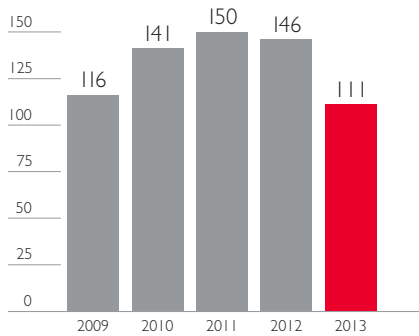


## SAFEGUARDING OUR INTEGRITY

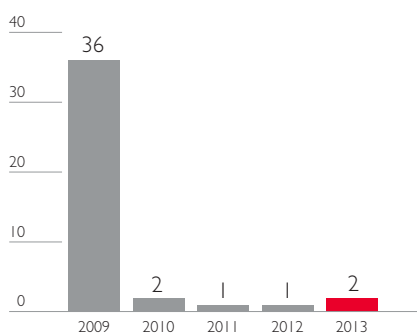
### INTERNAL AUDITS

The charts below show the group internal audit activity during the last five years in terms of assignments completed in different areas:

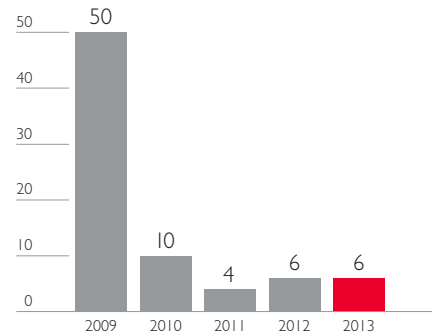
INTERNAL CONTROL AUDITS



FINANCIAL REVIEWS



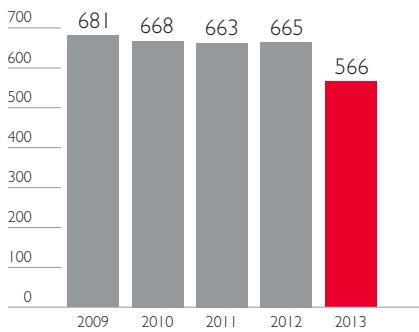
INVESTIGATIONS AND OFFSITE REVIEWS



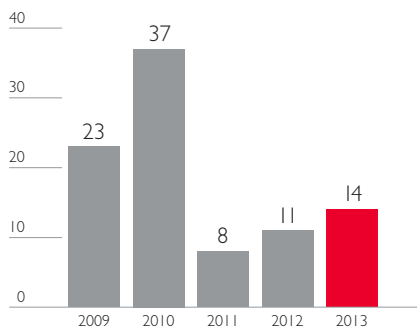
### Issues raised

The charts below show an analysis of the issues raised in relation to business practice standards, corporate governance and employee relations during group internal control audits from 2009 to 2013.

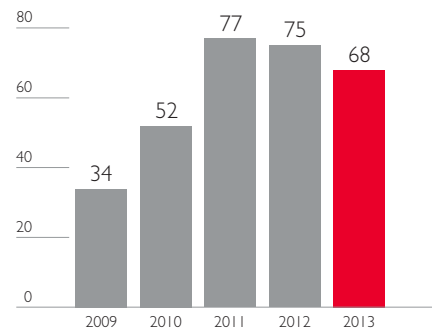
STANDARDS OF BUSINESS PRACTICE



CORPORATE GOVERNANCE



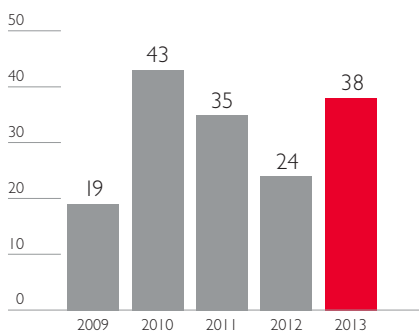
EMPLOYEE RELATIONS



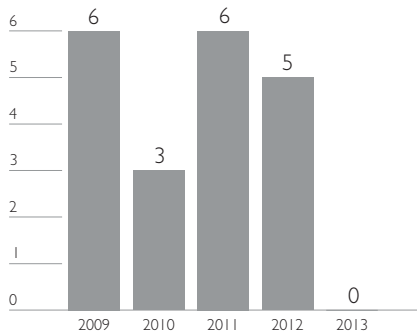
### WHISTLE-BLOWING CONCERNS

The charts below show an analysis of the whistle-blowing concerns raised at group level over the last five years.

