



Olam Group 2025 GRI Content Index

Statement of use	Olam Group Limited has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. This table references the GRI Universal Standards 2021 and identifies where Olam addresses each disclosure topic — the 2025 Annual Report, the separate Supplementary Sustainability Disclosures 2025 document which contains additional ESG disclosures, and the Olam corporate website.
GRI Standards used	GRI Universal Standards 2021 (GRI 1: Foundation 2021, GRI 2: General Disclosures 2021, GRI 3: Material Topics 2021), material GRI Topic Standards and the relevant GRI sector standard, GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022, which comes into effect for reporting from 1 January 2024.

GRI STANDARD	DISCLOSURE TITLE	LOCATION	PRINTED PAGE OR WEBSITE	SECTION	RELEVANT INDICATORS
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	Annual Report 2025	122	General Information	General Information
		Annual Report 2025	251-253	Corporate Information, Shareholding Information	Corporate Information, Substantial shareholders
		Supplementary Sustainability Disclosures 2025	2	Introduction and General Disclosures	About Olam Group
	2-2 Entities included in the organization's sustainability reporting	Supplementary Sustainability Disclosures 2025	2	Introduction and General Disclosures	About Olam Group
		Annual Report 2025	122	General Information	Operating groups; Businesses; Reporting segments
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	Annual Report 2025	216-218	Financial report, Notes to the Financial Statements	Subsidiary Companies
		Supplementary Sustainability Disclosures 2025	2	Introduction and General Disclosures	About the Company's Sustainability Reporting
GRI 2: General Disclosures 2021	2-4 Restatements of information	Supplementary Sustainability Disclosures 2025	2	Introduction and General Disclosures	Restatements of information
GRI 2: General Disclosures 2021	2-5 External assurance	Annual Report 2025	100	Strategic report, Response to TCFD	Governance
Activities and workers					
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Annual Report 2025	1	Strategic report, Overview	Olam Group at a glance
		Supplementary Sustainability Disclosures 2025	1	Introduction and General Disclosures	About Olam Group
		Annual Report 2025	24-43	Strategic report, of	Full section
		Annual Report 2025	44-58	Strategic report, Remaining Olam Group	Full section
	2-7 Employees	Supplementary Sustainability Disclosures 2025	21	People and culture	Information on employees and other workers
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Supplementary Sustainability Disclosures 2025	21-23	People and culture	Information on employees and other workers
Governance					
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Annual Report 2025	125, 128-135	Governance report, Governance at a Glance	Governance Structure, Meet the Board
	2-10 Nomination and selection of the highest governance body	Annual Report 2025	144-149	Governance report, Nomination and Remuneration Committee (NRC)	Full section
		Annual Report 2025	139	Governance report, Purposeful governance	Board composition and guidance: An appropriate level of independence
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report 2025	161-162	Governance report, Sustainability Committee (SC)	Purpose; Oversight Role
	2-13 Delegation of responsibility for managing impacts	Annual Report 2025	163-164	Governance report, Managing Stakeholder Relationships	Inclusive Approach; Fair, Timely and Equitable Engagements
		Annual Report 2025	162	Governance report, Sustainability Committee (SC)	Purpose; Oversight Role
	2-14 Role of the highest governance body in sustainability reporting	Annual Report 2025	161-162	Governance report, Sustainability Committee (SC)	Purpose; Key Areas of Focus in 2025
	2-15 Conflicts of interest	Annual Report 2025	139	Governance report, Purposeful governance	Board composition and guidance: An appropriate level of independence
		Annual Report 2025	146	Governance report, Nomination and Remuneration Committee (NRC)	Assessment of individual Directors
	2-16 Communication of critical concerns	Annual Report 2025	154	Governance report, Audit Committee (AC)	Ethics, compliance and whistleblowing, Whistleblowing

		Annual Report 2025	162	Governance report, Sustainability Committee (SC)	Purpose; Oversight Role	
		Annual Report 2025	99	Strategic report, Safety and health, Labour and management relations	Number of grievances filed	
2-17 Collective knowledge of the highest governance body		Annual Report 2025	140	Governance report, Purposeful governance	ESG expertise	
		Annual Report 2025	142	Purposeful Governance, Directors' Training and Development	First time Director training and sustainability training	
2-18 Evaluation of the performance of the highest governance body		Annual Report 2025	148-149	Governance report, Nomination and Remuneration Committee (NRC)	Remuneration matters: Executive Directors and other key executives; Remuneration structure	
2-19 Remuneration policies		Annual Report 2025	146-149	Governance report, Nomination and Remuneration Committee (NRC)	Board performance; Remuneration matters	
2-20 Process to determine remuneration		Annual Report 2025	147-149	Governance report, Nomination and Remuneration Committee (NRC)	Remuneration matters	
2-21 Annual total compensation ratio				Not reported (confidentiality constraints)		
Strategy, policies and practices						
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Annual Report 2025	4 - 5	Strategic report, Chairman's Letter	Full section	
		Annual Report 2025	6 - 9	Strategic report, Group CEO's Review	Full section	
		Annual Report 2025	33 - 35	Strategic report, off : CEO Review	Sustainability: Choices for Change in action	
		Annual Report 2025	42 - 43	Strategic report, off : sustainability overview	Full section	
		Annual Report 2025	50 - 58	Strategic report, Remaining Olam Group	Statements from OPG and ORG, Caraway, Rusmolco, Sustainability in the Remaining Olam Group	
	2-23 Policy commitments		Annual Report 2025	61 - 62	Strategic report, Embedding responsible, sustainable and impactful business practices	Full section
			Olam Group Website	Olam Group, Ethics & Compliance	Ethics & Compliance	Code of Conduct, Fair Employment Policy, Anti-bribery and Corruption Policy, Position on Human Rights and Labour, Supplier Code, Whistleblowing, Responsible Marketing Policy
			Olam Group Website	Olam Group, Policies & Positions	Policies & Positions	Our Sustainability Policies and Positions, Our Position on Genetically Modified Organisms, Our Position on Human Rights and Labour
