

Murray & Roberts 2021 GRI content index

The Murray & Roberts 2021 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.

Key:

IR: 2021 Integrated Report
AFS: 2021 full annual financial statements online
SR: 2021 sustainability disclosure online
CGR: 2021 full corporate governance report online

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	EXPLANATORY	NOTES DISCLOSURE REFERENCES (PAGE NUMBERS IN INDICATED REPORTS)
GENERIC INDICATORS					
ORGANISATIONAL PROFILE					
General 2016	Core	102-1	Name of the organisation	Murray & Roberts Holdings Limited	
General 2016	Core	102-2	Activities, brands, products and services		IR: Purpose-led value creation: page 6 IR: Business platform reviews: page 58 SR: Purpose-led value creation: page 4
General 2016	Core	102-3	Location of headquarters	Business address and registered office Douglas Roberts Centre 22 Skeen Boulevard, Bedfordview 2007 Republic of South Africa	IR: Administration and corporate office: page 147
General 2016	Core	102-4	Location of operations		IR: Purpose-led value creation: page 6 IR: Business platform reviews: page 58 IR: Murray & Roberts international offices: page 149 SR: Purpose-led value creation: page 4
General 2016	Core	102-5	Ownership and legal form		IR: Analysis of shareholders: page 146

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GENERIC INDICATORS continued					
ORGANISATIONAL PROFILE continued					
General 2016	Core	102-6	Markets served		IR: Purpose-led value creation: page 6 IR: Business platform reviews: page 58 SR: Purpose-led value creation: page 4
General 2016	Core	102-7	Scale of the organisation		IR: Purpose-led value creation: page 6 IR: Summarised financial results: page 5 IR: Statement of value created: page 138 IR: Murray & Roberts international offices: page 149 AFS online SR: Purpose-led value creation: page 7
General 2016	Core	102-8	Information on employees and other workers	Total headcount includes permanent employees and those on a limited duration contract, as well as a further 1 025 individuals through contracting and joint venture agreements. Permanent employees and employees on a limited duration contract are reported by occupational level, gender and race for the workforce based in South Africa (43% of the Group's workforce). While there are no material seasonal variations in employee numbers, numbers vary as we take on or finish projects.	IR: Statement of value created: page 138 SR: Working conditions: page 50 SR: Diversity and inclusion: page 57
General 2016	Core	102-9	Supply chain	Suppliers to Murray & Roberts are selected based on client requirements and the regions in which our projects are based. The number of suppliers varies year on year depending on the rate of projects started or completed. The variety of projects facilitated by Murray & Roberts means that our supplier base covers a wide array of goods and services. We aim to procure locally in all countries of operation and, in South Africa, we drive preferential procurement with black suppliers as part of our transformation efforts.	IR: Statement of value created: page 138 SR: Sustainable localisation: page 58 (B-BBEE page 61)
General 2016	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. See 102-9 for notes on our supply chain.	

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GENERIC INDICATORS continued					
ORGANISATIONAL PROFILE continued					
General 2016	Core	102-11	Precautionary Principle or approach		SR: Our Sustainability Framework: page 11 SR: Environmental report: page 21
General 2016	Core	102-12	External initiatives	Compliance with ISO 14001, ISO 9001 and ISO 45001. United Nations Global Compact. Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. Carbon and water disclosure projects. Amended Construction Sector Codes (South Africa).	SR: Our Sustainability Framework: page 11 SR: Environmental report: page 20 SR: Social report: page 32 SR: Governance report: page 66 CDP submission: https://www.cdp.net/en and www.murrob.com
General 2016	Core	102-13	Membership of associations	We engage with governments through industry bodies, including Business Unity South Africa and the Minerals Council South Africa (which supports the South African mining industry).	
STRATEGY					
General 2016	Core	102-14	Statement from senior decision-maker		IR: Chairman's statement: page 46 IR: Group chief executive's and financial director's report: page 50 SR: Statements from the Board: page 8
General 2016		102-15	Key impacts, risks, and opportunities		IR: Delivering our <i>New Strategic Future</i> : page 10 IR: A strategy for shareholder value creation: page 14 IR: <i>Engineered Excellence</i> for strategic advantage: page 16 IR: Group chief executive's and financial director's report: page 50 IR: Business platform reviews: page 58 IR: Risk management report: page 94 SR: Statements from the Board: page 8 SR: Our ESG risks and opportunities: page 14 SR: Positioned for a sustainable future: page 27 SR: Responsible production: page 29

