



*Fresher*



*Lighter*



*Safer*



*Smarter*



# Fresher

A man with grey hair, wearing a white button-down shirt, is focused on preparing fresh food in a kitchen. He is leaning over a wooden countertop, carefully placing green leafy vegetables into a clear glass bowl. On the counter, there are several items: a clear plastic bag of fresh produce, a wicker basket containing jars and other kitchen items, and a bouquet of pink and purple flowers. In the background, a framed picture of three pears hangs on the wall, and a window with white curtains is visible on the left. The scene is lit with warm, natural light, creating a cozy and inviting atmosphere.

## Packaging plays a vital role in preserving fresh food

As the world's population grows and the demand for food increases, the role of packaging in ensuring access to fresh, nutritious food will become more important than ever. Packaging plays a vital role in protecting the product throughout the supply chain to the consumer keeping it fresh and nutritious. Reducing spoilage lowers the impact of agriculture, manufacturing, and transportation required to get food from farm to plate.



A woman with curly hair is shown in profile, drinking from a light-colored plastic bottle. The background is a bright, hazy sky. The word "Lighter" is written in a white, cursive font in the upper right corner.

# Lighter

Lighter packaging means  
better environmental  
outcomes

Light weight packaging innovations save thousands of tonnes of the earth's resources and CO<sub>2</sub> emissions through less raw materials used and less fuel consumed to transport products. When the products have been used this also means less material that needs to be managed through a recycling program and less packaging material sent to landfill.





# Safer

## Keeping products safe, effective and easy to use

Packaging is fundamental to the safe delivery and consumption of many products around the world. Many food products and pharmaceuticals are adversely affected by exposure to light and contact with air or moisture. Well designed packaging provides a protection barrier, keeping the product safe.

According to the World Health Organisation, drug counterfeiting represents approximately 10 percent of the world pharmaceutical market. Counterfeit medicines may include the wrong ingredients, insufficient or no active ingredients or contaminants. Packaging has a significant role in preventing counterfeiting, using innovations to identify the product as genuine.





# Smarter

## Smarter packaging innovations are supporting our modern day lives

Packaging innovations are helping to meet modern day living habits through smarter functionality. For example, a new packaging innovation at Amcor enables yoghurt to be transported without refrigeration. The pourable yoghurt, called MiGurt, has an extended shelf life of six months. This not only saves energy but also enables consumers in low-income regions not served by refrigerated distribution channels to access the yoghurt.

Shelf life extension, portion control, microwavable materials, re-closing features, moisture absorbing layers and built in security solutions are just some of the ways that packaging innovations add functionality and reduce waste across the life cycle of food and other products.

# Message from the CEO

‘Responsible packaging delivers better sustainability outcomes and protects the products that people use every day.’



Around the world, millions of times a day, people touch and use Amcor packaging – and when they open the package, they know that their product is fresh and safe to consume. As a packaging leader, our commitment to responsible packaging is integral to the success of our business.

At Amcor, Social Responsibility is one of our Core Values embedded into our business strategy and daily operations. Our talented co-workers apply their expertise every day to create innovative, responsible packaging solutions that help our customers meet their sustainability objectives and deliver better social and environmental outcomes.

Packaging plays a critical role in the efficient use of resources to get a product from the farm to the consumer. Responsible packaging protects the product, extends its shelf life, ensures that the product is safe for the consumer to use and can drastically reduce waste throughout the supply chain.

As the global population continues to grow, up to a third of the food we produce around the world is wasted. To help provide access to the nutrients people need to enjoy a healthy life, better use of our precious resources is required. This is where packaging continues to take a leading role, protecting the product from the farm, throughout the distribution process into stores, arriving at their intended destination fit for consumption. Our packaging continues to get smarter

with innovations such as moisture absorbing layers extending the shelf life of products, resulting in less waste.

As one of the world’s largest packaging companies, we have the global scale and technical knowhow to drive sustainability improvements throughout the packaging value chain. We are doing this by asking our suppliers to meet the same standards we apply to our own business. We also work with our customers to help them improve the sustainability performance of their products. At the same time, we actively collaborate with industry forums around the world to tackle serious issues and find new solutions.

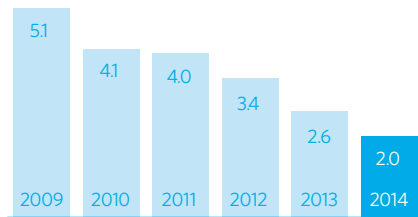
Over the past year we have enjoyed considerable success in our sustainability efforts. Our workplace safety results were the best ever, as we continue to focus on our ultimate goal of ‘No Injuries’. We continue to outperform on our five year EnviroAction targets. The hard work of our co-workers has resulted in the delivery of a 19% reduction in greenhouse gas emissions intensity, a 53% reduction in waste to landfill intensity and a 16% reduction in water use intensity. We are committed to delivering ongoing improvements in these areas over the next two years, at which point we will set new resource efficiency targets.

This year I was proud to launch the Amcor Community Program, enabling an even greater impact in the communities in which we live and work. Five million

## Best ever safety performance

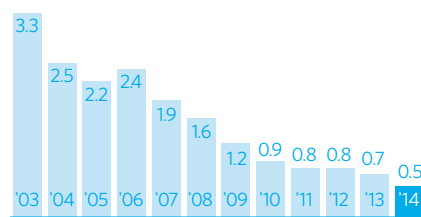
### Recordable case frequency rate

Number of recordable cases per million hours worked



### Lost time injury frequency rate

Number of full work days lost per million hours worked



Frequency rates reported in charts above cover full-time employees and contractors. Rates for 2013 and 2014 exclude the demerged AAPD business.

dollars over five years has been allocated to the Program, allowing co-workers at local plants or offices to apply for grants to contribute to community programs and initiatives.

As part of our ongoing commitment to provide our co-workers with fulfilling and engaging careers, we completed our second global engagement survey. The survey provides insight on how co-workers view Amcor as a place to work so that together we can find ways to improve our workplace. With over 25,000 respondents (a great response rate of over 90%), the results found the overall level of co-worker engagement across Amcor continues to improve with clear strengths in our safety culture, customer and quality focus, work practices and career opportunities.

Our work to fully integrate sustainability into our business processes continues to gain momentum. Sustainability considerations are standard in our procurement and product development processes. We have 4,200 packaging life cycle assessments in our ASSET™ database, providing robust information on how to create the most sustainable packaging solutions. These insights are utilised in our product development work for our customers.

Our sustainability performance was again recognised by international indices this year, such as the Dow Jones Sustainability Index and the Carbon Disclosure Leadership Index.

We are pleased with the progress we are making around our key priority areas of: Environment, Community, Workplace, Marketplace, and Economy. Our commitment to responsible packaging delivers better sustainability outcomes and protects the products that people use every day. We are excited by the opportunities ahead and, in line with our Outperformance culture, we continue to aspire to be better tomorrow than we are today.

I encourage you to read our 2014 Sustainability Review and learn more about how our commitment to sustainability underpins our business performance. Once again I hope you enjoy reading this report and welcome your feedback or questions.

**Ken MacKenzie**  
Managing Director  
and Chief Executive Officer

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### Our approach to reporting

Our 2014 Sustainability Review conveys a summary of our performance within each of the five domains of our sustainability strategy: Environment, Community, Workplace, Marketplace and Economy.

A more detailed report, prepared in accordance with the Global Reporting Initiative's (GRI) G4 Reporting Guidelines (2013) and assured in accordance with the Assurance Standard AA1000AS (2008), is available for download from our website at [www.amcor.com/sustainability](http://www.amcor.com/sustainability). The GRI report includes detailed information about the areas of focus discussed in this overview document, as well as issues that are of importance to our stakeholders.