	2-24 Embedding policy commitments		Annual Report 2025	61 - 62	Strategic report, Embedding responsible, sustainable and impactful business practices	Full section
			Annual Report 2025	154	Governance report, Audit Committee (AC)	Ethics, compliance and whistleblowing
			Annual Report 2025	161-162	Governance report, Sustainability Committee (SC)	Full section
			Olam Group Website	Olam Group, Ethics & Compliance	Ethics & Compliance	Code of Conduct, Fair Employment Policy, Anti-bribery and Corruption Policy, Position on Human Rights and Labour, Supplier Code, Whistleblowing, Responsible Marketing Policy
		Olam Group Website	Olam Group, Policies & Positions	Policies & Positions	Our Sustainability Policies and Positions, Our Position on Genetically Modified Organisms, Our Position on Human Rights and Labour	
	2-25 Processes to remediate negative impacts		Annual Report 2025	77	Strategic report, Sustainability: Social, Safe and decent work	Strengthening grievance mechanisms
			Annual Report 2025	99	Strategic report, Sustainability: People and culture	Employee and labour rights, Labour and management relations
			Annual Report 2025	154	Governance report, Audit Committee (AC)	Ethics, compliance and whistleblowing; Whistleblowing investigation process
	2-26 Mechanisms for seeking advice and raising concerns		Olam Group Website	Olam Group, Ethics & Compliance	Ethics & Compliance	Code of Conduct, Fair Employment Policy, Anti-bribery and Corruption Policy, Position on Human Rights and Labour, Supplier Code, Whistleblowing, Responsible Marketing Policy
			Olam Group Website	Olam Group, Policies & Positions	Policies & Positions	Our Sustainability Policies and Positions
	2-27 Compliance with laws and regulations		Supplementary Sustainability Disclosures 2025	3 - 4	Governance report	Ethics and Compliance, Compliance with laws and regulations
			Annual Report 2025	71	Strategic report, Areas important to our stakeholders	Significant interactions with stakeholders for the year
2-28 Membership associations		Annual Report 2025	64 - 65	Strategic report, Partnering for greater scale and impact	Full section	
2-29 Approach to stakeholder engagement		Annual Report 2025	67 - 68	Strategic report, Engaging our stakeholders	Full section	
2-30 Collective bargaining agreements		Supplementary Sustainability Disclosures 2025	22	People and Culture	Collective Bargaining Agreements	
		Annual Report 2025	99	Strategic report, Sustainability: People and culture	Employee and labour rights, Labour and management relations	
Material topics						

GRI 3: Material Topics 2021	3-1 Process to determine material topics	Supplementary Sustainability Disclosures 2025	2	Introduction and General Disclosures	The process to determine material topics, our list of material topics and how we manage them
		Annual Report 2025	61 - 62	Strategic report, Embedding responsible, sustainable and impactful business practices	Our approach to sustainability
	3-2 List of material topics	Annual Report 2025	69 - 70	Strategic report, Engaging our stakeholders	Full section
Economic performance					
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report 2025	176	Financial report, Financial statements	Consolidated Profit or Loss Account
		Annual Report 2025	234	Financial report, Financial statements	Notes to the Financial Statements, Note 32
	201-2 Financial implications and other risks and opportunities due to climate change	Annual Report 2025	100 - 109	Strategic report, Response to the TCFD	Strategy, full section
		Annual Report 2025	114 - 115	Strategic report, Risk Management, Risk overview and ownership matrix	Agricultural risks, Natural Perils
	201-3 Defined benefit plan obligations and other retirement plans	Not reported (information incomplete)			
	201-4 Financial assistance received from government	Not reported (information incomplete)			
Market presence					
GRI 3: Material Topics 2021	3-3 Management of material topics	Not reported (information incomplete)			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not reported (information incomplete)			
	202-2 Proportion of senior management hired from the local community	Not reported (information incomplete)			
Indirect economic impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supplementary Sustainability Disclosures 2025	16 - 17	Social, Economic opportunity	Positive economic impacts
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Annual Report 2025	72 - 81	Strategic report, Social	Full section
	203-2 Significant indirect economic impacts	Annual Report 2025	72 - 81	Strategic report, Social	Full section
		Supplementary Sustainability Disclosures 2025	16 - 17	Social, Economic opportunity	Positive economic impacts
Procurement practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Not reported (confidentiality constraints)			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not reported (confidentiality constraints)			
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	62, 154	Various Sections	Anti-bribery and corruption, Ethical business programme
		Supplementary Sustainability Disclosures 2025	4 - 5	Governance, Anti-corruption	Full section
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Supplementary Sustainability Disclosures 2025	4	Governance, Anti-corruption	Operations assessed for risks related to corruption, Significant risks related to corruption, identified through the risk assessment
	205-2 Communication and training about anti-corruption policies and procedures	Supplementary Sustainability Disclosures 2025	4	Governance, Anti-corruption	Communication and training on anti-corruption policies and procedures
	205-3 Confirmed incidents of corruption and actions taken	Supplementary Sustainability Disclosures 2025	5	Governance, Anti-corruption	Confirmed incidents of corruption and actions taken
Anti-competitive behaviour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Not reported (information incomplete)			
GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Supplementary Sustainability Disclosures 2025	3	Governance, Ethics and Compliance	Compliance with laws and regulations
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supplementary Sustainability Disclosures 2025	6	Governance, Tax governance	Tax governance
GRI 207: Tax	207-1 Approach to tax	Supplementary Sustainability Disclosures 2025	6	Governance report	Tax governance
	207-2 Tax governance, control, and risk management	Supplementary Sustainability Disclosures 2025	6	Governance report	Tax governance
