

# Murray & Roberts 2022 GRI content index

*The Murray & Roberts 2022 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.*

**Key:**

**IR:** 2022 Integrated Report

**AFS:** 2022 full annual financial statements online

**SR:** 2022 sustainability disclosure online

**CGR:** 2022 full corporate governance report online

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	EXPLANATORY	NOTES DISCLOSURE REFERENCES (PAGE NUMBERS IN INDICATED REPORTS)
<b>GENERIC INDICATORS</b>					
<b>ORGANISATIONAL PROFILE</b>					
<b>General 2016</b>	Core	102-1	Name of the organisation	Murray & Roberts Holdings Limited	
<b>General 2016</b>	Core	102-2	Activities, brands, products and services		<b>IR:</b> Purpose-led value creation: page 6 <b>IR:</b> Business platform reviews: page 58 <b>SR:</b> Purpose-led value creation: page 4
<b>General 2016</b>	Core	102-3	Location of headquarters	Business address and registered office Douglas Roberts Centre 22 Skeen Boulevard, Bedfordview 2007 Republic of South Africa	<b>IR:</b> Administration and corporate office: page 139
<b>General 2016</b>	Core	102-4	Location of operations		<b>IR:</b> Purpose-led value creation: page 6 <b>IR:</b> Business platform reviews: page 58 <b>IR:</b> Murray & Roberts international offices: page 141 <b>SR:</b> Purpose-led value creation: page 4
<b>General 2016</b>	Core	102-5	Ownership and legal form		<b>IR:</b> Analysis of shareholders: page 138

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<b>GENERIC INDICATORS continued</b>					
<b>ORGANISATIONAL PROFILE continued</b>					
<b>General 2016</b>	Core	102-6	Markets served		<b>IR:</b> Purpose-led value creation: page 6 <b>IR:</b> Business platform reviews: page 58 <b>SR:</b> Purpose-led value creation: page 4
<b>General 2016</b>	Core	102-7	Scale of the organisation		<b>IR:</b> Purpose-led value creation: page 6 <b>IR:</b> Summarised financial results: page 114 <b>IR:</b> Murray & Roberts international offices: page 141 AFS online <b>SR:</b> Purpose-led value creation: page 4
<b>General 2016</b>	Core	102-8	Information on employees and other workers	Permanent employees and employees on a limited duration contract are reported by occupational level, gender and race for the workforce based in South Africa (39% of the Group's workforce). While there are no material seasonal variations in employee numbers, numbers vary as we take on or finish projects.	<b>IR:</b> Statement of value created: page 130 <b>SR:</b> Economic contribution and distribution to stakeholders: page 7 <b>SR:</b> Working conditions: page 58 <b>SR:</b> Diversity and inclusion: page 64
<b>General 2016</b>	Core	102-9	Supply chain		<b>IR:</b> Statement of value created: page 130 <b>SR:</b> Economic contribution and distribution to stakeholders: page 7 <b>SR:</b> Supply chain management: page 90 <b>SR:</b> Sustainable localisation: page 68
<b>General 2016</b>	Core	102-10	Significant changes to the organisation and its supply chain	There were no significant changes during the reporting period regarding size or structure of the Group.	

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<b>GENERIC INDICATORS continued</b>					
<b>ORGANISATIONAL PROFILE continued</b>					
<b>General 2016</b>	Core	102-11	Precautionary Principle or approach		<b>SR:</b> Our Sustainability Framework: page 11 <b>SR:</b> Environmental report: page 23
<b>General 2016</b>	Core	102-12	External initiatives	<ul style="list-style-type: none"> <li>• Compliance with ISO 14001, ISO 9001 and ISO 45001.</li> <li>• United Nations Global Compact.</li> <li>• Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.</li> <li>• CDP Climate and Water response.</li> <li>• Amended Construction Sector Codes (South Africa).</li> </ul>	<b>SR:</b> Our sustainability framework: page 11 <b>SR:</b> Environment report: page 23 <b>SR:</b> Social report: page 38 <b>SR:</b> Governance report: page 79 <b>CDP</b> Climate and Water response: <a href="http://www.murrob.com/sustainability/environment">www.murrob.com / sustainability / environment</a>
<b>General 2016</b>	Core	102-13	Membership of associations		<b>SR:</b> Environment report: page 26
<b>STRATEGY</b>					
<b>General 2016</b>	Core	102-14	Statement from senior decision-maker		<b>IR:</b> Chairman's statement: page 48 <b>IR:</b> Group chief executive's and financial director's report: page 52 <b>SR:</b> Statements from the Board: page 8
<b>General 2016</b>		102-15	Key impacts, risks, and opportunities		<b>IR:</b> Delivering our <i>New Strategic Future</i> : page 10 <b>IR:</b> A strategy for shareholder value creation: page 16 <b>IR:</b> <i>Engineered Excellence</i> for strategic advantage: page 18 <b>IR:</b> Group chief executive's and financial director's report: page 52 <b>IR:</b> Business platform reviews: page 58 <b>IR:</b> Risk management report: page 88 <b>SR:</b> Statements from the Board: page 8 <b>SR:</b> Our ESG risks and opportunities: page 15 <b>SR:</b> Climate change: page 25 <b>SR:</b> Responsible production: page 30 <b>SR:</b> Positioned for a sustainable future: page 34

