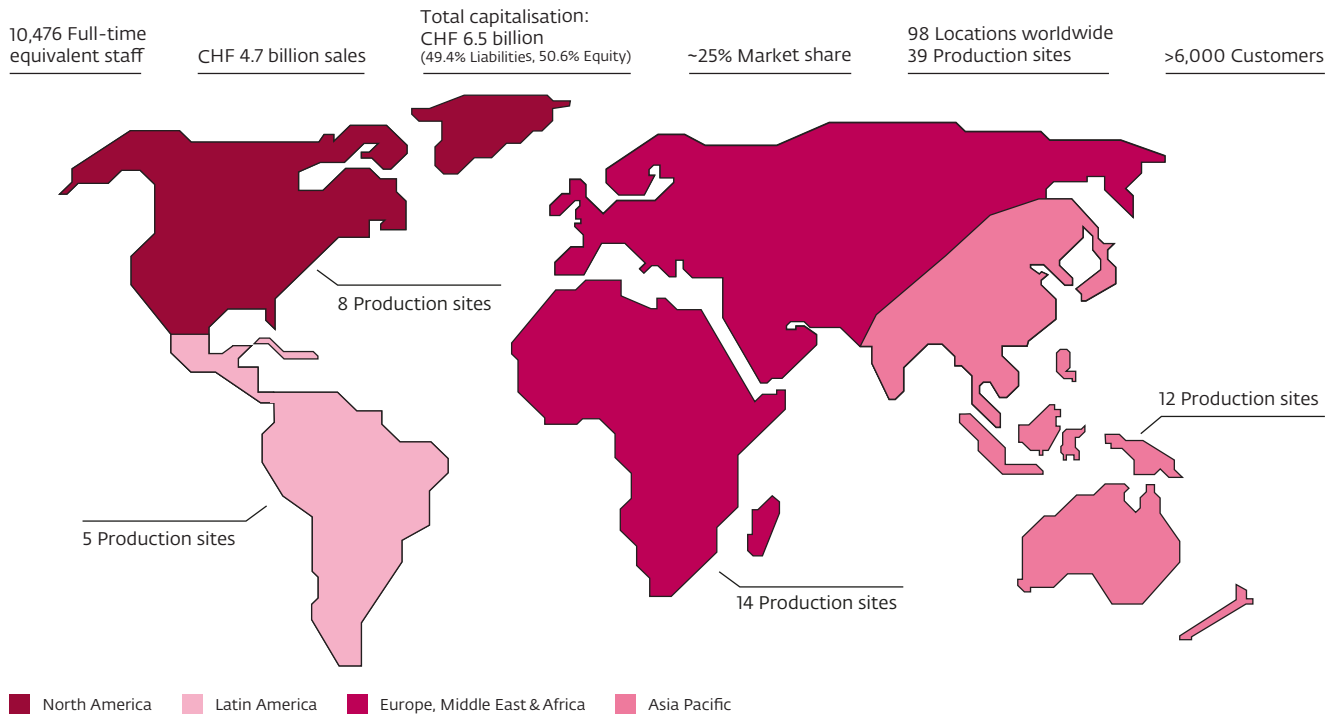


G4 – 9: Scale of the organisation

As at 31 December 2016



G4 – 10: Employees¹

By employment type

	Full-time - women	Full-time - men	Part-time - women	Part-time - men	Total - women	Total - men
Asia Pacific	1,091	1,416	8	4	1,099	1,420
Europe, Middle East & Africa	1,591	2,929	137	29	1,728	2,958
Latin America	461	879	4	0	465	879
North America	789	1,392	5	0	794	1,392
Total	3,932	6,616	154	33	4,086	6,649

By employment contract

	Permanent - women	Permanent - men	Temporary - women	Temporary - men	Total - women	Total - men
Asia Pacific	1,079	1,396	20	24	1,099	1,420
Europe, Middle East & Africa	1,669	2,893	59	65	1,728	2,958
Latin America	464	878	1	1	465	879
North America	794	1,392	0	0	794	1,392
Total	4,006	6,559	80	80	4,086	6,649

¹ As at 31 December 2016.

G4 – 11: Employees covered by collective bargaining agreements¹

	Collective agreement in %
Yes	28%
No	72%

¹ As at 31 December 2016.