	207-3 Stakeholder engagement and management of concerns related to tax	Supplementary Sustainability Disclosures 2025	6	Governance report	Tax governance
	207-4 Country-by-country reporting	Not reported (confidentiality constraints)			
Materials					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	83, 92	Strategic report, Environment	Decarbonisation strategies, Food waste and packaging

		Annual Report 2025	100-102	Strategy report, Response to TCFD	Building climate resilience and leveraging opportunities
		Supplementary Sustainability Disclosures 2025	5,6	Supplier environmental assessments, Traceable volumes	Responsible Sourcing
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Annual Report 2025	10	Strategic report, Five-year financial summary	Group sourcing volume by region
Energy					
	3-3 Management of material topics	Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	82-84	Strategic report, Environment	Climate action, Our decarbonisation strategies
		Annual Report 2025	102-104	Strategic report, Response to TCFD	Mitigation and resilience strategies, Technology
		Annual Report 2025	162	Governance report, Sustainability Committee	Key areas of focus in 2025
		Supplementary Sustainability Disclosures 2025	8	Climate Action	Energy consumption within the Olam Group
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Supplementary Sustainability Disclosures 2025	8	Climate Action	Energy consumption within the Olam Group
	302-3 Energy intensity	Supplementary Sustainability Disclosures 2025	9	Climate Action	Energy Intensity
	302-4 Reduction of energy consumption	Supplementary Sustainability Disclosures 2025	9	Climate Action	Reduction of energy consumption
		Annual Report 2025	23, 29, 32, 33, 55, 58	Strategic report, Various sections	Initiatives on energy savings, energy efficiency and renewable energy
		Annual Report 2025	82-84, 87, 92	Strategic report, Environment	
		Annual Report 2025	102, 104	Strategic report, Response to TCFD	
Water and effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	6-9	Strategic report, Group CEO's Review	Full section
		Annual Report 2025	86, 89-91	Strategic report, Environment	Healthy ecosystems, Healthy soils, Water
		Annual Report 2025	102-109	Strategic report, Response to TCFD	Mitigation and resilience strategies, Building climate resilience across the Group, Risk and opportunity management
		Annual Report 2025	110, 111	Strategic report, Adopting the TNFD	Olam Agri overview, ofi overview, Dependencies and impacts
		Annual Report 2025	114	Strategic report, Risk Management	Mitigation of Reputational risks and agricultural risks
		Annual Report 2025	118-120	Strategic report, Multi-capital accounting	Natural Capital valuation: Assessing Natural Capital costs for two large soluble coffee facilities, Water Use
		Annual Report 2025	162	Governance report, Sustainability Committee	Key areas of focus in 2025
		Supplementary Sustainability Disclosures 2025	14-15	Water	Full section
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Annual Report 2025	91	Strategic report, Environment	Water
		Annual Report 2025	118-120	Strategic report, Multi-capital accounting	Natural Capital valuation: Assessing Natural Capital costs for two large soluble coffee facilities, Water Use
		Annual Report 2025	213-214	Financial report, Notes to the Financial Statements	Water Rights
		Supplementary Sustainability Disclosures 2025	14-15	Water	Full section
	303-2 Management of water discharge-related impacts	Annual Report 2025	118-120	Strategic report, Multi-capital accounting	Natural Capital valuation: Assessing Natural Capital costs for two large soluble coffee facilities
		Supplementary Sustainability Disclosures 2025	14-15	Water	Full section
	303-3 Water withdrawal	Supplementary Sustainability Disclosures 2025	14-15	Water	Full section
	303-4 Water discharge	Supplementary Sustainability Disclosures 2025	14-15	Water	Full section
	303-5 Water consumption	Supplementary Sustainability Disclosures 2025	14-15	Water	Full section
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	6-9	Group CEO's Review	Full section
		Annual Report 2025	33-35, 42-43	Strategic report, ofi	Sustainability: Choices for Change in action, Integrating Choices for Change
		Annual Report 2025	52	Strategic report, Remaining Olam Group: OPG and ORG	Sustainability
		Annual Report 2025	86-92	Strategic report, Environment	Healthy ecosystems
		Annual Report 2025	110-111	Strategic report, Response to TNFD	Full section

		Annual Report 2025	102-109	Strategic report, Response to TCFD	Mitigation and resilience strategies, Building climate resilience across the Group, Risk and opportunity management
		Supplementary Sustainability Disclosures 2025	11-12	Healthy ecosystems and biodiversity	Full section
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	Supplementary Sustainability Disclosures 2025	11-12	Healthy ecosystems and biodiversity	Identification of actual and potential biodiversity impacts and locations with the most significant impacts and interfaces with ecologically sensitive areas
		Annual Report 2025	50-52	Strategic report, Remaining Olam Group: OPG and ORG	Sustaining performance and local value creation in Gabon
		Annual Report 2025	86-90	Strategic report, Environment	Healthy ecosystems: Assessing ecosystem risks, Protecting biodiversity in Nigeria's Eastern Boki rainforest, Strengthening biodiversity protection in Gabon
	304-2 Significant impacts of activities, products and services on biodiversity	Supplementary Sustainability Disclosures 2025	11-12	Healthy ecosystems and biodiversity	Identification of actual and potential biodiversity impacts and locations with the most significant impacts and interfaces with ecologically sensitive areas
		Annual Report 2025	50-52	Strategic report, Remaining Olam Group: OPG and ORG	Sustaining performance and local value creation in Gabon
		Annual Report 2025	86-90	Strategic report, Environment	Healthy ecosystems, Healthy soils
	304-3 Habitats protected or restored	Supplementary Sustainability Disclosures 2025	12	Healthy ecosystems and biodiversity	Habitats protected or restored
		Annual Report 2025	86-90	Strategic report, Environment	Protecting living landscapes, Protecting and regenerating nature, Ending deforestation, Regenerative agriculture
		Annual Report 2025	34	Strategic report, ofi	Scaling agroforestry for climate and communities
		Annual Report 2025	50-52	Strategic report, Remaining Olam Group: OPG and ORG	Sustaining performance and local value creation in Gabon
Annual Report 2025		108	Strategic Report, Response to the TCFD	Building climate resilience across the Group	