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GENERIC INDICATORS continued					
ETHICS AND INTEGRITY					
General 2016	Core	102-16	Values, principles, standards, and norms of behaviour		IR: Chairman's statement: page 46 IR: Purpose-led value creation: page 6 SR: Purpose-led value creation: page 4 SR: Ethical business conduct: page 72 GR: Governance overview: page 1
General 2016		102-17	Mechanisms for advice and concerns about ethics		SR: Ethical business conduct: page 72
GOVERNANCE					
General 2016	Core	102-18	Governance structure		IR: Group leadership: page 26 IR: Governance overview: page 86 SR: Governance report: page 66 GR: Organisational framework: page 2 GR: Committee of the Board: page 13
General 2016		102-19	Delegating authority		IR: Group leadership: page 26 IR: Governance overview: page 86 IR: Remuneration report: page 102 IR: Audit & sustainability committee report: page 126 SR: Governance report: page 66 GR: Organisational framework: page 2 GR: Committee of the Board: page 13
General 2016		102-20	Executive-level responsibility for economic, environmental, and social topics		IR: Group leadership: page 26 SR: Governance of ethics, and environmental and social impacts: page 68
General 2016		102-21	Consulting stakeholders on economic, environmental, and social topics		SR: Responding to our stakeholders: page 16 SR: Working conditions: page 50 SR: Sustainable localisation: page 58 GR: Stakeholder relationships: page 11
General 2016		102-22	Composition of the highest governance body and its committees	There is no stakeholder representation on the Board of directors.	IR: Group leadership: page 26 IR: Governance overview: page 89 GR: Group leadership: page 4

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GENERIC INDICATORS continued					
GOVERNANCE continued					
General 2016		102-23	Chair of the highest governance body	Chairman, Suresh Kana, is an independent non-executive Board member.	IR: Group leadership: page 26 GR: Separation of roles and responsibilities: page 5
General 2016		102-24	Nominating and selecting the highest governance body		GR: Board appointment process: page 6
General 2016		102-25	Conflicts of interest		IR: Our governance outcomes: page 90 GR: Conflicts of interest and share dealings: page 9
General 2016		102-26	Role of highest governance body in setting purpose, values, and strategy		IR: Governance overview: page 89 GR: Strategy, performance and reporting: page 10
General 2016		102-28	Evaluating the highest governance body's performance		IR: Board evaluation: page 89 SR: Governance of ethics, and environmental and social impacts: page 68 GR: Board evaluation: page 10
General 2016		102-29	Identifying and managing economic, environmental, and social impacts		IR: Managing our material issues: page 30 SR: Our Sustainability Framework: page 11 SR: Managing our material issues: page 18
General 2016		102-30	Effectiveness of risk management processes		IR: <i>Engineered Excellence</i> for strategic advantage: page 16 IR: Risk management report: page 94 SR: Climate change: page 22 SR: COVID-19: page 36 SR: Safety: page 38 SR: Occupational health and hygiene: page 45 SR: Governance of ethics, and environmental and social impacts: page 68 SR: Supply chain management: page 74 GR: Committees of the Board: page 13
General 2016		102-31	Review of economic, environmental, and social topics		Group Sustainability Report 2021
General 2016		102-32	Highest governance body's role in sustainability reporting	The social & ethics committee ensures the integrity of the Group's sustainability report which it approved on 30 August 2021.	SR: About this report: page 2 SR: Statements from the Board: page 8