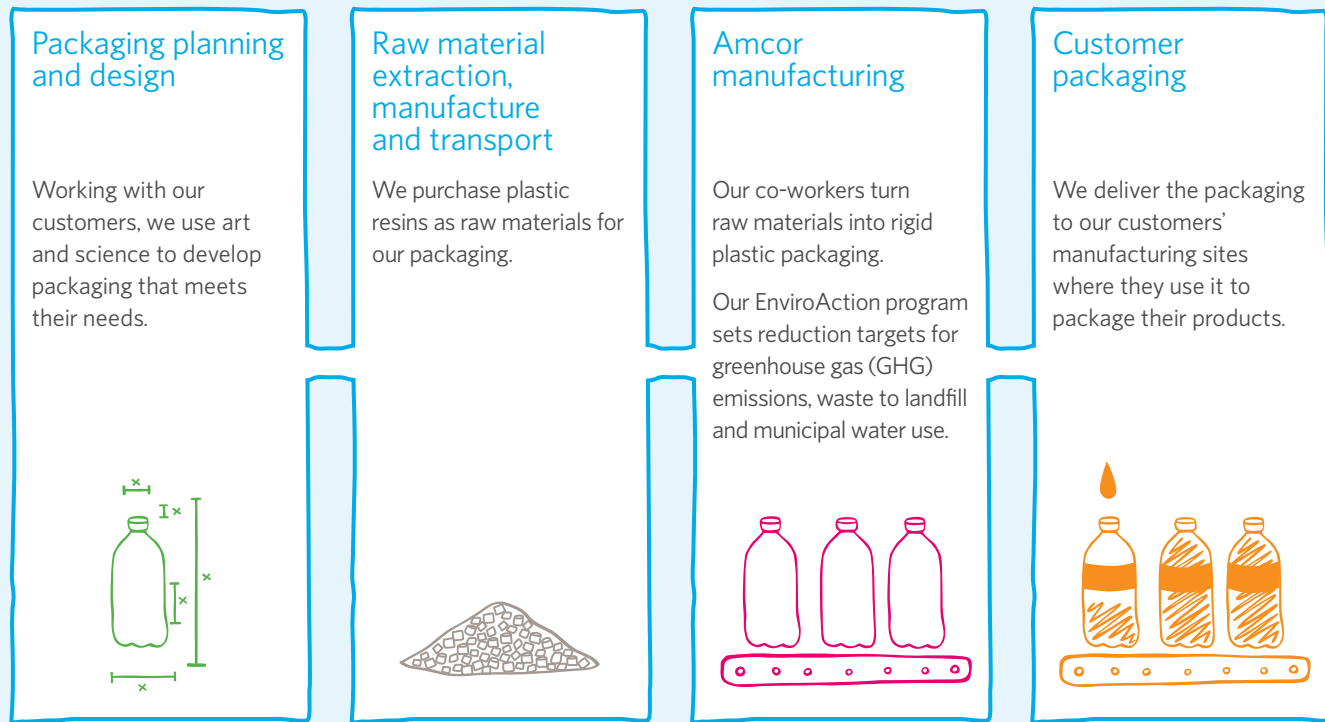
More information about the issues covered in this section can be found in our full *GRI Sustainability Review*, available at [amcor.com/sustainability](http://amcor.com/sustainability)



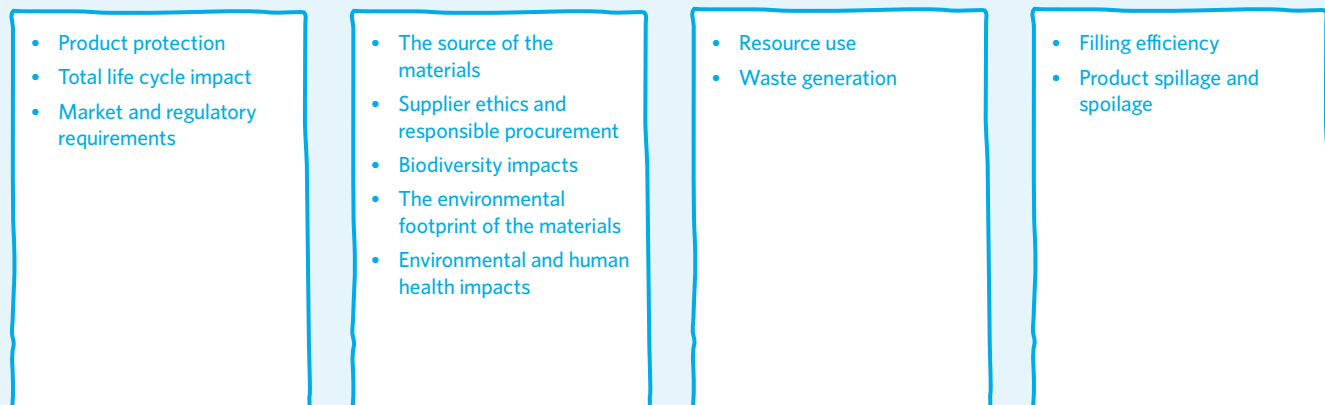
# Unlocking the potential of our value chain

By working with our partners throughout our entire value chain, we unlock powerful social, environmental and economic opportunities throughout a product's entire life cycle

Follow a rigid plastic bottle through our value chain:



We consider the entire life cycle to make informed decisions about packaging sustainability:





By working with our partners throughout our entire value chain, we unlock powerful social, environmental and economic opportunities throughout a product's entire life cycle.

It starts with our engineers, scientists and designers who use new materials and technology to improve the environmental performance of our packaging and create innovative packaging designs that stand out on the shelf.

At the manufacturing stage, we work to reduce our waste, water use and carbon emissions through our EnviroAction program, driving continuous improvement in our environmental performance. Working hand in hand with our customers, we design packaging that increases the efficiency of the product filling process, through faster sealing, reduced spills and breakage and more energy efficient sterilisation methods.

Our packaging maximises the use of transport space to get the product into store and extend the life of produce on the shelves. Groundbreaking packaging innovations are making it easier for the consumer to fully enjoy the product, further reducing waste. And when no longer needed, much of our packaging can be recycled or sent to energy recovery facilities, delivering better environmental outcomes.



# What is a life cycle assessment?

We consider the design and development of packaging from a holistic view to create the most sustainable solutions for our customers, end consumers and the environment

There is no 'one size fits all' solution to packaging. For many people, choosing packaging that can be recycled can seem like the most sustainable option but this isn't always true. Life cycle assessments (LCA) give us and, more importantly, our customers, the end-to-end information required to make informed decisions about the most sustainable packaging option.

## What is a life cycle assessment?

A LCA is a data-based methodology that considers the environmental impacts and benefits at each stage of the product life cycle.

### Life cycle assessments in action: reducing the carbon footprint of bread bags by 75%

In one example of how we used LCA to guide our customers' packaging decisions, we worked with a baking company, Hovis, in the UK to redesign the packaging for their Seed Sensations bread bag.

The existing packaging for the bread was a plastic bag, made from polyethylene, derived from petrochemicals. We compared the life cycle impacts of this packaging to that of a new bag, made from a blend of petrochemical polyethylene and that derived from sugar cane.

The LCA compared the GHG emissions from the point of raw material extraction and processing, starting with the extraction and processing of crude oil compared to the production, harvesting and processing of the sugar cane and ending with the disposal by landfill or incineration of the bags after the bread was consumed.

The LCA determined that production of the bread bag made from the renewable sugar cane plastic would generate four grams of greenhouse gases per bread bag, 75% less than the 19 grams generated by production of the existing petrochemical based bag. As shown in the graph below, the difference is largely due to the extraction and processing of the raw materials used to produce the plastic film, along with the removal of atmospheric CO<sub>2</sub> by the sugar cane as it grows.

With a reduction of 15 grams of GHG emissions per bag, the impact is significant when the savings are scaled up, with the millions of bread bags used each year.

Environmental impact of petrochemical bag versus sugar cane bag grams of CO<sub>2</sub>-e





Our commitment to responsible packaging touches nearly every part of the globe

# About Amcor

We employ  
**27,000+**  
co-workers

We operate in  
**180+**  
sites

Our sales totalled  
**A\$11 billion**  
in FY2013/14



## Our approach to sustainability

Our approach to sustainability starts with our Belief Statement, Core Values and the Amcor Way Operating Model.

In an ever changing world we continually talk to our stakeholders to improve our performance and manage any risks.

These insights ensure we have the right strategy and plans in place to deliver on our unwavering commitment to responsible packaging.

We deliver our strategy through our framework set out across five domains: Environment, Community, Workplace, Marketplace and Economy.



# Our performance

**Area of focus**

**Environment**



Implementing environmental management systems and continuously improving environmental performances at Amcor sites.