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Supplementary Sustainability Disclosures 2025	12	Healthy ecosystems and biodiversity	Identification of actual and potential biodiversity impacts and locations with the most significant impacts and interfaces with ecologically sensitive areas	
	Annual Report 2025	86, 88	Sustainability, Healthy ecosystems	Assessing ecosystem risks, Protecting biodiversity in Nigeria's Eastern Boki rainforest	
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	6-9	Strategic report, Group CEO's Review	Full section
		Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	100-109, 117-121	Strategic report	Response to the Task Force on Climate-related Financial Disclosures (TCFD), Driving an integrated mindset through multi-capital accounting
		Annual Report 2025	82-86	Strategic report, Sustainability	Environment section
		Annual Report 2025	42-43	Strategic report, ofi : sustainability overview	Integrating Choices for Change
		Supplementary Sustainability Disclosures 2025	7-11	Environment	Climate action
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Annual Report 2025	83	Environment, Climate action	Olam's total emissions in 2025 GHG emissions
		Supplementary Sustainability Disclosures 2025	9-11	Environment	
	305-2 Energy indirect (Scope 2) GHG emissions	Annual Report 2025	83	Environment, Climate action	Olam's total emissions in 2025 GHG emissions
		Supplementary Sustainability Disclosures 2025	9-11	Environment	
	305-3 Other indirect (Scope 3) GHG emissions	Annual Report 2025	83	Environment, Climate action	Olam's total emissions in 2025 GHG emissions
	Supplementary Sustainability Disclosures 2025	9-11	Environment		
305-4 GHG emissions intensity	Supplementary Sustainability Disclosures 2025	10-11	Environment	GHG emissions intensity	
305-5 Reduction of GHG emissions	Annual Report 2025	83-86	Strategic report, Sustainability	Climate action	
	Supplementary Sustainability Disclosures 2025	11	Environment, Climate action	Reduction of GHG emissions	
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders

		Annual Report 2025	29	Strategic report, ofi	ofi : CEO overview
		Annual Report 2025	57	Strategic report, Remaining Olam Group	Sustainability
		Annual Report 2025	79, 80	Strategic report, Social	Disclosures on management of waste
		Annual Report 2025	92	Strategic report, Environment	Food loss, packaging and waste
		Annual Report 2025	110-111	Strategic report, Response to TNFD	Full section
		Supplementary Sustainability Disclosures 2025	13	Environment, Food loss, packaging and waste	Full section
	306-1 Waste generation and significant waste-related impacts	Supplementary Sustainability Disclosures 2025	13	Environment, Food loss, packaging and waste	Full section
	306-2 Management of significant waste-related impacts	Supplementary Sustainability Disclosures 2025	13	Environment, Food loss, packaging and waste	Full section
	306-3 Waste generated	Supplementary Sustainability Disclosures 2025	13	Environment, Food loss, packaging and waste	Full section
	306-4 Waste diverted from disposal	Supplementary Sustainability Disclosures 2025	13	Environment, Food loss, packaging and waste	Full section
	306-5 Waste directed to disposal	Supplementary Sustainability Disclosures 2025	13	Environment, Food loss, packaging and waste	Full section
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	66, 69-70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	62, 68, 76	Strategic report, Social	Responsible supply chains, Engaging with our Stakeholders, Safe and decent work
		Supplementary Sustainability Disclosures 2025	5	Supplier social and environmental assessments	Full section
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplementary Sustainability Disclosures 2025	5	Supplier social and environmental assessments	New suppliers that were screened using social and environmental criteria, Supplier environmental assessments
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplementary Sustainability Disclosures 2025	5	Supplier social and environmental assessments	Supplier environmental assessments
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	99	Strategic report, People and Culture	Sustainability Framework, People and Culture
		Supplementary Sustainability Disclosures 2025	18-19	Social	Safe and decent work
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Supplementary Sustainability Disclosures 2025	21-22	People and culture, Employment	New employee hires and employee turnover
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Supplementary Sustainability Disclosures 2025	22	People and culture, Employment	Employment - Notes on remuneration
	401-3 Parental leave	Supplementary Sustainability Disclosures 2025	23	People and culture, Employment	Parental Leave
Labor/management relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	99	Strategic report, Sustainability: People and culture	Employee and labour rights, Labour and management relations
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Supplementary Sustainability Disclosures 2025	22	Strategic report, Sustainability: People and culture, Employment	Minimum notice periods regarding operational changes
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	97-99	Strategic report, People and culture	Safety and health
		Supplementary Sustainability Disclosures 2025	24-25	People and Culture	Safety and health
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Supplementary Sustainability Disclosures 2025	24	People and culture, Safety and Health	Occupational health and safety management system
	403-2 Hazard identification, risk assessment, and incident investigation	Supplementary Sustainability Disclosures 2025	24	People and culture, Safety and Health	Hazard Identification and risk management
	403-3 Occupational health services	Supplementary Sustainability Disclosures 2025	25	People and culture, Safety and Health	Occupational health services and emergency preparedness
	403-4 Worker participation, consultation, and communication on occupational health and safety	Annual Report 2025	97-99	Strategic report, People and culture	Safety and health
	403-5 Worker training on occupational health and safety	Annual Report 2025	97	Strategic report, People and culture	Safety and health
	403-6 Promotion of worker health			Not reported (information incomplete)	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Supplementary Sustainability Disclosures 2025	24-25	People and culture, Safety and health	Safety and health
