

GRI CONTENT INDEX

Statement of Use		Cabot Corporation has reported in accordance with the GRI Standards for the period January 1, 2024, to December 31, 2024.												
GRI 1 Used		GRI 1: Foundation 2021												
GRI 2: General Disclosures 2021														
Disclosure Number	Disclosure Title	Page Number / Response												
2-1	Organizational details	Name: Cabot Corporation Headquarters: 2 Seaport Lane, Suite 1400, Boston, MA 02210 USA Locations: p. 5 Legal form: Cabot Corporation is a publicly traded corporation (NYSE: CBT)												
2-2	Entities included in the organization's sustainability reporting	pp. 6, 30	Refer to Cabot's Form 10-K , filed November 20, 2024, Part I, Item 1, Business, for a description of our operations and entities in which Cabot has an ownership interest, and Exhibit 21 to Cabot's Form 10-K for a list of Cabot's subsidiaries.											
2-3	Reporting period, frequency, and contact point	p. 30	Inquiries or comments concerning the content of this report may be directed to sustainability@cabotcorp.com .											
2-4	Restatements of information	pp. 18, 20, 22, 28	<p>Minor adjustments were made to select previously reported data to improve consistency and transparency:</p> <ul style="list-style-type: none"> ◆ 2023 Environmental Non-Conformances: Revised down by 25% following internal data review. ◆ 2023 Absolute Water Discharge: Revised upward by 6% to correct a typographical error in the prior year's report. ◆ 2022 GHG Emissions Intensity (Market-based): Baseline value adjusted slightly (+0.5%) to reflect revised rounding conventions for reporting combined Scope 1 and Scope 2 emissions. This display adjustment did not affect internal tracking data or goal evaluation. ◆ 2022 and 2023 GHG Emissions (Scope 3): Updated to reflect improvements in methodology and data accuracy. 											
2-5	External assurance	pp. 12-13, 19-20, 28, 30	Cabot's selection of external assurance providers is conducted in accordance with our Code of Business Ethics to ensure there are no conflicts of interest. Results of external assurance are reviewed by the Environmental Committee, reporting to the ESG Steering Committee.											
2-6	Activities, value chain and other business relationships	pp. 6, 17, 35	Net revenue can be found in Cabot's Form 10-K , filed November 20, 2024, Part II, Item 8, Financial Statements and Supplementary Data.											
2-7	Employees	p. 23	Cabot does not employ non-guaranteed hour workers. In 2024, we did not employ any individuals below the age of 17 years old.											
			Global Workforce by Contract and by Gender		Global Workforce by Contract and by Region									
			Gender	Male	Female	Region	Americas	EMEA	APAC					
			Permanent	3,144	75.5%	1,019	24.5%	Permanent	1,696	40.7%	1,109	26.6%	1,358	32.6%
			Temporary	61	61.6%	38	38.4%	Temporary	31	31.3%	28	28.3%	40	40.4%
			Full Time	3,168	75.7%	1,019	24.3%	Full Time	1,708	40.8%	1,079	25.8%	1,396	33.4%
			Part Time	37	46.8%	38	53.2%	Part Time	19	24.1%	58	73.4%	2	2.5%
2-8	Workers who are not employees	In addition to our employees, we regularly engage contractors, typically hired for specific project-based work or discrete periods of time. These workers represent approximately 30.7% of Cabot's workforce and are included in our occupational health and safety management program.												
2-9	Governance structure and composition	See p. 9 for an overview and GRI Disclosure 405-1 on p. 49 for diversity metrics. For additional details, refer to the Cabot 2025 Proxy Statement , pp. 7-18.												
2-10	Nomination and selection of the highest governance body	p. 9	See also the Cabot 2025 Proxy Statement , pp. 7-8, 15-18.											
2-11	Chair of the highest governance body	p. 9	See also the Cabot 2025 Proxy Statement , p. 13.											
2-12	Role of the highest governance body in overseeing the management of impacts	pp. 9-12	For additional details, see the Cabot 2025 Proxy Statement , pp. 10-12.											