Regularly setting and working towards EnviroAction targets.

Working with suppliers and customers to reduce environmental impacts throughout our supply chains and the life cycle of our products.

**Community**



Engaging in open and constructive dialogue with our communities.

Supporting local community projects.

Utilising our packaging expertise to benefit the wider community.

**Workplace**



Maintaining a safe and injury free workplace.

Engaging and developing our co-workers.

Maintaining a diverse workforce and providing equal opportunity.

**Marketplace**



Utilising our LCA capabilities to offer customers responsible packaging; and supporting our customers' sustainability objectives.

Promoting the role and benefits of responsible packaging.

Ensuring responsible and ethical procurement.

**Economy**



Positioning Amcor to realise opportunities for sustainable business growth.

Demonstrating best practice governance, business continuity planning and measured risk taking.

Managing climate change related challenges and opportunities.



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## Performance

- > We have achieved high levels of compliance with our environmental policy and environmental regulations.
  - > 49% of our manufacturing sites have achieved ISO 14001 accreditation for their environmental management systems.
  - > We continue to drive improvements in environmental management and performance.

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  - > Targets for GHG emissions intensity and waste to landfill intensity have been met two years ahead of schedule.
  - > To consider the broad set of circumstances our global operations face we replaced our water consumption intensity goal with a new goal to establish water management plans at 100% of our sites. To date, 96% have achieved this.
  - > Our water consumption intensity decreased 16% from our baseline year of FY2010/11.

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  - > Absolute scope 3 GHG emissions associated with our raw materials were reduced 9% from our baseline year of FY2010/11.

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  - > Sites regularly run activities and programs that cater to the needs and interests of their communities. For example, 20 of our Flexibles sites in Europe and North America held safety open day events for co-workers and their families and friends.
  - > Co-workers globally participated in various local community engagement activities.
  - > The Amcor Community Program was launched, with \$5 million allocated over five years to the Program.

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  - > Amcor's innovative packaging solutions protect food and other products, helping to assure product security, reduce waste and benefit the community.
  - > Various community projects were supported through the donations of packaging services and products.

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  - > We were proud to achieve our best ever safety performance as we continue to focus on our goal of 'No Injuries'.
  - > Achieved a Lost Time Injury Frequency Rate (LTIFR) of 0.5.
  - > Achieved a Recordable Case Frequency Rate (RCFR) of 2.0.
  - > Identified contractors separately for the first time in our safety performance data.
  - > A new five year safety strategy was developed and approved by the Global Management Team.

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  - > We conducted our second biennial Global Engagement Survey, with an outstanding response rate of 93%.
  - > The overall level of co-worker engagement across Amcor improved, remaining consistent with the average for manufacturing companies. Our performance culture measure increased and continues to place Amcor well above the average for similar companies.
  - > We launched Harvard ManageMentor, an online learning tool to support co-worker development.

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  - > 26% of leadership positions are held by females.
  - > 20% of the total workforce are female.
  - > 25% of Board positions held by females.
  - > We have seen increased focus on diversity in our talent management programs since the release of our Talent Through Diversity policy in 2011.

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  - > 599 LCA were completed this year.
  - > We continued to leverage our experience with over 4,200 packaging LCA now in the ASSET™ database.
  - > We enhanced our product development process within our two largest businesses by implementing a check point to assess sustainability impacts and requirements.

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  - > We continued to collaborate with various industry bodies on packaging sustainability issues.
  - > Amcor's sustainability leaders presented at nine conferences and seminars around the world, promoting responsible packaging and our approach to sustainability.

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  - > 77% of our sites have completed at least 90% of the questions on the SEDEX questionnaire.
  - > 52% of purchased raw materials volume now comes from suppliers who have signed the Amcor Supplier Code of Conduct or have internal codes of conduct that are aligned with ours.
  - > We are continuing to work towards having all our key suppliers aligned with the Amcor Supplier Code of Conduct.

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  - > We have continued to deliver a strong financial performance, with profit after tax for the year ending 30 June 2014 at \$737 million – up 24.6% from last year.
  - > We continue to align our strategic business growth with our sustainability principles.

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  - > This year, we strengthened our anti fraud and corruption governance and business continuity planning by introducing a new Anti Bribery and Corruption Policy and updating our Code of Conduct and Ethics Policy.
  - > As we continue to grow in emerging markets, we are delivering a best practice Integration Toolkit to ensure Amcor standards around efficiency, good business practice, governance and risk management are maintained.

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  - > Our Enterprise Risk Management process helps us plan and respond to climate change related impacts.
  - > We are included in the following sustainability indices:
    - the Dow Jones Sustainability World Index;
    - the Carbon Disclosure Leadership Index, Materials Sector, Australia and New Zealand Region;
    - Ethibel Excellence Investment Register; and
    - the FTSE4Good index.
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# Our environment



We worked with PepsiCo to design an innovative, lightweight bottle for their Gatorade beverage in Latin America. The new bottle contains 30% less PET than the existing bottle reducing the carbon footprint.



With over 180 sites across the globe, we are committed to responsibly managing the potential for environmental impacts. To achieve this, we focus on:

- > implementing environmental management systems and continuously improving environmental performance at our sites
- > regularly setting and working towards our greenhouse gas emissions, waste reduction targets and water use
- > working with our suppliers and customers to reduce environmental impacts throughout our supply chains and the life cycle of our products

### Environmental management and continuous improvement

#### Our approach

Ambitious targets ensure a strong focus on environmental sustainability across all our operations. We are committed to continuous improvement and regularly report on the environmental performance of our operations. We aim to meet or exceed all environmental regulatory requirements in the regions where we operate.

Our environmental policy is supported by three mandatory environmental standards around the following: 1) environmental discharges, 2) cooling towers and 3) community impact. These standards address the highest risks at our sites. Each site must have an environmental management system in place, such as ISO 14001 or equivalent, and must comply with all three environmental standards.

Our Global Sustainability Leadership Council guides Amcor's work in product stewardship and improving operational and resource efficiency at our manufacturing sites. This is done in close collaboration with our operations, research and development, sales and marketing teams, and procurement departments.

#### Our performance

To date, 49% of our manufacturing sites have achieved ISO 14001 accreditation for their environmental management systems.

The remainder of our sites are either working towards an independently certified environmental management system or have processes and systems in place to ensure compliance with the Amcor environmental standards and

local regulations and to identify environmental improvement opportunities. Many of our sites are regularly inspected by national, state and local environmental regulation agencies.

We have achieved high levels of compliance with our environmental policy and standards and continue to drive improvements in our environmental management and performance.

### Environmental targets and performance

#### Our approach

We have a strong focus on the efficient use of natural resources. We set goals within our global EnviroAction program, which includes short and long term reduction targets for waste to landfill, GHG emissions and municipal water use. The program drives continuous improvements in environmental performance throughout our operations.

#### Our performance

With the demerger of the Amcor Australasia and Packaging Distribution (AAPD) business, the number of sites in water stressed areas was considerably reduced. Consequently, our approach to water use has changed. We now require all our manufacturing sites to have water management plans in place, to provide standardised total water use reports and, in water stressed sites, to have risk mitigation plans in place.

Our updated five year EnviroAction targets are:

#### EnviroAction targets

##### Greenhouse gas emissions

- > 10% reduction in GHG emissions intensity from FY2010/11 by FY2015/16; and

### EnviroAction – Environmental performance and targets

#### Greenhouse gas intensity



#### Waste to landfill intensity



#### Water management plan



*We apply our extensive packaging expertise to develop the most sustainable packaging solutions for our customers.*

- > 60% reduction in GHG emissions intensity from FY2005/06 by 2030.

#### Waste to landfill

- > 50% reduction in waste to landfill intensity from FY2010/11 by FY2015/16; and
- > zero waste to landfill is the long term objective.

#### Water use

- > 100% of sites will have water management plans in place.

#### Greenhouse gas emissions

At the end of the third year of our five year target period, we have exceeded our GHG emissions intensity target of 10%, achieving a 19% reduction compared to our baseline year, FY2010/11.

This reduction in emissions intensity resulted from our continuing efforts to improve energy efficiency, including new product innovations, waste reduction and solvent recovery at our sites.