	403-8 Workers covered by an occupational health and safety management system	Supplementary Sustainability Disclosures 2025	24-25	People and culture, Safety and health	Occupational health and safety management system, Contractors covered by the health and safety system
	403-9 Work-related injuries	Annual Report 2025	97	Strategic report, People and culture	Safety and health
			Supplementary Sustainability Disclosures 2025	25	People and culture, Safety and health
	403-10 Work-related ill health			Not reported (information incomplete)	

Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	Supplementary Sustainability Disclosures 2025	24	People and culture, Learning and Development	Learning and Development	
		Annual Report 2025	95-96	Strategic report, Sustainability : People and Culture	Learning and Development	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Supplementary Sustainability Disclosures 2025	24	People and Culture, Learning and development	Average hours of training per year per employee	
		404-2 Programs for upgrading employee skills and transition assistance programs	Supplementary Sustainability Disclosures 2025	24	People and Culture, Learning and development	Transition assistance and career support
		404-3 Percentage of employees receiving regular performance and career development reviews			Not reported (information incomplete)	
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	77-79, 93, 95	Strategic report, Sustainability, People and Culture	Diversity and inclusion, Inclusion, diversity and equity	
		Supplementary Sustainability Disclosures 2025	23	People and Culture, Diversity and inclusion	Diversity and Inclusion	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Annual Report 2025	139-141	Board composition and guidance	Diversity of thought and background	
		Annual Report 2025	77	Strategic report, Sustainability, People and Culture	Diversity and inclusion	
		Supplementary Sustainability Disclosures 2025	23	People and Culture, Diversity and inclusion	Diversity and Inclusion	
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	69, 99	Strategic report, Sustainability	Collective bargaining and freedom of association/labour relations, Labour and management relations	
		Annual Report 2025	53	Strategic report, Remaining Olam Group: OPG and ORG	People	
		Supplementary Sustainability Disclosures 2025	22	People and Culture, Information on employees and other workers	Collective bargaining agreements	
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	Annual Report 2025	99	Strategic report, Sustainability	Labour and management relations	
		Supplementary Sustainability Disclosures 2025	22	People and Culture, Information on employees and other workers	Collective bargaining agreements	
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	72 - 77	Strategic report, Sustainability : Social	Safe and decent work	
		Supplementary Sustainability Disclosures 2025	18	Social, Safe and decent work	Child labour	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Annual Report 2025	72 - 77	Strategic report, Sustainability : Social	Safe and decent work	
		Supplementary Sustainability Disclosures 2025	18	Social, Safe and decent work	Child labour	
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	76	Strategic report, Sustainability	Safe and decent work	
		Supplementary Sustainability Disclosures 2025	19	Social, Safe and decent work	Forced or compulsory labour	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplementary Sustainability Disclosures 2025	19	Social, Safe and decent work	Forced or compulsory labour	
Rights of indigenous peoples						
GRI 3: Material Topics 2021	3-3 Management of material topics	Supplementary Sustainability Disclosures 2025	19	Social, Safe and decent work	Rights of indigenous peoples	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Supplementary Sustainability Disclosures 2025	19	Social, Safe and decent work	Rights of indigenous peoples	
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	72 - 75	Strategic report, Sustainability: Social	Economic opportunity	
		Supplementary Sustainability Disclosures 2025	19-20	Social, Local Communities	Rights of indigenous peoples, Local Communities	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Supplementary Sustainability Disclosures 2025	19-20	Social, Local Communities	Local Communities	
		Annual Report 2025	72 - 75	Strategic report, Sustainability: Social	Economic opportunity	
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	76	Social, Safe and decent work	Implementing the Supplier Code	
		Supplementary Sustainability Disclosures 2025	5-6	Governance, Supplier social and environmental assessments	Supplier social and environmental assessments	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplementary Sustainability Disclosures 2025	5-6	Governance, Supplier social and environmental assessments	Supplier social and environmental assessments	
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics			NA		
GRI 415: Public Policy	415-1 Political contributions			NA		
Customer health and safety						

GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report 2025	97-99	Strategic report, Sustainability	Safety and health
		Supplementary Sustainability Disclosures 2025	20	Social, Nutrition and health	Customer safety and health
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Supplementary Sustainability Disclosures 2025	20	Social, Nutrition and health	Customer safety and health
		Annual Report 2025	32-33	Strategic report, of: CEO review	Integrating a robust global framework in support of food safety excellence
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Supplementary Sustainability Disclosures 2025	20	Social, Nutrition and health	Product recalls
SECTOR STANDARD REF. NO.	DISCLOSURE TITLE	LOCATION	PRINTED PAGE OR WEBSITE	SECTION	RELEVANT INDICATORS
GRI Sector Disclosures — GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
Topic 13.1 Emissions					
13.1.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Emissions			
13.1.2	Disclosure 305-1 Direct (Scope 1) GHG emissions.	Please refer to Material Topic, Emissions. Land-use change has been included in the reported emissions.			
13.1.3	When reporting on gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent, include land use change emissions.				
13.1.3	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	Please refer to Material Topic, Emissions			
13.1.4	Disclosure 305-3 Other indirect (Scope 3) GHG emissions.	Please refer to Material Topic, Emissions. Land-use change has been included in the reported emissions.			