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GENERIC INDICATORS continued					
GOVERNANCE continued					
General 2016		102-35	Remuneration policies		IR: Remuneration report: page 102
General 2016		102-36	Process for determining remuneration		IR: Remuneration report: page 102
STAKEHOLDER ENGAGEMENT					
General 2016	Core	102-40	List of stakeholder groups		SR: Responding to our stakeholders: page 16
General 2016	Core	102-41	Collective bargaining agreements		SR: Working conditions: page 50
General 2016	Core	102-42	Identifying and selecting stakeholders		SR: Responding to our stakeholders: page 16
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.	SR: Stakeholder engagement policy: Page 13 SR: Responding to our stakeholders: page 16 GR: Stakeholder relationships: page 11
General 2016	Core	102-44	Key topics and concerns raised		SR: Responding to our stakeholders: page 16
REPORTING PRACTICE					
General 2016	Core	102-45	Entities included in the consolidated financial statements		IR: About this report: page 2 IR: Summarised financial results: page 124 AFS online SR: About this report: page 2
General 2016	Core	102-46	Defining report content and topic boundaries	The materiality determination process considered the top issues that the Board and management dealt with during the year, the strategic plans of the Group and business platforms, the Group's register of strategic risks, and issues raised through engagement with analysts and investors, business associations, non-governmental organisations and other civil society structures, as well as those reported on in the media. In addition, an independent assessment was conducted on the Group's ESG performance and disclosure, providing a baseline for further improvement. These exercises were used to identify the reporting content of the SR.	IR: About this report: page 2 IR: Managing our material issues: page 30 SR: About this report: page 2 SR: Our Sustainability Framework: page 11 SR: Managing our material issues: page 18

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GENERIC INDICATORS continued					
REPORTING PRACTICE continued					
General 2016	Core	102-47	List of material topics		SR: Our Sustainability Framework: page 11 SR: Managing our material issues: page 18
General 2016	Core	102-48	Restatements of information	Clearly noted throughout all reports.	
General 2016	Core	102-49	Changes in reporting	During the year, the Sustainability Framework was revised to further integrate and harmonise ESG imperatives with commercial opportunities. The structure of this year's report reflects this change.	
General 2016	Core	102-50	Reporting period	30 June 2020	
General 2016	Core	102-51	Date of most recent report	30 June 2019	
General 2016	Core	102-52	Reporting cycle	Annual	
General 2016	Core	102-53	Contact point for questions regarding the report		SR: About this report: page 3
General 2016	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.	
General 2016	Core	102-55	GRI content index	This document.	
General 2016	Core	102-56	External assurance		SR: Independent limited assurance report: page 79

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SPECIFIC INDICATORS				
ECONOMIC PERFORMANCE				
201 Economic performance 2016	201-1	Direct economic value generated and distributed	Direct economic value generated and distributed is disclosed in the value-added statement and the community development projects of the 2021 Sustainability Report	IR: Statement of value created: page 138 SR: Purpose-led value creation: page 7 SR: Meaningful community support: page 62
201 Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change		SR: Climate change: page 22 CDP submission: https://www.cdp.net/en and www.murrob.com .
201 Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans		IR: Remuneration report: page 102
201 Economic performance 2016	201-4	Financial assistance received from government	The Group did not receive any significant financial assistance from the South African Government during the reporting year.	
MARKET PRESENCE				
202 Market presence 2016	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.	SR: Diversity and inclusion: page 57 (employment equity table is on page 57) SR: Sustainable localisation: page 58
INDIRECT ECONOMIC IMPACTS				
203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	As an engineering and construction Group, the nature of our business facilitates the development of infrastructure, which in turn, contributes to the socioeconomic development and sustainable growth of the economies in which we operate. These projects are commercial engagements. Examples of the platform projects can be found in the 2021 Integrated Report.	IR: Business platform reviews: page 58
203 Indirect economic impacts 2016	203-2	Significant indirect economic impacts		SR: Learning and development: page 52 SR: Diversity and inclusion: page 54 SR: Sustainable localisation: page 58 SR: Meaningful community support: page 62