We created 8.4 million tonnes of GHG emissions in FY2013/14, which is 10.6% less than our baseline year, FY2010/11.

#### Waste from our operations

Our total waste for FY2013/14 was 321,065 tonnes, and over 80% of this was recycled.

At the end of the third year of our five year target period we have exceeded our waste to landfill intensity reduction target of 50%, achieving a 53% reduction, compared to our baseline year, FY2010/11.

Our absolute waste to landfill in FY2013/14 was 10.5 kilotonnes (3% of our total waste), a considerable percentage decrease from last year.

#### Water use

Our sites used 4.28 gigalitres of water for the year, and 96% of sites have water management plans in place.

Our water use intensity decreased by 16%, and our absolute water use decreased by 7% compared to our baseline year, FY2010/11.

The majority of this water use is attributable to our Rigid Plastics business in the Americas, where it is primarily used for cooling processes within their manufacturing facilities.

#### Reducing environmental impacts in our value chain

##### Our approach

We consider the environmental impacts of packaging across the total life cycle of our products, and we apply our extensive packaging expertise to develop the most sustainable packaging solutions for our customers.

Additionally, we routinely evaluate the environmental impacts of high risk goods, such as hazardous substances, as part of the environmental management of our operations.

##### Raw materials and suppliers

We measure the contribution and breakdown of indirect (scope 3) and product GHG emissions to track our progress and direct our efforts towards activities that will have the greatest benefit. Indirect emissions include the purchase of raw materials and fuels and outsourced activities, such as transport, recycling or recovery and waste disposal.

#### Customers

As part of our value chain, we work with our customers to reduce the GHG emissions, waste and water use associated with the use of our packaging in their factories.

We collaborate with our customers in the product development stages to ensure their processes can be made as efficient as possible. For example, we seek to understand our customers' logistic requirements to develop customised packaging processes to meet their specific needs.

At the end of the product development phase, we conduct a product qualification process. This involves testing at the customer's production facility to ensure the best operating conditions before scaling up production, reducing waste and improving efficiencies.

##### Consumer use of packaging

A range of LCA tools help us generate data to make informed decisions about the packaging our customers select. This data also helps our customers respond to consumers' interests in packaging sustainability.

##### Packaging end-of-life

We work with industry associations, not-for-profit groups and governments to investigate and promote beneficial end-of-life options for packaging. This includes options such as recycling, energy recovery and transformation into other products. Go to Our Marketplace (page 24) for more information on these forums and partnerships.



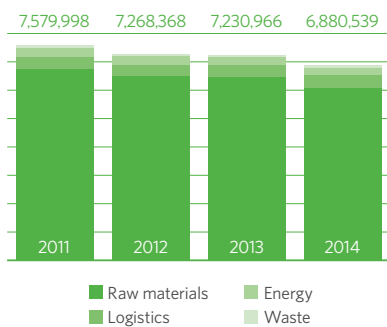


**Our performance**

Raw materials and suppliers

The majority of our GHG emissions are indirect (scope 3) emissions; the raw materials used for our manufacturing processes are the greatest contributors.

**Scope 3 greenhouse gas emissions by source**  
tonnes of CO<sub>2</sub>-e



We have reduced the absolute indirect (scope 3) GHG emissions associated with our raw materials by 9% from our baseline year of FY2010/11.

*Hear from our experts*

**Catherine Rae, Sustainability Analyst**

We work hard at Amcor to reduce our environmental impact through a variety of programs. Our global EnviroAction program has made great progress this year, reducing greenhouse gas emissions attributed to our products and waste from our sites. In particular, waste to landfill reduction has been significant, with over 40 sites now achieving zero waste to landfill and all sites finding opportunities to reduce and recycle their waste.

Producing responsible packaging also means thinking beyond our business operations to include what options consumers have to dispose of the packaging once the product has been used. In Australia we've been working with a company called REDcycle to put the infrastructure in place so that consumers can give a new life to their soft plastic packaging.


As part of this program, dedicated recycling bins have been installed in supermarkets where consumers can return their flexible packaging. I personally find it very satisfying to put my flexible packaging in the REDcycle bin, especially knowing that Amcor is supporting this program. The collected packaging is recycled into furniture for schools, kindergartens and other community groups, rather than going to landfill, and I can even sit on a REDcycle bench at my children's school!

In the United States, Amcor was a sponsor of America Recycles Day in November 2013, helping to promote and celebrate recycling through activities at many of our Rigid Plastics sites. Earlier this year, Amcor became a member of The Recycling Partnership, an initiative that sees industry leaders join forces in the US to provide funding for communities to develop better recycling options.

Continuing to collaborate with our industry peers, governments and communities to both expand recycling opportunities as well as educate consumers about the importance of how they dispose of their packaging is integral to reducing landfill and creating a more sustainable future for all.



# Our community

A photograph of two men in blue winter jackets and goggles kneeling in a snowy, icy landscape. They are holding a white banner with the Amcor logo. In the background, there is a large silver sphere on a pole, and several flags are visible. The sky is clear and blue.

*In December 2013, Amcor proudly sponsored teenage polar explorer and climate change campaigner Parker Liautaud in successfully achieving his goal of setting a new record for the fastest ever unsupported walk from the edge of Antarctica to the South Pole. In doing so, Parker became the youngest man ever to ski to the South Pole.*

As an employer, neighbour, customer and supplier in more than 40 countries, we strive for a positive impact in the communities where we operate. To do this, we focus on:

- > engaging in open and constructive dialogue in our communities
- > supporting local community projects that create mutually beneficial outcomes
- > utilising our packaging expertise to benefit the wider community

## Community engagement

### Our approach

We continually look for ways to strengthen our engagement with the community. Our approach to community engagement is formalised in our environmental policy, which states that we will 'communicate openly with our co-workers and the community about our performance'.

To identify and manage all potential impacts on local and broader communities, we follow a global community impact standard. This requires sites to work with local regulators to understand, monitor and control impacts on the community and respond to any complaints or enquiries from community members.

Our sites are encouraged to engage with their local communities through various activities, ranging from site open days to volunteering time for local causes.

### Our performance

Following the demerger of the Amcor Australasia and Packaging Distribution business in December 2013, the nature of our ongoing operations and their location in commercial and industrial areas of towns and cities means that impacts are generally quite low.

Nevertheless, sites still need to meet the requirements of the Amcor Community Standards and regularly run activities and programs that cater to the needs and interests of their communities. For example, 20 of our Flexibles sites in Europe and North America held safety open day events for co-workers and their families and friends. The open days help foster strong bonds with community members and provide them with our expertise on safety skills and knowledge.

The day also reinforces the significance of workplace safety at Amcor for all our co-workers.

## Supporting our local communities

### Our approach

Our new Amcor Community Program allows us to have an even more positive impact in our communities.

We encourage our co-workers to determine the best ways to contribute to the community in which they live and work. This support usually takes the form of volunteerism, financial assistance, packaging product contributions and activities to meet specific community needs.

Our global partnership with the Earthwatch Institute has been active for over 10 years. It provides co-workers with opportunities to participate in local, scientific, field based research projects that inspire them to act as sustainability advocates at work and at home.

### Our performance

Launched in April 2014, the Amcor Community Program provides funding of \$5 million over five years for use in community activities. Co-workers can apply for grants to contribute to programs and initiatives that support the following causes in their local communities:

- > **Protecting food:** helping people access safe and nutritious food and reduce food waste, as the world's population grows and global food shortages increase;
- > **Education:** increasing awareness of the contribution responsible packaging makes to creating a more sustainable future;



*The scale of our operations, combined with our packaging expertise and the importance of packaging in the supply chain, means we can make a powerful contribution to important social needs.*

### Amcor Atlanta gives back to its community

A team of 12 Amcor Atlanta co-workers in the United States have taken the initiative to form a Social Responsibility team. The team's goal is to bring to life four projects each year that will help people in their local community where they both live and work.

The team's first project was launched in January this year – a winter coat drive. Donations were provided to The Atlanta Task Force for the Homeless, a local charity that helps over 800 people in need every day. This year it was even more important for those most vulnerable to have access to warm, protective clothing as Atlanta struggled through a freezing winter. Snow storms literally brought the region to a standstill. The Atlanta team collected and donated warm coats, tops, shoes, trousers, blankets and more.