13.1.4	When reporting on gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent, include land use change emissions.				
13.1.5	Disclosure 305-4 GHG emissions intensity	Please refer to Material Topic, Emissions			
13.1.6	Disclosure 305-5 Reduction of GHG emissions	Please refer to Material Topic, Emissions			
13.1.7	Disclosure 305-6 Emissions of ozone-depleting substances (ODS)	Not material			
13.1.8	Disclosure 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Not material			
Topic 13.2 Climate adaptation and resilience					
13.2.1	Disclosure 3-3 Management of material topics	Please refer to material topic, Economic Performance, Disclosure 201-2 Financial implications and other risks and opportunities due to climate change.			
13.2.2	Disclosure 201-2 Financial implications and other risks and opportunities due to climate change.	Please refer to material topic, Economic Performance, Disclosure 201-2 Financial implications and other risks and opportunities due to climate change. Climate-change scenario used has been included.			
	Additional sector recommendations: Describe the climate change-related scenarios used for identifying the risks and opportunities posed by climate change.				
Topic 13.3 Biodiversity					
13.3.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Biodiversity			
13.3.2	Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas				
13.3.3	Disclosure 304-2 Significant impacts of activities, products and services on biodiversity				
13.3.4	Disclosure 304-3 Habitats protected or restored				
13.3.5	Disclosure 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations				
Topic 13.4 Natural ecosystem conversion					
13.4.1	Disclosure 3-3 Management of material topics Additional sector recommendations • Describe policies or commitments to reduce or eliminate natural ecosystem conversion, including target and cut-off dates, for the following: - the organization's own production; - sourcing of terrestrial animal and fish feed; - products sourced by the organization for aggregation, processing, or trade. • Describe how the organization ensures that its suppliers comply with its natural ecosystem conversion policies and commitments, including through sourcing policies and contracts. • Report the organization's participation in multi-stakeholder, landscape, or sectoral initiatives intended to reduce or eliminate natural ecosystem conversion.	Annual Report 2025	65, 66, 70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
		Annual Report 2025	86-90	Strategic report, various sections	Healthy Ecosystems
		Supplementary Sustainability Disclosures 2025	11-12	Environment	Healthy ecosystems and biodiversity; Identification of actual and potential biodiversity impacts and locations with the most significant impacts and interfaces with ecologically sensitive areas; Habitats protected or restored; Policies, actions and targets to address biodiversity; Actions to address deforestation.
		Corporate website	Olam Living Landscapes Policy	Olam Living Landscapes Policy	Full document
		Corporate website	Olam Supplier Code	Olam Supplier Code	Full document
		Corporate website	Sustainable Supply Chains	Sustainable Supply Chains	Read More About Our Sustainable Supply Chains
13.4.2	Report the percentage of production volume from land owned, leased or managed by the organization determined to be deforestation- or conversion-free, by product, and describe the assessment methods used.	Supplementary Sustainability Disclosures 2025	11-12	Environment	Healthy ecosystems and biodiversity; Identification of actual and potential biodiversity impacts and locations with the most significant impacts and interfaces with ecologically sensitive areas

13.4.3	For products sourced by the organization, report the following by product: - the percentage of sourced volume determined to be deforestation- or conversion-free, and describe the assessment methods used; - the percentage of sourced volume for which origins are not known to the point where it can be determined whether it is deforestation- or conversion-free, and describe actions taken to improve traceability.	Supplementary Sustainability Disclosures 2025	5	Governance, Supplier social and environmental assessments	Supplier environmental assessments
13.4.4	Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date on land owned, leased, or managed by the organization.	Supplementary Sustainability Disclosures 2025	11-12	Environment	Healthy ecosystems and biodiversity; Identification of actual and potential biodiversity impacts and locations with the most significant impacts and interfaces with ecologically sensitive areas
13.4.5	Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date by suppliers or in sourcing locations.	Not reported (information unavailable as majority of Olam's purchased volumes are sourced indirectly)			
Topic 13.5 Soil health					
13.5.1	Disclosure 3-3 Management of material topics	Annual Report 2025	65, 66, 70	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
	Additional sector recommendations • Describe the soil management plan, including: - a link to this plan if publicly available; - the main threats to soil health identified and a description of the soil management practices used; - the approach to input optimization, including the use of fertilizers	Annual Report 2025	86-92	Strategic report, Environment	Healthy ecosystems, Healthy soils; Water, Food waste
		Annual Report 2025	43, 57, 84, 85	Strategic report, various sections	Disclosures on the management of healthy soils
		Supplementary Sustainability Disclosures 2025	13	Healthy Soils	Full section
Topic 13.6 Pesticide use					
13.6.1	Disclosure 3-3 Management of material topics	Annual Report 2025	88	Strategic report, various sections	Disclosures on the management of pesticides and herbicides
	Additional sector recommendations • Describe the pest management plan of the organization, including the	Supplementary Sustainability Disclosures 2025	14	Environment	Integrated Pest Management
13.6.2	Report the volume and intensity of pesticides used by the following toxicity hazard levels: - Extremely hazardous; - Highly hazardous; - Moderately hazardous; - Slightly hazardous; - Unlikely to present acute hazard	TNFD Report	Olam Agri Response to the Taskforce on Nature-related Financial Disclosures (TNFD)	Metrics and Targets	Pollutants released to soil
		Corporate website	Olam Plantations, Concessions, and Farms Code	Olam Plantations, Concessions and Farms Code	The use of pesticides shall be minimised and continually evaluated, and pesticides in WHO Classes 1a, 1b shall not be used.