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SPECIFIC INDICATORS continued				
PROCUREMENT PRACTICES				
204 Procurement practices 2016	204-1	Proportion of spending on local suppliers	We aim to procure locally in all countries of operation and in South Africa we drive preferential procurement with black suppliers as part of our transformation efforts.	IR: Statement of value created: page 138 SR: Sustainable localisation: page 58 (B-BBEE page 61)
ANTI-CORRUPTION				
205 Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	No confirmed incidents of corruption were reported during FY2021.	SR: Ethical business conduct: page 72
ANTI-COMPETITIVE BEHAVIOUR				
206 Anti-competitive behaviour	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.	SR: Ethical business conduct: page 72
ENERGY				
302 Energy 2016	302-1	Energy consumption within the organisation		SR: Climate change: page 22 Additional information can be found in our response to the climate CDP: https://www.cdp.net/en and www.murrob.com .
WATER				
303 Water 2018	303-1	Management approach <ul style="list-style-type: none"> Interactions with water as a shared resource Management of water discharge-related impacts 		SR: Climate change: page 22 Additional information can be found in our response to the CDP Water Programme: https://www.cdp.net/en
	303-2			
303 Water 2018	303-3	Water withdrawal		
303 Water 2018	303-4	Water consumption		

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SPECIFIC INDICATORS continued				
BIODIVERSITY				
304 Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	In the year ahead, a high-level biodiversity and land assessment will be undertaken to understand the current landscape on biodiversity reporting and standards, and Murray & Roberts' role and responsibilities towards biodiversity.	
EMISSIONS				
305 Emissions 2016	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.	SR: Climate change: page 22 Additional information can be found in our response to the CDP Water Programme: https://www.cdp.net/en
305 Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions		
EFFLUENTS AND WASTE				
306 Effluents and waste 2016	306-2	Waste by type and disposal method		SR: Responsible production: page 29
ENVIRONMENTAL COMPLIANCE				
307 Environmental compliance 2016	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.	SR: Responsible production: page 31
EMPLOYMENT				
401 Employment 2016	401-1	New employee hires and employee turnover	As a project-based business we mobilise the required skills at the start of a project and demobilise at its end. In South Africa, employee appointments are robustly documented and measured for employment equity purposes. This also applies in our other operations as part of our commitment to be aware of and responsive to the specific diversity priorities of the many different countries and cultures in which we operate.	SR: Working conditions: page 51

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LABOUR/MANAGEMENT RELATIONS				
402 Labour/management relations 2016	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.	
OCCUPATIONAL HEALTH AND SAFETY				
403 Occupational health and safety 2018	403-1	Management approach	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 & Roberts and we use a robust set of leading and lagging 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. Our organisational learning initiatives share knowledge among managers, employees and subcontractors. We also conduct culture and climate surveys to gain insight on what employees feel are prevailing issues that need to be addressed in our health and safety performance. 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.	IR: <i>Engineered Excellence</i> for strategic advantage: page 16 IR: Business platform reviews: page 58 SR: COVID-19: page 36 SR: Safety: page 38 SR: Occupational health and hygiene
	403-2	<ul style="list-style-type: none"> Occupational health and safety management system Hazard identification, risk assessment, and incident investigation 		
	403-1	<ul style="list-style-type: none"> Occupational health services 		
	403-4	<ul style="list-style-type: none"> Worker participation, consultation, and communication on occupational health and safety 		
	403-5	<ul style="list-style-type: none"> Worker training on occupational health and safety 		
	403-6	<ul style="list-style-type: none"> Promotion of worker health 		
	403-7	<ul style="list-style-type: none"> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 		
403 Occupational health and safety 2018	403-9	Work-related injuries		IR: <i>Engineered Excellence</i> for strategic advantage: page 16 IR: Business platform reviews: page 58 SR: Safety: page 38
403 Occupational health and safety 2018	403-10	Work-related ill health		SR: COVID-19: page 36 SR: Occupational health and hygiene