Amcor Atlanta's HR Manager and Social Responsibility team member, Virginia Marquez, said: 'Our community projects are an important part of our plant's culture. We are committed to making a difference not only within our workplace but also in our community where we live. Each project is helping to build a stronger community and giving hope to people who need it.'

- > **Protecting the environment:** supporting ways to reduce environmental impacts at work and in our communities to contribute to a healthy planet; and
- > **Delivery of essential products and services:** providing access to basic necessities, such as food, medicines and water to communities in need, particularly in times of crisis.

As part of the Program, we continue to look for value-adding partnerships with leading international organisations who share our passion for responsible packaging and helping people in need.

This year, our sites continued to work closely with their communities through a wide range of programs and activities. Examples around the world include:

- > Our sites in Barcelona and Lezo joined forces with Danone for The Big Food Collection campaign. Co-workers filled food collection bins delivered by Danone with staples, such as pasta, rice, beans and canned goods, which were donated to food banks.
- > Co-workers at our site in Asheville (US) raised more than \$4,000 to donate to the not-for-profit organisation MANNA FoodBank, which provides three meals for every dollar donated to people in need across Western North Carolina.
- > In the US, many of our Rigid Plastics sites participated in America Recycles Day to promote recycling in the workplace and at home. Amcor was a global sponsor alongside Johnson & Johnson and Waste Management in partnership with the American not-for-profit, Keep America Beautiful. Our activities included hosting a Recycling Fair where co-workers could donate surplus IT equipment and eye glasses for recycling or reuse.

- > We also continued our 14 year global partnership with the Earthwatch Institute, providing co-workers with opportunities to investigate important environmental issues. Fifteen co-workers joined one of three scientific projects, including marine litter surveys in Australia, water conservation in California and studying the health of dolphin populations in Greece.

### Utilising our packaging expertise to benefit the wider community

#### Our approach

The scale of our operations, combined with our packaging expertise and the importance of packaging in the supply chain, means we can make a powerful contribution to important social needs. These range from advocating the role of packaging in reducing food waste and inventing new packaging innovations so food and other products can be transported without refrigeration to reach remote communities.

#### Our performance

We actively promote the important role packaging plays in society. At Interpack 2014, one of the world's largest packaging trade fairs, we partnered with the SAVE FOOD organisation to provide information on how packaging helps reduce food waste. We also showcased our innovative packaging solutions including those that extend a product's shelf life to help consumers avoid wasting food.

In Colombia, our co-workers worked with the MyShelter Foundation's Liter of Light program. Homes in low income areas are often built so close together that they have no windows or natural light, forcing families to live in near darkness. Using PET plastic bottles, water, chlorine,



corrugated metal and sunlight, co-workers helped provide a free source of light to families needing it most. The filled bottles were installed in the homes' corrugated metal roofs, where they refracted the sun's rays, delivering light into homes.

We sponsored 19 year old explorer and climate campaigner Parker Liautaud. Parker trekked from the coast of Antarctica to the South Pole, conducting scientific research to understand and raise awareness of the impact of climate change on the South Pole. We provided funding and innovative packaging specially designed to withstand the harsh Antarctic conditions and safely store Parker's essential food supplies during his trek.

The packaging incorporated our innovative Duratear technology, which offers unique physical properties over and above ordinary plastic packaging. Typically used for medical kits, Duratear enabled us to create a super tough bag that remained flexible in sub-zero temperatures and would not puncture or split even on high impact. Parker successfully completed his mission on 24 December, setting a new world record for the fastest ever unsupported journey from the edge of Antarctica to the South Pole.

## Hear from our experts

### Charlie Schwarze, Sustainability Manager, Amcor Rigid Plastics

Our sites have always been passionate about supporting local community needs. Take our sites in Colombia and Ecuador for example. Co-workers from these sites participate in the Liter of Light project that brings light into the homes of Colombians who don't have access to electricity.

Electricity is unaffordable or unavailable to 2.3 million Colombians, forcing families to live in near darkness. To change this, our co-workers are installing filled plastic PET bottles into the corrugated iron roofs of homes. By cutting a hole in the roof and gluing the bottle, filled with water and chlorine, the room below can be lit with sunlight refracted by the bottled water. Providing clean, daytime lighting is just the start, and we are working to expand our involvement in this program beyond Colombia.

I'm really looking forward to seeing what our co-workers do with the new Amcor Community Program. The diversity of our Amcor sites means that no single approach will work for everyone and that is why this program is so powerful. It empowers individuals to come up with their own ideas that fit the needs of their communities. What a rewarding opportunity – helping people turn their passion for social responsibility into reality.

The Community Program criteria cover four key causes: protecting our food, education on the benefits of responsible packaging, protecting the environment and delivery of essential goods and services. The focus areas are broad enough to meet the needs of both developed and developing countries while being specific enough to ensure we focus on things that will deliver great outcomes for communities.

I can only imagine how much light, food and other essential products and services we can bring to communities like those in Colombia now that we have more resources on hand to make it happen.



# Our workplace

*The 2014 Global Engagement Survey for co-workers achieved an outstanding response rate of 93%. The survey found that the overall level of co-worker engagement across Amcor improved. Our performance culture measure increased and continues to place Amcor well above the average for similar companies.*



We are committed to providing a safe, rewarding and motivating workplace to support our co-workers reaching their full potential. To achieve this, we focus on:

- > maintaining a safe workplace
- > engaging and developing our co-workers
- > maintaining a diverse workforce and providing equal opportunity

### Maintaining a safe workplace

#### Our approach

Our approach to workplace health and safety is driven by our safety policy, a global five year strategic and annual action plan at each of our sites.

All sites must demonstrate compliance with Amcor’s mandatory global standards for safety, environmental management and security. To measure compliance against these standards, internal audits are conducted at least annually and independent audits every three years.

Amcor’s businesses are required to report to Amcor’s Board on compliance with these standards and with local legislation.

#### Our performance

We continued to improve on our already world class safety results with our best ever performance achieved this year.

Amcor’s safety performance is measured using two criteria, the LTIFR and RCFR. Our LTIFR calculates the number of injuries or work related illnesses resulting in at least one full workday lost per million hours worked by Amcor co-workers and contractors. In FY2013/14, the LTIFR was 0.5, corresponding to 29 cases across our global network. This compares to last year’s restated rate of 0.7,<sup>(1)</sup> corresponding to 54 cases last year.

Amcor’s RCFR is measured by calculating the number of medical treatment cases and lost time injuries per million hours worked. In FY2013/14, the RCFR was 2.0, corresponding to 128 cases across our global network. This compares to last year’s rate of 2.6,<sup>(1)</sup> corresponding to 171 cases.

Always focused on improving our safety performance, this year we thoroughly investigated contractor safety. As part of this, contractor safety incidents have been reported separately for the first time. In FY2013/14 there were four lost time injuries amongst contractors and 12 recordable cases for the year. Contractors are often on site for short periods, therefore, we continue to seek accurate contractor hour measures for frequency rate calculations. This will help us better understand and address injuries suffered by contractors across our sites.

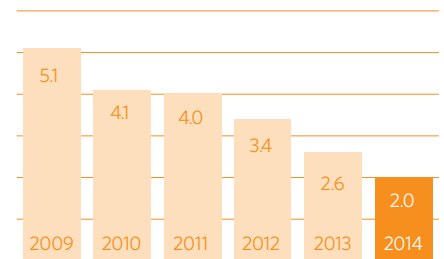
Amcor continues to be recognised externally for our safety performance. In the *Safety Spotlight: ASX100 Companies & More* report, published by Citi Research in January 2014, Amcor’s LTIFR was tenth lowest of the 64 reporting companies, and our RCFR was sixth lowest of 34.