Topic 13.7 Water and effluents					
13.7.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Water and effluents			
13.7.2	Disclosure 303-1 Interactions with water as a shared resource				
13.7.3	Disclosure 303-2 Management of water discharge-related impacts				
13.7.4	Disclosure 303-3 Water withdrawal				
13.7.5	Disclosure 303-4 Water discharge				
13.7.6	Disclosure 303-5 Water consumption				
Topic 13.8 Waste					
13.8.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Waste			
13.8.2	Disclosure 306-1 Waste generation and significant waste-related impacts				
13.8.3	Disclosure 306-2 Management of significant waste-related impacts				
13.8.4	Disclosure 306-3 Waste generated				
13.8.5	Disclosure 306-4 Waste diverted from disposal				
13.8.6	Disclosure 306-5 Waste directed to disposal				
Topic 13.9 Food security					
13.9.1	Disclosure 3-3 Management of material topics	Annual Report 2025	64, 66, 69	Strategic report, Sustainability	Our impact across our value chain, Areas important to our stakeholders
	Additional sector recommendations • Describe the effectiveness of actions and programs on food security at local, regional, national, or global levels. • Report partnerships which the organization is part of that address food security, including engagement with consumers	Annual Report 2025	19, 64, 65, 68, 92	Strategic report, various sections	Disclosure on the management of food security and food loss
		Annual Report 2025	72, 79-81, 99	Strategic report, Social	Economic opportunity; Nutrition and health; Health and wellbeing
13.9.2	Report the total weight of food loss in metric tons and the food loss percentage, by the organization's main products or product category, and describe the methodology used for this calculation.	Annual Report 2025	92	Strategic report, Environment	Food waste and packaging
Topic 13.10 Food safety					
13.10.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Customer health and safety			
13.10.2	Disclosure 416-1 Assessment of the health and safety impacts of product and service categories				
13.10.3	Disclosure 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services				
Topic 13.11 Animal health and welfare					

13.11.1	<p>Disclosure 3-3 Management of material topics</p> <p>Additional sector recommendations</p> <ul style="list-style-type: none"> • Describe policies regarding processing of animal products, animal transportation, handling, housing and confinement, and slaughter, by species. • Describe the approach to animal health planning and involvement of veterinarians, including the approach to using anesthetic, antibiotic, antiinflammatory, hormone, and growth-promotion treatments, by species. • Describe commitments for responsible and prudent use of antibiotics (e.g., avoiding prophylactic use) and describe how compliance with these commitments is evaluated. • Describe the results of assessments and audits of animal health and welfare, by species. 	Corporate website	ofl Animal Welfare Policy	Entire Document	Entire Document
13.11.2	Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards.	Not reported (information unavailable)			
Topic 13.12 Local communities					
13.12.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Local communities			
13.12.2	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs				
13.12.3	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities				
Topic 13.13 Land and resource rights					
13.13.1	<p>Disclosure 3-3 Management of material topics</p> <p>Additional sector recommendations</p> <ul style="list-style-type: none"> • Describe commitments to respect land and natural resource rights (including customary, collective, and informal tenure rights) and report the extent to which the commitments apply to the organization's activities and to its business relationships. • Describe how the commitments to respect land and natural resource rights are implemented with suppliers. • Describe the approach to protecting human rights and land rights defenders from reprisals (i.e., non-retaliation for raising complaints or concerns). 	Corporate website	Olam Living Landscapes Policy	Olam Living Landscapes Policy	Full document
13.13.2	List the locations of operations, where land and natural resource rights (including customary, collective, and informal tenure rights) may be affected by the organization's operations.	Supplementary Sustainability Disclosures 2025	19	Environment	Rights of Indigenous Peoples
13.13.3	Report the number, size in hectares, and location of operations where violations of land and natural resource rights (including customary, collective, and informal tenure rights) occurred and the groups of	Supplementary Sustainability Disclosures 2025 Annual Report 2025	19 89	Environment Strategic report, Environment	Rights of Indigenous Peoples Ending Deforestation
Topic 13.14 Rights of indigenous peoples					
13.14.1	<p>Disclosure 3-3 Management of material topics</p> <p>Additional sector recommendations</p> <ul style="list-style-type: none"> • Describe the approach to engaging with indigenous peoples, including: <ul style="list-style-type: none"> - how the organization seeks to ensure meaningful engagement; how the organization seeks to ensure indigenous women can participate safely and equitably. 	Please refer to Material Topic, Rights of indigenous peoples			
13.14.2	<p>Disclosure 411-1 Incidents of violations involving rights of indigenous peoples</p> <p>Additional sector recommendations</p> <ul style="list-style-type: none"> • Describe the identified incidents of violations involving the rights of indigenous peoples. 				