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<b>GENERIC INDICATORS continued</b>					
<b>ETHICS AND INTEGRITY</b>					
<b>General 2016</b>	Core	102-16	Values, principles, standards, and norms of behaviour		<b>IR:</b> Purpose-led value creation: page 6 <b>SR:</b> Purpose-led value creation: page 4 <b>SR:</b> Ethical business conduct: page 88 <b>GR:</b> Governance report
<b>General 2016</b>		102-17	Mechanisms for advice and concerns about ethics		<b>SR:</b> Ethical business conduct: page 88
<b>GOVERNANCE</b>					
<b>General 2016</b>	Core	102-18	Governance structure		<b>SR:</b> Statements from the Board: page 8 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 81 <b>GR:</b> Organisational framework: page 2
<b>General 2016</b>		102-19	Delegating authority		<b>SR:</b> Statements from the Board: page 8 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 81 <b>GR:</b> Organisational framework: page 2
<b>General 2016</b>		102-20	Executive-level responsibility for economic, environmental, and social topics		<b>SR:</b> Governance of ethics, and environmental and social impacts: page 84 <b>GR:</b> Group executive: page 4
<b>General 2016</b>		102-21	Consulting stakeholders on economic, environmental, and social topics		<b>SR:</b> Our sustainability framework: page 11 <b>SR:</b> Responding to our stakeholders: page 18 <b>SR:</b> Working conditions: page 58 <b>SR:</b> Sustainable localisation: page 68 <b>GR:</b> Governance report: page 11
<b>General 2016</b>		102-22	Composition of the highest governance body and its committees	There is no stakeholder representation on the Board of directors.	<b>IR:</b> Group leadership: page 26 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 82 <b>GR:</b> Group leadership: page 4

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<b>GENERIC INDICATORS continued</b>					
<b>GOVERNANCE continued</b>					
<b>General 2016</b>		102-23	Chair of the highest governance body		<b>IR:</b> Group leadership: page 26 <b>GR:</b> Separation of roles and responsibilities: page 5
<b>General 2016</b>		102-24	Nominating and selecting the highest governance body		<b>GR:</b> Board appointment process: page 6
<b>General 2016</b>		102-25	Conflicts of interest		<b>GR:</b> Conflicts of interest and share dealings: page 9
<b>General 2016</b>		102-26	Role of highest governance body in setting purpose, values, and strategy		<b>GR:</b> Strategy, performance and reporting: page 10
<b>General 2016</b>		102-28	Evaluating the highest governance body's performance		<b>SR:</b> Governance of ethics, and environmental and social impacts: page 81 <b>GR:</b> Board evaluation: page 10
<b>General 2016</b>		102-29	Identifying and managing economic, environmental, and social impacts		<b>IR:</b> Our material issues: page 30 <b>SR:</b> Our sustainability framework: page 11 <b>SR:</b> Our material issues: page 20 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 81
<b>General 2016</b>		102-30	Effectiveness of risk management processes		<b>IR:</b> <i>Engineered Excellence</i> for strategic advantage: page 18 <b>IR:</b> Risk management report: page 88 <b>SR:</b> Responsible project delivery: page 41 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 81 <b>GR:</b> Committees of the Board: page 13
<b>General 2016</b>		102-31	Review of economic, environmental, and social topics		<b>Group Sustainability Report 2022</b>
<b>General 2016</b>		102-32	Highest governance body's role in sustainability reporting		<b>SR:</b> About this report: page 2 <b>SR:</b> Statements from the Board: page 8 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 86