As part of our unwavering commitment to safety, we have several other important metrics in place to measure performance. This allows us to continue to develop new programs and processes to address safety concerns before they result in more serious injuries. These include:

- > the *Frequency of First Aid Injuries* tracks one time treatments for minor injuries, such as scratches, cuts and burns, that do not require medical care;
- > the *Severity Rate of Injuries* uses the number of days a co-worker is not at work as a scale to identify injury severity;
- > the *Near Miss Frequency Rate* measures co-worker reports of unsafe conditions or events, even when an injury does not occur; preventative action is then taken to address the issue;

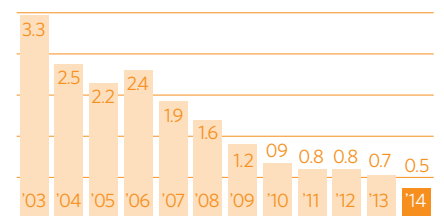
#### Recordable case frequency rate

Number of recordable cases per million hours worked



#### Lost time injury frequency rate

Number of full work days lost per million hours worked



Frequency rates reported in charts above cover full-time employees and contractors. Rates for 2013 and 2014 exclude the demerged AAPD business.

(1) Since the finalisation of our 2013 Sustainability Review, the LTIFR result for FY2012/13 has been recalculated from 0.9 to 0.7 and the RCFR from 3.5 to 2.6. These numbers were adjusted to remove the contribution of the demerged AAPD business to allow for a direct comparison with this year’s results for our ongoing businesses.

*We believe that engaged co-workers are more safety oriented, productive, customer focused, and likely to remain longer with the organisation.*

- > the *Behavioural Audits Frequency Rate* measures how often audits are conducted. The audits look at safety behaviours at sites or offices and involve co-workers, contractors and visitors; and
- > *Fire Ignitions* are incidents involving smoke or fire. We track ignitions to identify root causes, such as electrical, friction, static or hot work, and to implement corrective actions.

Another program examined how to best align newly acquired sites with our safety standards and behaviours. As part of this project, we have developed an Integration Toolbox that sets out guidelines on how to implement Amcor's safety standards at newly acquired businesses.

We have created a cross site audit program where representatives from one Amcor site audit the safety systems at another Amcor site. This program facilitates the sharing of safety best practices as well as further aligning our global approach to safety.

As we continue toward our goal of 'No Injuries', our Safety Leadership Team has developed our next five year strategy, commencing in FY2015/16. Key focus areas for the new strategy are:

- > critical risk areas;
- > sites with particular safety concerns or undergoing change;
- > fire safety and prevention; and
- > best practice sharing through our global, online collaboration tool, Amcor Connect.

## Engaging and developing our co-workers

### Our approach

At Amcor, our talented co-workers are the foundation of our success.

We believe that engaged co-workers are more safety oriented, productive, customer focused, and likely to remain longer with the organisation. To support our co-workers to be the best that they can be, we invest in tools for their ongoing development and offer programs that recognise and celebrate success across the business.

### Our performance

Every two years, we conduct an engagement survey of all co-workers, in multiple languages. This enables us to monitor co-worker engagement and formulate action plans in response to the results. In early 2014, we conducted our second Global Engagement Survey, with an outstanding response rate of 93%. The survey found that the overall level of co-worker engagement across Amcor improved, remaining consistent with the average for manufacturing companies. Our performance culture measure increased and continues to place Amcor well above the average for similar companies. Encouragingly, the result for every question improved, or remained the same, when compared to the last survey conducted in 2012.

In response to the survey, each business group created a tailored action plan to address opportunities for improvement specific to their team or site.

We also began the rollout of Harvard ManageMentor, an online learning and performance support resource for managers, with training modules on topics such as goal setting and how to be an effective manager.

Our annual CEO Outperformance Awards were once again held to celebrate the success of our co-workers. This program recognises co-workers from around our global operations for their outstanding achievements in the categories of Safety, Customer Focus and 'Being Amcor.'

## Diversity and equal opportunity

### Our approach

We are a diverse, global organisation with over 27,000 co-workers, working in more than 40 countries. Our focus is on recruiting, retaining and developing local talent and selecting from this broad talent pool for global leadership roles.

Our approach is based on our Talent Through Diversity policy and the metrics established by our Board of Directors to advance gender diversity. These metrics are reported annually to the Board and shareholders:

- > the number of females employed at Amcor as a proportion of the total workforce; and
- > the proportion of females employed at the leadership level\*.

\*Leadership level is defined as middle management, including plant level and more senior management.



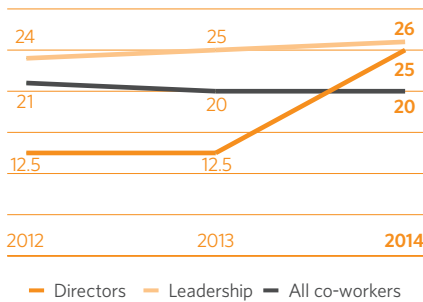
**Our performance**

As of 30 June 2014, our progress towards achieving these objectives were:

- > approximately 20% of co-workers were female;
- > 26% of our leadership positions were held by females; and
- > the Board included two female directors (25% of total Directors).

Our progress since we released our Talent Through Diversity policy in 2011 is shown in the graph below.

**Representation of females within the Board of Directors, at the leadership level and across the co-worker population**  
% female



There are a wide range of initiatives underway to promote diversity at Amcor. Our business in the US has an internship program with a particular focus on attracting women into the business. Called the Young Women's Network, this group meets monthly to support young women in their careers. In addition, when recruiting externally for senior leadership positions, at least one female candidate is required on every short list.

*Hear from our experts*

**Nigel Summers, OHSE & Sustainability Director, Amcor Tobacco Packaging**

We take great pride in being able to share our world class safety standards, behaviours and expertise with newly acquired sites and see the dramatic impact this has on improving their safety performance.

In 2012, for example, we acquired a site in Monterrey, Mexico where we combined the best examples of what they were already doing with Amcor's safety expertise. As a result the number of recordable injury cases reduced by 66% and the number of days lost due to injury reduced from four a year to zero. These results have a very real impact on people's lives. They mean co-workers are going home to their families safe and sound every day.


These processes start well before we acquire a business. By asking the right questions and having a safety expert visit the site during the due diligence phase, we get an idea of the existing safety culture before the acquisition is complete. This means that from day one we are ready to start implementing Amcor's safety standards in a way that will work for that site's needs. It's also critical that co-workers new to Amcor understand what's expected of them which we do through extensive training and education.

Our process is now formalised within the Amcor Integration Toolbox. All co-workers from newly acquired businesses are taken through this program when they join Amcor. We are in a fantastic position to continue this great work and for future businesses and co-workers to take on our mantra that even one injury is one too many.





# Our marketplace



Amcor works in partnership with some of the world's biggest consumer brands to provide innovative packaging solutions. One of the reasons our customers choose to work with Amcor is our design and innovation expertise, along with our LCA tools which allow us to produce more sustainable packaging solutions.

As a global leader in the packaging industry, we have the product development capability and technical knowhow to drive sustainability throughout the supply chain and the packaging life cycle. We focus on:

- > offering responsible packaging and supporting our customers' sustainability objectives
- > promoting the role and benefits of responsible packaging
- > ensuring responsible and ethical sourcing and procurement

## Offering responsible packaging and supporting our customers' sustainability objectives

### Our approach

Amcor works in partnership with some of the world's biggest consumer brands, providing them with innovative packaging solutions. One of the reasons our customers choose to work with us is our design and innovation expertise, along with our LCA tools, which allow us to design and produce more tailored sustainable packaging solutions.

A LCA is a data-based technique used to measure the environmental impacts associated with the product life cycle – from raw material extraction to materials processing, manufacture, distribution, use and disposal or recovery and recycling.

We use our proprietary LCA software, the Advanced Sustainability Stewardship Evaluation Tool (ASSET™) and other software tools, such as the Packaging Impact Quick Evaluation Tool (PIQET), to generate the life cycle data that allows the comparison of different packaging options. Our customers can then make data-based decisions that consider sustainable impacts across a product's life cycle. For example, we might compare two completely different packaging formats, such as a multi layer pouch versus a rigid container made from a single material.

### Our performance

Consistent with last year, we conducted 599 LCA using ASSET™. This means that the number of packaging LCA in the ASSET™ database is now over 4,200. Now a valuable tool for our customers, the database allows them access to the collective insights of past LCA

and findings. Furthermore, to ensure that sustainability remains a core part of product development, we are formally integrating life cycle considerations into our packaging development process in major areas of our business.