13.14.3	List the locations of operations where indigenous peoples are present or affected by activities of the organization.	Supplementary Sustainability Disclosures 2025	19	Environment	Rights of Indigenous Peoples
13.14.4	Report if the organization has been involved in a process of seeking free, prior, and informed consent (FPIC) from indigenous peoples for any of the organization's activities, including, in each case: <ul style="list-style-type: none"> - whether the process has been mutually accepted by the organization 	Supplementary Sustainability Disclosures 2025 Corporate website	19-20 CIB Grievance List (updated, 2025)	Environment List of complaints made to the CIB by local populations	Rights of Indigenous Peoples Full document
Topic 13.15 Non-discrimination and equal opportunity					
13.15.1	Disclosure 3-3 Management of material topics				
13.15.2	Disclosure 405-1 Diversity of governance bodies and employees				

13.15.3	<p>Disclosure 405-2 Ratio of basic salary and remuneration of women to men</p> <p>Additional sector recommendations</p> <ul style="list-style-type: none"> Report the ratio of the basic salary and remuneration of women to men for workers who are not employees and whose work is controlled by the organization. 				Please refer to Material Topic, Diversity and equal opportunity
13.15.4	Disclosure 406-1 Incidents of discrimination and corrective actions taken				
Topic 13.16 Forced or compulsory labor					
13.16.1	Disclosure 3-3 Management of material topics				
13.16.2	Disclosure 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor				Please refer to Material Topic, Forced or compulsory labor
Topic 13.17 Child labor					
13.17.1	Disclosure 3-3 Management of material topics				
13.17.2	Disclosure 408-1 Operations and suppliers at significant risk for incidents of child labor				Please refer to Material Topic, Child labor
Topic 13.18 Freedom of association and collective bargaining					
13.18.1	Disclosure 3-3 Management of material topics				
13.18.2	Disclosure 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk				Please refer to Material Topic, Freedom of association and collective bargaining
Topic 13.19 Occupational health and safety					
13.19.1	Disclosure 3-3 Management of material topics				
13.19.2	Disclosure 403-1 Occupational health and safety management system				
13.19.3	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation				
13.19.4	Disclosure 403-3 Occupational health services				
13.19.5	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety				
13.19.6	Disclosure 403-5 Worker training on occupational health and safety				
13.19.7	Disclosure 403-6 Promotion of worker health				
13.19.8	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				
13.19.9	Disclosure 403-8 Workers covered by an occupational health and safety management system				
13.19.10	Disclosure 403-9 Work-related injuries				
13.19.11	Disclosure 403-10 Work-related ill health				
Topic 13.20 Employment practices					
13.20.1	<p>Disclosure 3-3 Management of material topics</p> <ul style="list-style-type: none"> Describe policies or commitments regarding recruitment of workers, including: <ul style="list-style-type: none"> whether the organization has an ethical recruitment policy and, if so, a link to this policy if publicly available; whether these policies and commitments cover the approach to recruitment fees; whether these policies and commitments prohibit the withholding of identity documents, such as passports; whether under these policies workers are provided with written contracts in a language understood by the worker; whether these policies and commitments apply to employment agencies used to recruit workers; how instances of non-compliance with these policies and commitments are identified and addressed. Describe the approach to worker compensation, including: <ul style="list-style-type: none"> whether it is based on bonuses and piece rates, and any deductions or withholdings from compensation; the approach to in-kind payments, including the percentage of remuneration paid in kind at significant locations of operation. Describe the approach to actions taken to determine and address situations where work undertaken within the supply chain does not take place within appropriate institutional and legal frameworks, including: <ul style="list-style-type: none"> situations where persons working for suppliers are not provided the social and labor protection that they are entitled to receive by national labor law; situations where working conditions in the organization's supply chain 				Please refer to Material Topic, Employment
Topic 13.21 Living income and living wage					
13.21.1	Disclosure 3-3 Management of material topics	Annual Report 2025	64, 66, 72-75, 81	Strategic report, Various Sections	Economic opportunity

	Additional sector recommendations • Describe commitments related to providing a living income or paying a	Annual Report 2025	99	Strategic report, People and culture	Living Wages
		Supplementary Sustainability Disclosures 2025	16	Social	Living Income
13.21.2	Report the percentage of employees and workers who are not employees and whose work is controlled covered by collective bargaining agreements that have terms related to wage levels and frequency of wage payments at significant locations of operation.	Please refer to General Disclosures, Collective Bargaining Agreements			
13.21.3	Report the percentage of employees and workers who are not employees and whose work is controlled paid above living wage, with a breakdown by gender	Not reported (information incomplete)			
Topic 13.22 Economic inclusion					
13.22.1	Disclosure 3-3 Management of material topics Additional sector recommendations • Describe actions taken to support the economic inclusion of farmers and fishers, and their communities (e.g., direct support through investments, partnerships, or training) and the effectiveness of these actions (e.g., increased yields or productivity, number of farmers or fishers reached, percentage of products sourced from small producers). • Describe actions taken to identify and adjust the sourcing practices of the organization that cause or contribute to negative impacts on economic inclusion of farmers and fishers in the supply chain.	Please refer to Material Topic, Economic performance and Indirect economic impacts			
13.22.2	Disclosure 201-1 Direct economic value generated and distributed				
13.22.3	Disclosure 203-1 Infrastructure investments and services supported				
13.22.4	Disclosure 203-2 Significant indirect economic impacts				
Topic 13.23 Supply chain traceability					
13.23.1	Disclosure 3-3 Management of material topics Additional sector recommendations • Describe the rationale and methodology for tracing the source, origin, or production conditions of the products sourced by the organization (such as raw materials and production inputs purchased).	Annual Report 2025	34, 51-52, 62, 89-90, 108-109	Strategic report, Various Sections	Disclosure on ending deforestation, responsible supply chains and increasing traceability
13.23.2	Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels).	Annual Report 2025	34, 51-52, 62, 89-90, 108-109	Strategic report, Various Sections	Disclosure on ending deforestation, responsible supply chains and increasing traceability
13.23.3	Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards.	Supplementary Sustainability Disclosures 2025	6	Governance	Traceable volumes
13.23.4	Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.	Annual Report 2025	52, 64-65, 89-90, 109	Strategic report, Various Sections	Disclosure on certification schemes and certification partners
		Supplementary Sustainability Disclosures 2025	19-20	Local communities	Operations with implemented local community engagement, impact assessments and/or development programmes
		Supplementary Sustainability Disclosures 2025	26	Endorsements and certifications	Supplier certifications
Topic 13.24 Public policy					
13.24.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Public policy			
13.24.2	Disclosure 415-1 Political contributions				
Topic 13.25 Anti-competitive behavior					
13.25.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Anti-competitive behavior			
13.25.2	Disclosure 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices				
Topic 13.26 Anti-corruption					
13.26.1	Disclosure 3-3 Management of material topics	Please refer to Material Topic, Anti-corruption			