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<b>GENERIC INDICATORS continued</b>					
<b>GOVERNANCE continued</b>					
General 2016		102-35	Remuneration policies		<b>IR:</b> Remuneration report: page 96
General 2016		102-36	Process for determining remuneration		<b>SR:</b> Governance of ethics, and environmental and social impacts: page 84 and 87 <b>IR:</b> Remuneration report: page 96
<b>STAKEHOLDER ENGAGEMENT</b>					
General 2016	Core	102-40	List of stakeholder groups		<b>SR:</b> Responding to our stakeholders: page 18
General 2016	Core	102-41	Collective bargaining agreements		<b>SR:</b> Working conditions: page 58
General 2016	Core	102-42	Identifying and selecting stakeholders		<b>SR:</b> Responding to our stakeholders: page 18
General 2016	Core	102-43	Approach to stakeholder engagement	Stakeholder engagement is undertaken on an ongoing basis and not specifically as part of the report preparation process.	<b>SR:</b> Stakeholder engagement policy: Page 13 <b>SR:</b> Responding to our stakeholders: page 18 <b>SR:</b> Working conditions: page 58 <b>SR:</b> Sustainable localisation: page 68 <b>GR:</b> Stakeholder relationships: page 11
General 2016	Core	102-44	Key topics and concerns raised		<b>SR:</b> Responding to our stakeholders: page 18 <b>SR:</b> Working conditions: page 58
<b>REPORTING PRACTICE</b>					
General 2016	Core	102-45	Entities included in the consolidated financial statements		<b>IR:</b> About this report: page 2 <b>IR:</b> Summarised financial results: page 114 AFS online <b>SR:</b> About this report: page 2
General 2016	Core	102-46	Defining report content and topic boundaries		<b>IR:</b> About this report: page 2 <b>IR:</b> Our material issues: page 30 <b>SR:</b> About this report: page 2 <b>SR:</b> Our sustainability framework: page 11 <b>SR:</b> Our material issues: page 20
<b>GENERIC INDICATORS continued</b>					

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<b>REPORTING PRACTICE continued</b>					
<b>General 2016</b>	Core	102-47	List of material topics		<b>SR:</b> Our sustainability framework: page 11 <b>SR:</b> Our material issues: page 20
<b>General 2016</b>	Core	102-48	Restatements of information	Clearly noted throughout all reports.	
<b>General 2016</b>	Core	102-49	Changes in reporting	There were no material changes to our ESG reporting.	
<b>General 2016</b>	Core	102-50	Reporting period	1 July 2021 to 30 June 2022	
<b>General 2016</b>	Core	102-51	Date of most recent report	30 June 2021	
<b>General 2016</b>	Core	102-52	Reporting cycle	Annual	
<b>General 2016</b>	Core	102-53	Contact point for questions regarding the report		<b>SR:</b> About this report: page 3
<b>General 2016</b>	Core	102-54	Claims of reporting in accordance with the GRI standards	This report has been prepared in accordance with the GRI Standards: core option.	
<b>General 2016</b>	Core	102-55	GRI content index	This document.	
<b>General 2016</b>	Core	102-56	External assurance		<b>SR:</b> Independent limited assurance report: page 99