Many of our customers have specific sustainability objectives for their packaging, such as carbon footprint reduction. Our data-based approach gives them the information to achieve their objectives, while delivering the packaging solutions they need. Besides the ongoing focus on the sustainability performance of the packaging itself, customers are showing increased interest in the broader role we play in their value chain.

As part of our efforts to produce the most responsible packaging solutions for our customers we are active in a number of external consortiums.

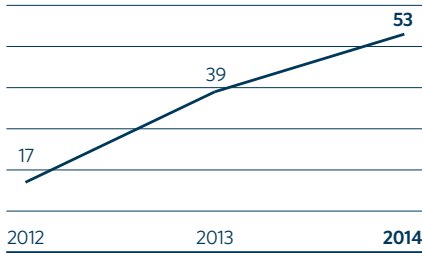
For example we are part of the REFLEX consortium, a UK industry body of packaging manufacturers and their customers that aims to create a recycling or repurposing process for flexible packaging to divert it from landfill.

Although flexible packaging is an efficient use of resources overall, materials such as plastic bags, sweets wrappers and frozen food bags currently have finite recycling options.

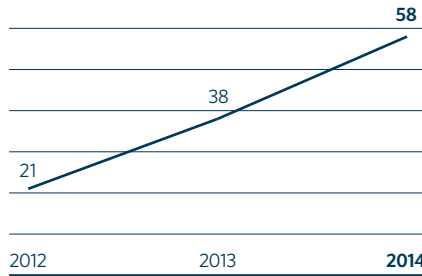
New recyclable packaging features must be developed for all flexible packaging so that the packaging can be reprocessed together. The future packaging solutions would include more innovative inks, new barrier polymers, novel packaging designs and new automated sorting technologies.

The consortium members include Axion Recycling, Amcor, Dow Chemical, Nestlé, Sita, Interflex, Tomra and Unilever.

**Number of sites with current SEDEX audits**



**Number of customers linked to Amcor's SEDEX profile**



We are also involved with the Aluminium Stewardship Initiative (ASI). Launched in 2012, the ASI is a not-for-profit initiative that works to mobilise a broad base of stakeholders to establish and promote industry leading responsible practices. This reaches across the aluminium value chain, into business ethics, environmental and social performance.

**Promoting responsible packaging**

**Our approach**

As one of the world's leading packaging companies, we understand the positive impact we can have by leveraging our expertise in responsible packaging solutions throughout the industry.

To promote responsible packaging, we:

- > collaborate on the development of processes, standards, metrics and tools for a consistent approach to sustainability across the packaged product life cycle and throughout our value chains;
- > promote the role and benefits of responsible packaging by presenting at conferences and seminars around the world;
- > contribute to government and NGO policy formulation on topics such as recycling, waste reduction and use and disposal of packaging; and
- > participate in industry forums and groups.

**Our performance**

**Industry associations**

We belong to many industry bodies around the world and often hold leadership positions within these forums. Our most significant memberships include:

- > AIM-Progress;
- > Aluminium Stewardship Initiative;
- > American Institute for Packaging and the Environment;
- > Australian Food & Grocery Council;
- > European Aluminium Foil Association/ Flexible Packaging Europe;
- > European Organisation for Packaging and the Environment;
- > Flexible Packaging Association (North America);
- > National Association for PET Container Resources;
- > SAVE FOOD Initiative; and
- > Sustainable Packaging Coalition.

In collaboration with these associations, we have seen meaningful sustainability achievements. For example, this year we joined The Recycling Partnership, where companies and industry groups aim to combine industry resources to fund curbside recycling programs for communities in the southeastern United States.

**Conferences and seminars**

Our sustainability leaders presented at nine conferences and seminars around the world this year. Presenters spoke on key sustainability issues and trends in the packaging industry and shared their knowledge to promote industry best practices.

**Responsible and ethical sourcing and procurement**

**Our approach**

We take a 'whole of value chain' approach to packaging sustainability, working with our partners throughout the entire value chain to identify social, environmental and economic opportunities in a product's full life cycle.

**As suppliers in the value chain**

With growing emphasis on ethics and sustainability, customers and other key stakeholders will continue to require information about our performance. To ensure that this information is easily available to our customers, we are a member of a number of organisations that have central databases where companies submit their sustainability performance data for suppliers to access.

The largest one being the Supplier Ethical Data Exchange (SEDEX), one of the largest global databases measuring the sustainability performance of companies. Our 'AB' membership means that we can provide our customers with access to our ethical performance data. We can also request this information from suppliers with SEDEX membership.

We also belong to AIM-PROGRESS, a forum of consumer goods manufacturers and suppliers that promote responsible sourcing practices and sustainable production systems.

**As customers in the value chain**

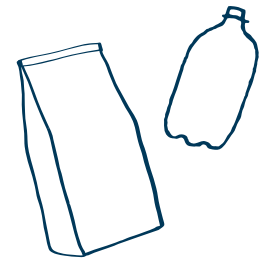
With an annual spend on materials and services of approximately \$6 billion, it is important that we consider our own suppliers' approach to sustainability.

Amcor's procurement function is responsible for the control and assessment of our suppliers. As part of our global Procure Plus program, we are consolidating information into a single database to better track our suppliers' ethical and sustainability credentials.

We also have a Supplier Code of Conduct that specifies the principles with which suppliers must comply. The code includes principles for business integrity, labour



*Our sustainability program delivers benefits to our customers' bottom line and creates value for their customers.*



standards, occupation health and safety, consumer health and safety and environmental management.

### **Our performance**

#### **As suppliers in the value chain**

Of our 173 registered sites, 133 (77%) have completed the questions in the SEDEX Self Assessment Questionnaires, covering labour standards, health and safety, business integrity and environmental performance. Our SEDEX profile is linked to 58 customers, which provides them with access to information about our sites. As shown in the graph, this figure has more than doubled since FY2011/12, demonstrating the increasing interest in ethical performance in the supply chain.

EcoVadis is another organisation that provides platforms for evaluating the social and environmental performance of businesses. Within this platform, we were awarded a Gold Rating for our performance this year. In the category of Manufacturers of Plastic Products, we were in the top 5% of all companies assessed and in the top 10% of all companies from all categories in the system.

#### **As customers in the value chain**

We have made progress integrating the Supplier Code of Conduct into our procurement processes, with 52% of our direct purchases now with code compliant suppliers.

This year we also began a trial with 44 of our suppliers using the EcoVadis platform to evaluate their social, ethical and environmental performances. The suppliers complete the EcoVadis questionnaire to help us identify and manage risks in our supply chain.

## *Hear from our experts*

### **Dr. Gerald Rebitzer, Sustainability Leader, Amcor Flexibles Europe & Americas**

The horror of global events such as fires in clothing factories in Bangladesh and news of poor labour conditions in factories in other parts of the world means organisations are under increasing public scrutiny, not only of their own operations, but of everything that happens in their supply chains. To support our customers' responsible sourcing programs, all of our manufacturing sites contribute information about their environmental management, labour conditions, health and safety performance, and business integrity measures to the Supplier Ethical Data Exchange (SEDEX) system. This allows our customers to access credible, detailed and often audited information from a central shared database instead of having the expense and effort required to create their own supplier management system.

Our packaging development processes and life cycle assessment tools allow us to scientifically assess which options will provide the most sustainable solutions – from different layers for flexible films to opening or reclosing features. Armed with information about the impacts and benefits of the different packaging options at every stage of the life cycle, a customer can then choose the option that best suits their needs.

Like us, many of our customers measure and report on the greenhouse gas emissions of the materials they use, and work on improving performance. The greenhouse gas emissions generated during our manufacturing process and in our supply chain contribute to their overall carbon footprint. Our EnviroAction program is driving down the greenhouse gas emissions of our factories and our supply chain and thus reduces the carbon footprint of our packaging and of our customers' products.

Our sustainability program delivers benefits to our customers' bottom line and creates value for their customers. For example, in many countries around the world, our customers have to pay for the recycling and disposal of the packaging they provide. We design packaging that reduces waste, can be more efficiently recycled or diverted to other uses at the end of its life, allowing customers to reduce charges. This often amounts to several million euros a year for large customers in Europe alone and reduces final waste.