2-13	Delegation of responsibility for managing impacts	pp. 10-11	For additional details, see the Cabot 2025 Proxy Statement , pp. 10-12, 16.
2-14	Role of the highest governance body in sustainability reporting	pp. 10-11	For additional details, see the Cabot 2025 Proxy Statement , pp. 10-12.
2-15	Conflicts of interest	p. 10	See also the Cabot 2025 Proxy Statement , pp. 8, 17, 26.
2-16	Communication of critical concerns	pp. 10, 31	See the Cabot 2025 Proxy Statement , p. 27.
2-17	Collective knowledge of the highest governance body	p. 9	See the Cabot 2025 Proxy Statement , pp. 7-9.
2-18	Evaluation of the performance of the highest governance body	p. 10	See also the Cabot 2025 Proxy Statement , pp. 17, 33-70.
2-19	Remuneration policies	p. 40	See also the Cabot 2025 Proxy Statement , pp. 15, 33-70 and the Compensation Committee Charter .
2-20	Process to determine remuneration		See the Cabot 2025 Proxy Statement , pp. 33-70.
2-21	Annual total compensation ratio		See the Cabot 2025 Proxy Statement , p. 66.
2-22	Statement on sustainable development strategy	p. 3	
2-23	Policy commitments	pp. 9-10, 35, 40	See also Cabot's Code of Business Ethics ; Human Rights Policy ; Safety, Health & Environment and Sustainability Commitment ; and Supplier Code of Conduct .
2-24	Embedding policy commitments	pp. 9-11	See also the Cabot 2025 Proxy Statement , pp. 7-12, 26-27.
2-25	Processes to remediate negative impacts	pp. 10, 31	
2-26	Mechanisms for seeking advice and raising concerns	pp. 10, 31	
2-27	Compliance with laws and regulations	pp. 10, 18, 21	In addition to the compliance information reported above, there were no safety fines incurred in 2024.
2-28	Membership associations	p. 35	<p>Cabot is an active member of the following national and international industry/advocacy groups and associations:</p> <ul style="list-style-type: none"> ◆ American Chemistry Council (ACC) ◆ Association of International Chemical Manufacturers ◆ Association of Synthetic Amorphous Silica Producers (ASASP) ◆ Chemistry Industry Association of Canada (CIAC) ◆ China Petroleum & Chemical Industry Federation (CPCIF) ◆ Color Pigments Manufacturers Association, Inc ◆ Corporate Environmental Enforcement Council (CEEC) ◆ CEO Action for Diversity & Inclusion™ ◆ Decarb Connect ◆ Ellen MacArthur Foundation's New Plastics Economy Global Commitment ◆ Environmental Law Institute ◆ European Chemical Industry Association (CEFIC) ◆ European Masterbatchers and Compounders (EuMBC) ◆ International Carbon Black Association (ICBA) ◆ Japan Carbon Black Association ◆ Manufacturers Alliance for Productivity & Innovation (MAPI) ◆ NAATBatt International ◆ Nanotechnology Industry Association (NIA) ◆ Society of Toxicology ◆ Synthetic Amorphous Silica and Silicate Industry Association (SASSI) ◆ United Nations Global Compact (UNGC)
2-29	Approach to stakeholder engagement	pp. 12, 30-31	
2-30	Collective bargaining agreements	p. 10	The terms of collective bargaining agreements are fully aligned with Cabot's Code of Business Ethics and Human Rights Policy . Due to data privacy laws, several of our EMEA locations cannot track union membership.

GRI 3. Material Topics 2021

Disclosure Number	Disclosure Title	Page Number / Response
3-1	Process to determine material topics	pp. 12, 30
3-2	List of material topics	pp. 12-13, 15 The 2024 ESG Materiality Assessment presents tier I topics as priority topics. We have also included priority topics such as Water and Air Emissions due to the internal importance of continuous improvement in Cabot operations. Overall, material topics are plotted based on their relative importance to internal and external stakeholders, as assessed through quantitative scoring of stakeholder input and impact analysis. Since our last materiality assessment in 2017, the list and definitions of material topics have evolved due to a change in internal and external stakeholder perspectives since that time. A review of previous topics from the 2017 materiality assessment can be found in the 2018 Cabot Sustainability Report .

Building a Better Future Together

Economic Performance

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	p. 34
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	p. 16 For additional information, refer to Cabot's 2024 Annual Report and Form 10-K .
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	pp. 9-10 For additional information, refer to the Cabot 2025 Proxy Statement , pp. 7-12 and Cabot's 2024 Annual Report and Form 10-K , Part 1, pp. 15-17.

Product Sustainability

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 34-35
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	pp. 16, 34-35 100% of significant product categories are assessed for health and safety impacts using the best available information.

Suppliers' Sustainability

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
103-1	Management of material topics	p. 35
GRI 308: Supplier Environmental Assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	pp. 17, 35
GRI 414: Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	pp. 17, 35

Acting Responsibly for the Planet

Environmental Compliance

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	p. 36
GRI 307: Environmental Compliance 2016		
N/A	Sites with certified environmental management systems	p. 18 Cabot's 2025 sustainability goals include tracking an internal metric for the percentage of sites with certified environmental management systems.
2-27	Compliance with laws and regulations	p. 43 See GRI Disclosure 2-27 for details.