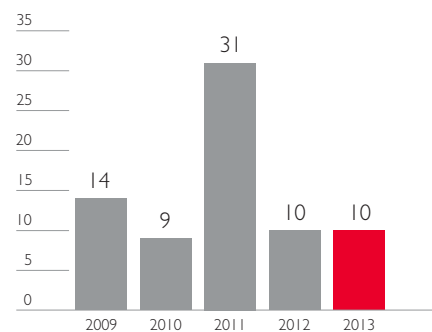
EMPLOYEE RELATIONS



FINANCIAL, TAX AND REGULATORY COMPLIANCE



OTHER ETHICAL ISSUES



## SECURING OUR PEOPLE

### EMPLOYEE ENGAGEMENT

#### Global union membership

	% Union membership		% Collective agreements	
	2013	2012	2013	2012
Africa	26%	32%	56%	50%
Asia	3%	3%	11%	14%
Middle East	2%	0%	0%	0%
Latin America	33%	10%	38%	27%
Europe	36%	32%	66%	65%
North America	14%	20%	18%	27%
UK & Ireland	29%	25%	84%	69%
<b>Total</b>	<b>17%</b>	<b>16%</b>	<b>33%</b>	<b>35%</b>

#### Employee turnover

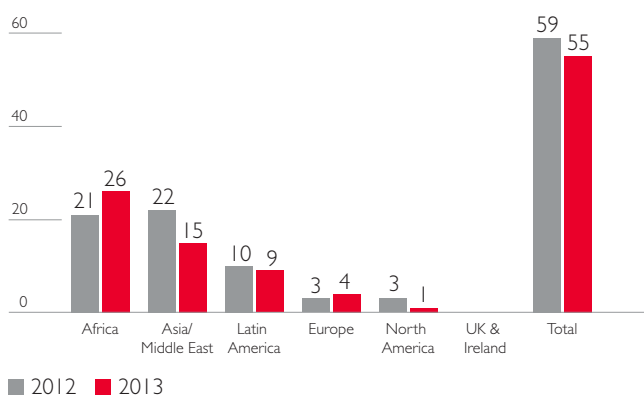
	2013	2012
Africa	14.4%	15.7%
Asia	41.0%	37.6%
Middle East	38.5%	27.0%
Latin America	32.6%	33.9%
Europe	25.3%	26.9%
North America	25.9%	23.7%
UK & Ireland	12.7%	11.1%
<b>Total</b>	<b>29.6%</b>	<b>28.1%</b>

#### Employee service

	2013	2012
< 12 months	170,959	180,573
1 – 2 year	113,798	108,268
2 – 5 years	143,873	146,226
5 – 10 years	117,200	104,713
10 + years	72,170	62,720
<b>Total</b>	<b>618,000</b>	<b>602,500</b>

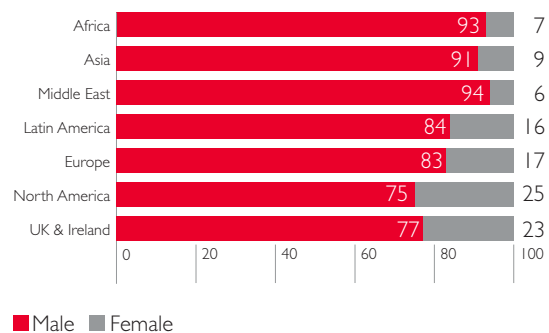
### HEALTH AND SAFETY

#### WORK-RELATED FATALITIES BY REGION

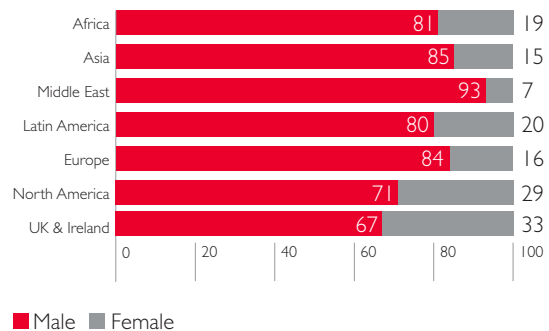


### DIVERSITY AND INCLUSION

#### FRONT LINE DIVERSITY & INCLUSION (%)



#### MANAGERS DIVERSITY & INCLUSION (%)



#### WORK-RELATED FATALITIES BY CATEGORY