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<b>SPECIFIC INDICATORS</b>				
<b>ECONOMIC PERFORMANCE</b>				
<b>201 Economic performance 2016</b>	201-1	Direct economic value generated and distributed		<b>IR:</b> Statement of value created: page 130 <b>SR:</b> Economic contribution and distribution to stakeholders: page 7 <b>SR:</b> Sustainable localisation: page 68 <b>SR:</b> Meaningful community support: page 72
<b>201 Economic performance 2016</b>	201-2	Financial implications and other risks and opportunities due to climate change		<b>SR:</b> Climate change: page 25 CDP Climate and Water response: <a href="http://www.murrob.com/sustainability/environment">www.murrob.com / sustainability / environment</a>
<b>201 Economic performance 2016</b>	201-3	Defined benefit plan obligations and other retirement plans		<b>IR:</b> Remuneration report: page 96
<b>201 Economic performance 2016</b>	201-4	Financial assistance received from government		<b>SR:</b> Economic contribution and distribution to stakeholders: page 7
<b>MARKET PRESENCE</b>				
<b>202 Market presence 2016</b>	202-2	Proportion of senior management hired from the local community	Our commitment to broad-based black economic empowerment in South Africa ensures that we drive employment equity at all levels of the South African operation. We are also committed to promoting 'localisation' at our other global operations.	<b>SR:</b> Diversity, equity and inclusion: page 64
<b>INDIRECT ECONOMIC IMPACTS</b>				
<b>203 Indirect economic impacts 2016</b>	203-1	Infrastructure investments and services supported		<b>IR:</b> Business platform reviews: page 58 <b>SR:</b> Positioned for a sustainable future: page 34
<b>203 Indirect economic impacts 2016</b>	203-2	Significant indirect economic impacts		<b>SR:</b> Learning and development: page 61 <b>SR:</b> Diversity, equity and inclusion: page 64 <b>SR:</b> Sustainable localisation: page 68 <b>SR:</b> Meaningful community support: page 72



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<b>SPECIFIC INDICATORS continued</b>				
<b>PROCUREMENT PRACTICES</b>				
<b>204 Procurement practices 2016</b>	204-1	Proportion of spending on local suppliers		<b>IR:</b> Statement of value created: page 130 <b>SR:</b> Economic contribution and distribution to stakeholders: page 7 <b>SR:</b> Sustainable localisation: page 68
<b>ANTI-CORRUPTION</b>				
<b>205 Anti-corruption 2016</b>	205-3	Confirmed incidents of corruption and actions taken		<b>SR:</b> Ethical business conduct: page 88
<b>ANTI-COMPETITIVE BEHAVIOUR</b>				
<b>206 Anti-competitive behaviour</b>	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal actions were pending or completed during FY2021 regarding anti-competitive behaviour.	<b>SR:</b> Ethical business conduct: page 88
<b>ENERGY</b>				
<b>302 Energy 2016</b>	302-1	Energy consumption within the organisation		<b>SR:</b> Climate change: page 27 Additional information can be found in our response to the climate CDP: <a href="https://www.cdp.net/en">https://www.cdp.net/en</a> and <a href="http://www.murrob.com">www.murrob.com</a> .
<b>WATER</b>				
<b>303 Water 2018</b>	303-1	<b>Management approach</b> <ul style="list-style-type: none"> <li>Interactions with water as a shared resource</li> <li>Management of water discharge-related impacts</li> </ul>		<b>SR:</b> Climate change: page 26 and 28 Additional information can be found in our response to the CDP Water Programme: <a href="https://www.cdp.net/en">https://www.cdp.net/en</a>
	303-2			
<b>303 Water 2018</b>	303-3	Water withdrawal		
<b>303 Water 2018</b>	303-4	Water consumption		

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<b>SPECIFIC INDICATORS continued</b>				
<b>BIODIVERSITY</b>				
<b>304 Biodiversity 2016</b>	304-2	Significant impacts of activities, products, and services on biodiversity		<b>SR:</b> Responsible production: page 30, 32 and 33
<b>EMISSIONS</b>				
<b>305 Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.	<b>SR:</b> Climate change: page 25 Additional information can be found in our response to the CDP Water Programme: <a href="https://www.cdp.net/en">https://www.cdp.net/en</a>
<b>305 Emissions 2016</b>	305-2	Energy indirect (Scope 2) GHG emissions		
<b>305 Emissions 2016</b>	305-3	Other indirect (Scope 3) GHG emissions		
<b>305 Emissions 2016</b>	305-4	GHG emissions intensity		
<b>EFFLUENTS AND WASTE</b>				
<b>306 Effluents and waste 2016</b>	306-2	Waste by type and disposal method		<b>SR:</b> Responsible production: page 30
<b>306 Effluents and waste 2016</b>	306-3	Significant spills		
<b>306 Effluents and waste 2016</b>	306-4	Transport of hazardous waste		
<b>ENVIRONMENTAL COMPLIANCE</b>				
<b>307 Environmental compliance 2016</b>	307-1	Non-compliance with environmental laws and regulations	No material fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received during FY2021.	<b>SR:</b> Responsible production: page 32