Energy

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 36-37
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	p. 18 For more information about our energy and fuel sources, refer to Cabot's CDP Corporate Questionnaire 2024 Response .

Air Pollutants / GHG

Disclosure Number	Disclosure Title	Page Number / Response												
GRI 3: Material Topics 2021														
3-3	Management of material topics	p. 37												
GRI 305: Emissions 2016														
305-1	Direct (Scope 1) GHG emissions	pp. 19-20 For additional details, see Cabot's Basis of Reporting GHG Emissions . Scope 1 absolute emissions data undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).												
305-2	Indirect (Scope 2) GHG emissions	pp. 19-20 For additional details, see Cabot's Basis of Reporting GHG Emissions . Scope 2 absolute emissions data (market-based) undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).												
305-3	Other indirect (Scope 3) GHG emissions	pp. 19-20 Cabot's Scope 3 GHG emissions were calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, using a mix of primary and secondary data depending on the category, and emission factors from DEFRA, EcoInvent, EPA, NAICS, LCA, Cabot-derived and industry sources. Values are rounded to the nearest whole number for reporting purposes.												
305-4	GHG emissions intensity	pp. 19-20 GHG intensity is calculated as MTCO ₂ e emissions/MT of product. The intensity of our GHG emissions is calculated for all Scope 1 and 2 emissions produced by facilities under Cabot's operational control, as reported under GRI disclosures 305-1 and 305-2. Values are rounded to two decimal points for reporting purposes.												
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	p. 19 <table border="1" data-bbox="1231 1333 1822 1442"> <thead> <tr> <th>Absolute Emissions</th> <th>2022</th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>SO₂ Emissions (KMT)</td> <td>35.68</td> <td>30.39</td> <td>31.20</td> </tr> <tr> <td>NO_x Emissions (KMT)</td> <td>7.59</td> <td>7.17</td> <td>6.86</td> </tr> </tbody> </table> SO ₂ and NO _x emissions intensity data undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).	Absolute Emissions	2022	2023	2024	SO ₂ Emissions (KMT)	35.68	30.39	31.20	NO _x Emissions (KMT)	7.59	7.17	6.86
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Waste

Disclosure Number	Disclosure Title	Page Number / Response																								
GRI 3: Material Topics 2021																										
3-3	Management of material topics	pp. 37-38																								
GRI 306: Waste 2020																										
306-1	Waste generation and significant waste-related impacts	p. 21																								
306-2	Management of significant waste-related impacts	p. 21																								
306-3	Waste generated	p. 21																								
306-4	Waste diverted from disposal	p. 21																								
<p>Recycling and reuse activities occur both within Cabot's facilities and off-site. Materials recycled on-site are not tracked and are excluded from the data below. The table represents the total diversion for non-hazardous and hazardous waste off-site. Reported values are rounded to two decimal places.</p> <table border="1"> <thead> <tr> <th></th> <th>Non-Hazardous</th> <th>Hazardous</th> </tr> </thead> <tbody> <tr> <td>Reused or Recycled (KMT)</td> <td>24.29</td> <td>6.27</td> </tr> <tr> <td>Total</td> <td></td> <td>30.55</td> </tr> </tbody> </table>				Non-Hazardous	Hazardous	Reused or Recycled (KMT)	24.29	6.27	Total		30.55															
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306-5	Waste directed to disposal	p. 21																								
<p>Disposal activities occur offsite from Cabot's facilities, except for deep well injection. Total waste by category of disposal operations is provided below:</p> <table border="1"> <thead> <tr> <th></th> <th>Non-Hazardous</th> <th>Hazardous</th> </tr> </thead> <tbody> <tr> <td>Incinerated WITH energy recovery (KMT)</td> <td>2.46</td> <td>0.92</td> </tr> <tr> <td>Incinerated WITHOUT energy recovery (KMT)</td> <td>0.36</td> <td>0.75</td> </tr> <tr> <td>Deep well injection (KMT)</td> <td>0.00</td> <td>146.45</td> </tr> <tr> <td>Landfilled (KMT)</td> <td>33.81</td> <td>0.04</td> </tr> <tr> <td>Other (KMT)</td> <td>0.70</td> <td>0.50</td> </tr> <tr> <td>Subtotal</td> <td>37.32</td> <td>148.67</td> </tr> <tr> <td>Total</td> <td></td> <td>185.99</td> </tr> </tbody> </table>				Non-Hazardous	Hazardous	Incinerated WITH energy recovery (KMT)	2.46	0.92	Incinerated WITHOUT energy recovery (KMT)	0.36	0.75	Deep well injection (KMT)	0.00	146.45	Landfilled (KMT)	33.81	0.04	Other (KMT)	0.70	0.50	Subtotal	37.32	148.67	Total		185.99
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Water