Diversity and equality



G4 – DMA Diversity and equal opportunities

G4 – DMA Equal remuneration for women and men

Why is this issue material?

Diversity is a key driver in helping manage our complex operating environment and to serve our customers in the best possible way. Equal opportunity is necessary to cultivate a set of leaders with legitimacy in the eyes of employees and to make better business decisions. So it is necessary that the path to leadership is visibly open to all talented and qualified employees in Givaudan regardless of gender, background or geography. Givaudan believes that respecting and celebrating diversity also adds value to the experience of working for and with the Company.

Companies with a reputation for compensating men and women equally may have access to a larger talent pool when recruiting and hiring. Highly qualified candidates may be more likely to consider working for a company if they believe opportunities for economic growth will be available to them as they demonstrate their value, regardless of their gender. Once hired, productive workers may be more likely to remain with the organisation if they believe they are being compensated fairly.

How we manage these issues

Our updated Principles of Conduct, approved by the Board of Directors in 2016, state: "It is Givaudan's policy to recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed without regard to race, age, gender, national origin or any other non-relevant category."

We embrace diversity throughout our organisation and are fully committed to increasing inclusiveness and diversity in our workforce.

In particular, we try to promote women as much as we can into managerial positions, and we produce analytics to track progress in this regard (including the percentage of women in leadership positions).

Our Diversity Position Statement outlines our commitment to ensuring a representative workforce that reflects the diverse communities in which we operate. This statement also reinforces our commitment to equal pay.

For more information:

www.givaudan.com/sustainability/expert-corner/governance

A robust process and a continuously updated rewards strategy for employees are in place to ensure our compensation offering is competitive and enables us to attract, retain and motivate qualified employees. This process includes all markets where we operate, all job functions and all levels. We achieve this by conducting annual (and in some cases bi-annual) benchmarking studies. Salaries are reviewed by taking into account various macroeconomic data (including cost of living) and market evolution. In developing markets and high-inflation environments, we may review compensation more frequently. We also have a profit sharing scheme which allows our non-management employees globally to share in Company profits. These elements are also reviewed at the senior management level each year.

Our commitments

- Embrace diversity throughout our organisation and increase inclusiveness and diversity in our workforce.

Our targets

- Continue the effective practices we have in place to foster and encourage diversity in our teams and ways of working across the world
- Increase the number of women in our senior leadership positions.

Our impact

22.7%

Women in senior leadership positions

How we evaluate our management approach

Mechanisms

As part of our commitment to foster and encourage diversity in our teams and ways of working we appointed a Talent & Diversity Programme Manager in 2016, responsible for developing processes and driving different global, regional and functional initiatives around talent management and diversity.

A recommendation for Givaudan's approach to diversity and inclusion will be finalised in Q1 2017. This recommendation will also address internal mechanisms for monitoring the progress of increasing diversity across the Company.

Progress in 2016

Continue the effective practices we have in place to foster and encourage diversity in our teams and ways of working across the world

- Initiatives undertaken to support building the recommendation on Givaudan's approach to diversity and inclusion have included external research and benchmarks, interviews of executive and senior business and HR leaders. We are now in the 'define' phase of the roadmap which will be ready in early 2017.

Increase the representation of women in our senior leadership positions

- The percentage of women in Givaudan's senior leadership positions increased to 22.7% in 2016, an improvement on the previous year.

Performance indicators

LA12: Composition of governance bodies

Composition governance (Executive Committee and Board of Directors)

	Executive Committee/ Board	%	<30	30-50	>50
Women	3	18%	0	1	2
Men	14	82%	0	1	13

Employees' categories and composition of governance bodies

	Men			Women			Total
	<30	30-50	>50	<30	30-50	>50	
Senior management	0	63	70	0	23	16	172
Middle management	33	1,082	471	38	1,114	222	2,960
Associates	858	2,902	1,170	606	1,610	457	7,603
Total	891	4,047	1,711	644	2,747	695	10,735

¹ Including the Executive Committee.

LA13: Ratio of basic salary and remuneration of women to men

This is a priority topic at Givaudan and several studies have been conducted or are currently being conducted in major markets where we operate. For example, the results of the study of our headquarters in Switzerland show that the basic salary difference between men and women is 2.2%. For total cash compensation (fixed and variable pay), the difference is less than 3%.