**EMPLOYMENT**

<b>401 Employment 2016</b>	401-1	New employee hires and employee turnover		<b>SR:</b> Working conditions: page 58
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<b>GRI STANDARD TITLE</b>	<b>DISCLOSURE NUMBER</b>	<b>DISCLOSURE TITLE</b>	<b>DISCLOSURE REFERENCES (PAGE NUMBERS IN INDICATED REPORTS)</b>	<b>EXPLANATORY NOTES</b>
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**LABOUR/MANAGEMENT RELATIONS**

<b>402 Labour/management relations 2016</b>	402-1	Minimum notice periods regarding operational changes	In South Africa, the minimum notice period in terms of the country's Labour Relations Act, 66 of 1995 is four weeks for employees who have been employed for more than one year. We are fully compliant with this legislative requirement, as well as any related legislation in other jurisdictions.	
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**OCCUPATIONAL HEALTH AND SAFETY**

<b>403 Occupational health and safety 2018</b>	403-1	<b>Management approach</b>	<p>We do not measure our safety performance in line with the GRI's breakdown by region and gender. However health and safety is a strategic objective for Murray &amp; Roberts and we use a robust set of lead and lag indicators to measure our performance. These indicators and our initiatives to improve our health and safety performance are thoroughly reported in the sustainability report. Our safety metrics include our joint-venture partners and subcontractors.</p> <p>Our HSE system, including occupational health and hygiene performance, covers all business platforms and their joint-venture partners, service providers and subcontractors working on our projects.</p>	<p><b>IR:</b> <i>Engineered Excellence</i> for strategic advantage: page 18  <b>IR:</b> Business platform reviews: page 58  <b>SR:</b> Safety: page 43  <b>SR:</b> Health and wellness: page 50</p>
		<ul style="list-style-type: none"> <li>Occupational health and safety management system</li> </ul>		
	403-2	<ul style="list-style-type: none"> <li>Hazard identification, risk assessment, and incident investigation</li> </ul>		
	403-1	<ul style="list-style-type: none"> <li>Occupational health services</li> </ul>		
	403-4	<ul style="list-style-type: none"> <li>Worker participation, consultation, and communication on occupational health and safety</li> </ul>		
	403-5	<ul style="list-style-type: none"> <li>Worker training on occupational health and safety</li> </ul>		
	403-6	<ul style="list-style-type: none"> <li>Promotion of worker health</li> </ul>		
403-7	<ul style="list-style-type: none"> <li>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</li> </ul>			

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<b>403 Occupational health and safety 2018</b>	403-8	Workers covered by an occupational health and safety management system		<b>SR:</b> Safety: page 43 <b>SR:</b> Health and wellness: page 50
<b>403 Occupational health and safety 2018</b>	403-9	Work-related injuries		<b>IR:</b> <i>Engineered Excellence</i> for strategic advantage: page 18 <b>IR:</b> Business platform reviews: page 58 <b>SR:</b> Safety: page 43
<b>403 Occupational health and safety 2018</b>	403-10	Work-related ill health		<b>SR:</b> Health and wellness: page 50
<b>TRAINING AND EDUCATION</b>				
<b>404 Training and education 2016</b>	404-2	Programmes for upgrading employee skills and transition assistance programmes		<b>SR:</b> Leadership: page 56 <b>SR:</b> Learning and development: page 61
<b>404 Training and education 2016</b>	404-3	Percentage of employees receiving regular performance and career development reviews		<b>SR:</b> People management: page 54 <b>SR:</b> Leadership: page 56
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>				
<b>405 Diversity and equal opportunity 2016</b>	405-1	Diversity of governance bodies and employees	The age of employees is not disclosed as this is not considered material, however this data is readily available on request. Diversity data is provided for employees in South Africa and gender at Group level.	<b>IR:</b> Group leadership: page 26 <b>SR:</b> Governance of ethics, and environmental and social impacts: page 82 <b>SR:</b> Diversity, equity and inclusion: page 64 <b>GR:</b> Group leadership: page 4
<b>NON-DISCRIMINATION</b>				
<b>406 Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken		<b>SR:</b> Ethical business conduct: page 88