Disclosure Number	Disclosure Title	Page Number / Response	
GRI 3: Material Topics 2021			
3-3	Management of material topics	p. 38	
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	p. 22	
303-2	Management of water discharge-related impacts	p. 22	Standards for wastewater discharge and the profile of receiving waterbodies are determined by local regulations as part of the permitting process. Cabot's wastewater discharge is treated as required and discharged generally in compliance with its permitted limits. Where exceedances occur, corrective actions are implemented.
303-3	Water withdrawal	p. 22	Cabot's metric for water withdrawal includes surface water, brackish/seawater, purchased water, and groundwater but excludes gray water. All surface, purchased, and groundwater are considered fresh (<1,000 mg/L Total Dissolved Solids [TDS]), while brackish/seawater is >1,000 mg/L TDS. 6.04 MM m ³ (14.0%) of Cabot's water withdrawal (excluding gray water) occurs in areas identified as High or Very High Water Stress.
303-4	Water discharge	p. 22	All discharges of surface, public or private sewer, and groundwater are considered fresh (<1,000 mg/L TDS), while brackish/seawater is >1,000 mg/L TDS. 0.91 MM m ³ (2.8%) of Cabot's absolute water discharge occurred in areas identified as High or Very High Water Stress. Cabot follows the discharge limits for priority substances which are set by local regulations.
303-5	Water consumption	p. 22	Cabot's water consumption metric is calculated by subtracting total water discharge from total water withdrawal (and excludes graywater). 5.13 MM m ³ (50.2%) of Cabot's water consumption occurs in areas identified as High or Very High Water Stress.

Caring for Our People & Communities

Occupational Health and Safety

Disclosure Number	Disclosure Title	Page Number / Response	
GRI 3: Material Topics 2021			
3-3	Management of material topics	p. 39	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	pp. 39-40	Potential exclusions to our safety program may include joint ventures where Cabot is not the controlling managing partner and/or where Cabot owns less than 50% of the Joint Venture.
403-2	Hazard identification, risk assessment, and incident investigation	pp. 22, 39-40	
403-3	Occupational health services	p. 40	
403-4	Worker participation, consultation, and communication on occupational health and safety	pp. 23, 39	
403-5	Worker training on occupational health and safety	pp. 23, 39-40	
403-6	Promotion of worker health	pp. 40-41	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Cabot's Supplier Code of Conduct requires that all suppliers implement robust safety management programs and commit to continuous improvement for safety performance. Contractors with negative health and safety records or performance will be removed from our sites. We also share safety resources and partner with adjacent facilities within industrial parks, where feasible.

403-9 Work-related injuries

p. 23

Methods for calculating each metric are provided below:

- ◆ **Total Recordable Incident Rate (TRIR):** Number of injuries (employees and contractors) per 200,000 work hours (~100 employees)
- ◆ **Lost Time Incident Rate (LTIR):** Number of lost time injuries (employees and contractors) per 200,000 work hours (~100 employees)
- ◆ **Severity Rate:**
 - **Cabot Severity Rate:** Number of lost workdays (employees and contractors) per 200,000 work hours (~100 employees)
 - **EcoVadis Lost Time Injury Frequency Rate:** (Total number of lost time injury events x 1,000,000 / total hours worked company-wide)
 - **EcoVadis Lost Time Injury Severity Rate:** (Number of days lost due to injuries) x 1,000/total hours worked
- ◆ **Process Safety Events (PSE):** Defined by the Center for Chemical Process Safety as a "release of material or energy from a process that resulted in injury, fire or explosion, or release of flammable, combustible or toxic chemicals."
- ◆ **High Consequence Work-Related Injuries:** Number of lost time cases greater than 180 days (excluding fatalities)

2024 Safety Rates Employees vs. Contractors	Employees		Contractors	
	Number	Rate	Number	Rate
Fatalities	0	0.00	1	0.03
High Consequence Work-Related Injuries	0	0.00	0	0.00
Recordable Work-Related Injuries	4	0.09	7	0.19
Total Hours Worked	8,737,526		7,542,669	

*Rates calculated on a 200,000 work-hour basis

Severity Rates	2024
Cabot Severity Rate	4.05
EcoVadis Lost Time Injury Frequency Rate	0.49
EcoVadis Lost Time Injury Severity Rate	0.02

Employment, Diversity and Training

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics pp. 40-41

GRI 401: Employment 2016

401-1 New employee hires and employee turnover

p. 25

New hires and employee departures are reported as a percentage of total permanent employees.