These are just some of the ways that our sustainability program not only delivers environmental benefits but also delivers real value to our customers – reducing their costs, managing risks and helping them meet their own sustainability goals and differentiate themselves in the marketplace.



# Our economy

*Amcor continued to deliver a strong financial performance, with profit after tax for the year ending 30 June 2014 at \$737 million – up 24.6% from last year.*



Our shareholders, customers, co-workers and communities all benefit from our approach to sustainability, which includes:

- > realising opportunities for sustainable business growth
- > demonstrating good governance, business continuity planning and measured risk taking
- > managing climate change related challenges and opportunities

## Sustainable business growth

### Our approach

We will continue to deliver against our business strategy and strive to produce strong financial results to continue the economic contributions we make to the more than 40 countries in which we operate. These contributions include payments to our co-workers and suppliers, as well as taxes and royalties to governments.

### Our performance

We have continued to deliver a strong financial performance, with profit after tax for the year ending 30 June 2014 at \$737 million, up 24.6% from last year.

Our financial results for FY2013/14 are available in the *2014 Annual Report* at [www.amcor.com](http://www.amcor.com).

## Governance, risk management and business continuity

### Our approach

We are committed to the highest standards of corporate governance. As a publically listed company on the Australian Securities Exchange, we must comply with the exchange's listing rules. Furthermore, all co-workers are required to abide by our Corporate Code of Conduct and Ethics Policy, which drives a culture where every person is accountable for their actions.

We have effective risk management processes in place to ensure corporate stability, thereby maintaining our competitive market position and long term performance. As part of this, we have an Enterprise Risk Management

(ERM) program based on the Global Risk Management Standard ISO31000.

To ensure supply continuity to our customers, we have a business continuity policy, and each business group has its own business continuity plan in place.

### Our performance

To mitigate fraud, bribery and corruption risks, we developed the Integrity Compliance program in FY2012/13. In this period, we implemented:

- > a new Anti Bribery and Corruption Policy;
- > an updated version of our Code of Conduct and Ethics Policy;
- > a fraud investigation procedure; and
- > a global forensics partner was appointed.

We continued to improve our business continuity planning at strategically important sites. This year we completed a 12 month business continuity pilot project that targeted eight sites. As part of the pilots we mapped our suppliers' manufacturing sites and overlaid this with risk information like flood, storm surge and landslide metrics to show which sites could be affected by natural catastrophes. The insights gained from these pilots will be used for the next phase of the program.

As we continue to grow in emerging markets, we are developing an Integration Toolbox, incorporating the findings from a pilot integration project into the framework, where our businesses will be able to access a set of tools and templates specific to mitigating integration risk.





## Managing climate change challenges and opportunities

### Our approach

Climate change could affect our suppliers, our customers and our own operations in many ways. Risks and opportunities arising from climate change and a low carbon economy are identified and managed through our ERM process.

### Our performance

Environmental, social and governance risks are reported in our *2014 Annual Report* on pages 20–23 accessible from [www.amcor.com](http://www.amcor.com). We have appropriate plans in place to manage each risk, according to our ERM process.

## Hear from our experts

### Andrew Duane, Director, Group Risk

Supply chain resilience is more important than ever before. The highly connected nature of the global economy means even small, localised events can escalate rapidly into major disruptions. However, with risk comes reward. Our focused business portfolio has delivered a unique global footprint which creates value for shareholders through scale and innovation.

Having robust and tested business continuity and incident management plans is an essential part of why our customers choose to work with us. Our recognition of climate change risk means that we are steadily building improved resilience within our manufacturing network. This means that when a disruption does occur, we can minimise downtime and maintain supply of products and services to customers.

Without packaging, our customers' production lines would soon grind to a halt. Being able to continue the supply of our products after a natural disaster like Hurricane Sandy or the Thailand floods comes down to being prepared. That's where our business continuity program comes in.

This year we completed a 12 month business continuity pilot project which targeted eight strategically important sites and which paves the way for the next phase of the program. Each continuity review starts with a value chain analysis and risk assessment to help identify value creating processes and their associated risks.

Continuity strategies are then identified, developed, documented and tested. Part of this analysis included geospatial mapping of suppliers to manufacturing sites and overlaying this with risk information like flood, storm surge and landslide metrics to show which sites could be affected by natural catastrophes. With this knowledge, management teams can determine whether alternative suppliers are needed or whether existing supplier risks can be reduced or eliminated. Further, this informs decisions about risk management strategies that may be deployed, such as alternative warehouse locations, dual source supply, flood response plans, flood barriers or earthquake protection for sprinkler systems.

Our incident management training helps management teams to prepare for the demands of critical incidents and facilitates a rapid response to ensure that resources are available to affected sites and that when decisions are needed, they can be executed quickly and with full authority.

In the coming year, the results of the pilot program will help to refine our approach, tools and methods and we will continue to build resilience in strategically important sites across the group.



# Awards and recognition

Our sustainability leadership is recognised in global and regional sustainability indices by independent organisations that compare the corporate social responsibility performance of companies around the world.

Recognition by external bodies for our sustainability performance is a source of pride for our co-workers and demonstrates our commitment to sustainability in the community. Investors and analysts often use the comparisons and scores to guide their investment decisions.

Our innovative packaging solutions were recognised with awards from industry associations and third parties around the world, including:

- > DuPont Packaging Innovation Awards;
- > European Aluminium Foil Association Award;
- > UK Packaging Awards;
- > Alufoil Trophies;
- > Flexible Packaging Association's Annual Achievement Awards;
- > World Packaging Organisation WorldStar Award;
- > Packaging Council of Australia Packaging Design Award;
- > Institute of Packaging Professionals Ameristar Award;
- > Ringier Technology Innovation Award; and
- > SIMEI-ENOVITIS Innovation Challenge prize.

## A sustainability leader

We are proud to be recognised as a global sustainability leader and are included in:

- > three Dow Jones Sustainability Indices: World, Asia and Australia (Materials sector);
- > the FSTE4Good index;
- > the Carbon Disclosure Project's leadership index (Australia and New Zealand region); and
- > Ethibel Excellence Investment Register.

In 2014 we were awarded a Silver Class Sustainability distinction by RobecoSAM, an investment company focused exclusively on sustainability investing and the publisher of the Dow Jones Sustainability Index.

We also received a Gold Rating in the 2014 Corporate Social Responsibility Assessment conducted by EcoVadis.

# Looking to the future

This year represented a time of change for Amcor with the demerger of the AAPD business, now listed on the ASX as Orora Limited. Amcor has global leadership positions in flexibles and rigid plastics segments servicing the food and beverage, healthcare and specialised folding cartons industries. This change presents the ideal opportunity to refocus our sustainability strategy, identify opportunities for improvement and align our objectives to ongoing business priorities.

We have consulted with stakeholders about the social and environmental issues they felt were important, and will use their insights and feedback to help shape our new sustainability strategy. To ensure our plans align with industry best practice, we will also consider internationally recognised standards when refining our future strategy.

In the next year, we will continue to strive towards our goal of 'No Injuries'. Our new five year safety strategy will be implemented with a focus on critical risk areas, working closely with sites that need greater support in their safety procedures, fire safety and prevention and best practice sharing through our global, online collaboration tool, Amcor Connect. Continuing to drive environmental improvements through our EnviroAction program is also a priority, and planning will soon start for the next round of targets for reductions in GHG emissions, waste to landfill and water use.

A particular focus will be how we can unlock additional social and environmental benefits across the packaging value chain.

We are proud of the important global role we play, and we know that there are still many improvement opportunities. For example, we will continue to strengthen the management of sustainability in our supply chain, with a focus on good governance, reducing the environmental impacts of our raw materials and further embedding supplier standards. We will also continue to create even more valuable packaging solutions for our customers to support them in achieving their own sustainability objectives.

We are excited about the positive impact our new Amcor Community Program will have supporting our co-workers' passion for Social Responsibility and making a real and lasting contribution to communities around the world.

Our culture of Outperformance inspires us to be even better tomorrow than we are today. This is what underpins our approach to sustainability and drives how we, at Amcor are creating a new world of packaging.

**Outperformance**



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*At Amcor, our co-workers set us apart in the marketplace.  
We want the best people at Amcor. People who are passionate  
about what they do and who aspire to reach their full potential.*



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