policy					
415-1	Political contributions		X	X	SPR: page 12 (government relations) See also our Code of Business Conduct (page 38)
GRI 416 - Customer health and safety					
416-1	Assessment of the health and safety impacts of product and service categories				Information is not currently collated at a global level. This is not one of our most material issues at this stage.(See GRI 102.7)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				Information is not currently collated at a global level. This is not one of our most material issues at this stage.(See GRI 102.7)
GRI 417 - Marketing and labeling					
417-1	Requirements for product and service information and labeling				Information is not currently collated at a global level. This is not one of our most material issues at this stage.(See GRI 102.7)
417-2	Incidents of non-compliance concerning product and service information and labeling				None known: Information is not currently collated at a global level. This is not one of our most material issues at this stage.(See GRI 102.7)
417-3	Incidents of non-compliance concerning marketing communications				None known: Information is not currently collated at a global level. This is not one of our most material issues at this stage.(See GRI 102.7)
GRI 418 - Customer privacy					
418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data				None known: Information is not currently collated at a global level. This is not one of our most material issues at this stage.(See GRI 102.7)
GRI 419 - Socioeconomic compliance					
419-1	Non-compliance with laws and regulations in the social and economic area	X			AIR: pages 242-243

Annex:
Turnover by gender, age group and region

Age Group	Men	Women	Total
Under 30	22%	21%	22%
Between 30-50	11%	14%	11%
Over 50	13%	13%	13%

Region	%
Asia Pacific	9%
Corporate	19%
Europe	10%
LATAM	16%
Middle East Africa	13%
North America	21%

Training by gender and management level

Average training hours

Management level (men)	20
Management level (women)	21
Management level total	20
Non management (men)	15
Non management (women)	20
Non management total	16

Performance appraisal by management level and gender

(% with annual performance review)

Management level (men)	92%
Management level (women)	92%
Management level total	92%
Non management (men)	48%
Non management (women)	63%
Non management total	50%