Gender	Male		Female	
Departing	293	9.3%	100	9.8%
New Hires	246	7.8%	106	10.4%

Region	Americas		EMEA		APAC	
Departing	167	9.8%	132	11.9%	94	6.9%
New Hires	157	9.3%	97	8.7%	98	7.2%

Age Group	<30		30-39		40-49		50-59		60+	
Departing	67	15.9%	136	10.2%	73	5.7%	56	6.8%	61	20.5%
New Hires	124	29.5%	134	10.1%	65	5.0%	23	2.8%	6	2.0%

401-2	Benefits provided to full-time employees	pp. 40-41	
404-2	Programs for upgrading employee skills and transition assistance programs	pp. 25, 41	Average training hours are calculated as the total hours of training per year divided by the total number of active employees. Our training program resulted in approximately 31 hours per employee in 2024. Cabot evaluates the effectiveness of training programs through methods such as program evaluation questionnaires, pre- and post-program assessments, 360 LEAD competency assessments, performance evaluations and development dialogues, recognition programs, safety metrics and employee engagement survey results.
404-3	Percentage of employees receiving regular performance and career development reviews	p. 25	82.0% of Cabot employees were eligible for performance reviews. Among these, 100.0% received performance reviews in 2024, including the following:

Performance Reviews by Eligible Employee Category		Performance Reviews by Gender (Among Eligible Employees)	
Clerical/Technical	100.0%	Male	100.0%
Professional/Supervisor	100.0%	Female	100.0%
Management/Experienced	100.0%		

GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employees	pp. 9, 24	<table border="1"> <thead> <tr> <th colspan="2">Diversity of Board of Directors at the end of 2024 by Age Group</th> </tr> </thead> <tbody> <tr> <td>Under 30</td> <td>0</td> </tr> <tr> <td>30-50</td> <td>0</td> </tr> <tr> <td>Over 50</td> <td>12</td> </tr> </tbody> </table>	Diversity of Board of Directors at the end of 2024 by Age Group		Under 30	0	30-50	0	Over 50	12	<table border="1"> <thead> <tr> <th colspan="2">Diversity of the Board of Directors at the end of 2024 by Gender</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>9</td> </tr> <tr> <td>Female</td> <td>3</td> </tr> </tbody> </table>	Diversity of the Board of Directors at the end of 2024 by Gender		Male	9	Female	3	<table border="1"> <thead> <tr> <th colspan="2">Diversity of Board of Directors at the end of 2024 by Race/Ethnicity*</th> </tr> </thead> <tbody> <tr> <td>Asian</td> <td>2</td> </tr> <tr> <td>Black</td> <td>1</td> </tr> <tr> <td>Hispanic/Latino</td> <td>1</td> </tr> <tr> <td>White</td> <td>6</td> </tr> </tbody> </table>	Diversity of Board of Directors at the end of 2024 by Race/Ethnicity*		Asian	2	Black	1	Hispanic/Latino	1	White	6
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Under 30	0																												
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Asian	2																												
Black	1																												
Hispanic/Latino	1																												
White	6																												

*US-based Board members

GRI 406: Non-Discrimination 2016

406-1	Incidents of discrimination and corrective actions taken	Allegations of discrimination:																		
		<table border="1"> <thead> <tr> <th>Open (From previous)</th> <th>New Claims Alleged</th> <th>Total Claims Closed</th> <th>Total Open Cases</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>7</td> <td>7</td> <td>1</td> </tr> </tbody> </table>	Open (From previous)	New Claims Alleged	Total Claims Closed	Total Open Cases	1	7	7	1										
Open (From previous)	New Claims Alleged	Total Claims Closed	Total Open Cases																	
1	7	7	1																	
		Corrective actions taken:																		
		<table border="1"> <thead> <tr> <th></th> <th>No Action</th> <th>Policy Review</th> <th>Training</th> <th>Discipline</th> <th>Termination</th> </tr> </thead> <tbody> <tr> <td>Substantiated</td> <td>–</td> <td>–</td> <td>1</td> <td>1</td> <td>–</td> </tr> <tr> <td>Unsubstantiated</td> <td>4</td> <td>1</td> <td>1</td> <td>–</td> <td>–</td> </tr> </tbody> </table>		No Action	Policy Review	Training	Discipline	Termination	Substantiated	–	–	1	1	–	Unsubstantiated	4	1	1	–	–
	No Action	Policy Review	Training	Discipline	Termination															
Substantiated	–	–	1	1	–															
Unsubstantiated	4	1	1	–	–															

Community Engagement

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	p. 41
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	pp. 26-27