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<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>				
<b>407 Freedom of association and collective bargaining (2016)</b>	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Information relating to suppliers is not available.	<b>SR:</b> People management: page 54 <b>SR:</b> Working conditions: page 58 <b>SR:</b> Ethical business conduct: page 88
<b>CHILD LABOUR</b>				
<b>408 Child labour 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labour	Information relating to suppliers is not available.	<b>SR:</b> People management: page 54 <b>SR:</b> Ethical business conduct: page 88
<b>FORCED OR COMPULSORY LABOUR</b>				
<b>409 Forced or compulsory labour 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Information relating to suppliers is not available.	<b>SR:</b> People management: page 54 <b>SR:</b> Ethical business conduct: page 88
<b>RIGHTS OF INDIGENOUS PEOPLES</b>				
<b>411 Rights of indigenous peoples 2016</b>	411-1	Incidents of violations involving rights of indigenous peoples		<b>SR:</b> Ethical business conduct: page 88

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<b>HUMAN RIGHTS ASSESSMENT</b>				
<b>412 Human rights assessment 2016</b>	412-2	Employee training on human rights policies or procedures	Training on the Group's Code of Conduct covers human rights and is delivered to all new employees and graduates. We do not track the hours spent training employees on the Code of Conduct as we do not consider this as an effective measure of our investment in training. Each employee completes an online assessment of their understanding of the Code every two years.	<b>SR:</b> Ethical business conduct: page 88
<b>LOCAL COMMUNITIES</b>				
<b>413 Local communities 2016</b>	413-1	Operations with local community engagement, impact assessments, and development programmes	All businesses across the Group invest in the development and wellbeing of the economies and communities located near our projects.	<b>SR:</b> Sustainable localisation: page 68 <b>SR:</b> Meaningful community support: page 72
<b>CUSTOMER HEALTH AND SAFETY</b>				
<b>416 Customer health and safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories		<b>IR:</b> <i>Engineered Excellence</i> for strategic advantage: page 18 <b>SR:</b> Product stewardship: page 41
<b>CUSTOMER PRIVACY</b>				
<b>418 Customer privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		<b>Data protection:</b> page 91
<b>SOCIOECONOMIC COMPLIANCE</b>				
<b>419 Socioeconomic compliance 2016</b>	419-1	Non-compliance with laws and regulations in the social and economic area	No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during FY2021.	<b>SR:</b> Ethical business conduct: page 88

MANAGEMENT APPROACHES	
<p><b>Environmental management</b>                      The environmental report covers our approach to mitigating our environmental impacts and assisting clients to lower their footprints. The governance of environmental impact is covered in the governance report. Biodiversity has been identified as an area for improvement in our reporting.</p>	<p><b>SR:</b> Environmental report: page 23  <b>SR:</b> Governance of ethics, and environmental and social impact: page 81</p>
<p><b>Occupational health and safety management</b>                      Our social report covers our approach to managing and mitigating health and safety risks and assisting our employees to manage their wellbeing. The governance of health and safety is covered in the governance report.</p>	<p><b>SR:</b> Safety: page 43  <b>SR:</b> Health and wellness: page 50  <b>SR:</b> Governance of ethics, and environmental and social impact: page 81</p>
<p><b>Human resources management</b>                      How we manage our employees fairly and responsibly, and a in a way that is inclusive of everyone, is covered in the social report, including our initiatives to advance skills and drive diversity and inclusion.</p>	<p><b>SR:</b> People management: page 54  <b>SR:</b> Leadership: page 56  <b>SR:</b> Working conditions: page 58  <b>SR:</b> Learning and development: page 61  <b>SR:</b> Diversity and inclusion: page 64</p>
<p><b>Community development</b>                      Our commitment to ensuring the wellbeing of the communities located near our projects is covered in the social report, and the governance of these initiatives is covered in the governance report.</p>	<p><b>SR:</b> Sustainable localisation: page 68  <b>SR:</b> Meaningful community support: page 72  <b>SR:</b> Governance of ethics, and environmental and social impact: page 81</p>
<p><b>Governance of our social and environmental impacts and ethics management</b>                      The governance chapter covers the governance structures in place to ensure we maintain a high ethical culture, and responsibly manage our impacts on the environment and society. It also covers our management of the supply chain.</p>	<p><b>SR:</b> Governance of ethics, and environmental and social impacts: page 81  <b>SR:</b> Ethical business conduct: page 88  <b>SR:</b> Data protection: page 91</p>