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TRAINING AND EDUCATION				
404 Training and education 2016	404-2	Programmes for upgrading employee skills and transition assistance programmes		SR: Leadership: page 48 SR: Learning and development: page 52
404 Training and education 2016	404-3	Percentage of employees receiving regular performance and career development reviews		SR: People management: page 47 SR: Leadership: page 48
DIVERSITY AND EQUAL OPPORTUNITY				
405 Diversity and equal opportunity 2016	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.	IR: Group leadership: page 26 IR: Governance overview: page 89 SR: Diversity and inclusion: page 54 SR: Sustainable localisation: page 58 GR: Group leadership: page 4
NON-DISCRIMINATION				
406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	We do not report the incidents received through the whistle-blowing hotline by category. However, in line with our zero tolerance to any instance of unfair discrimination, all reports and complaints relating to discrimination are investigated and appropriate action taken in every instance in which unethical behaviour is confirmed.	SR: Employment equity: page 57 SR: Ethical business conduct: page 73
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
407 Freedom of association and collective bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We have not identified any operations within the Group where freedom of association or collective bargaining have been found to be at risk. Our human resources and labour policies, support and respect the rights of workers as enshrined within the South African Bill of Rights and international standards. We also comply with the business principles set out by the United Nation's Global Compact. Information relating to suppliers is not available.	SR: People management: page 47 SR: Working conditions: page 51 SR: Ethical business conduct: page 72

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CHILD LABOUR				
408 Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	<p>We have not identified any operations within the Group where child labour has been found to be a risk. Our human resources and labour policies, align to international human rights standards and with the South African Constitution.</p> <p>Information relating to suppliers is not available.</p>	<p>SR: People management: page 47</p> <p>SR: Ethical business conduct: page 72</p>
FORCED OR COMPULSORY LABOUR				
409 Forced or compulsory labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<p>We have not identified any operations within the Group where forced or compulsory labour has been found to be a risk. Our human resources and labour policies, align to international human rights standards and with the South African Constitution.</p> <p>Information relating to suppliers is not available.</p>	<p>SR: People management: page 47</p> <p>SR: Ethical business conduct: page 72</p>
RIGHTS OF INDIGENOUS PEOPLES				
411 Rights of indigenous peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	There have been no incidents of violations involving rights of indigenous peoples.	
HUMAN RIGHTS ASSESSMENT				
412 Human rights assessment 2016	412-2	Employee training on human rights policies or procedures	Training on the Group's Code of Conduct, which covers human rights, 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.	SR: Ethical business conduct: page 72

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LOCAL COMMUNITIES				
413 Local communities 2016	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.	SR: Sustainable localisation: page 58 SR: Meaningful community support: page 62
SUPPLIER SOCIAL ASSESSMENT				
413 Local communities 2016	414-1	New suppliers that were screened using social criteria		SR: Supply chain management: page 74
CUSTOMER HEALTH AND SAFETY				
416 Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories		IR: <i>Engineered Excellence</i> for strategic advantage: page 16 SR: Product stewardship: page 35
416 Customer health and safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no material incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during the reporting period.	
CUSTOMER PRIVACY				
418 Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning leaks, thefts, or losses of client data.	Data protection: page 75
SOCIOECONOMIC COMPLIANCE				
419 Socioeconomic compliance 2016	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.	SR: Ethical business conduct: page 72

MANAGEMENT APPROACHES

Environmental management

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.

SR: Environmental report: page 21

SR: Governance of ethics, and environmental and social impact: page 68

Occupational health and safety management

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

SR: COVID-19: page 36

SR: Safety: page 38

SR: Occupational health and hygiene

SR: Governance of ethics, and environmental and social impact: page 68

Human resources management

How we manage our employees fairly and responsibly, and 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.

SR: People management: page 47

SR: Leadership: page 48

SR: Working conditions: page 50

SR: Learning and development: page 52

SR: Diversity and inclusion: page 54

SR: Sustainable localisation: page 58

Community development

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.

SR: Sustainable localisation: page 58

SR: Meaningful community support: page 62

SR: Governance of ethics, and environmental and social impact: page 68

Governance of our social and environmental impacts and ethics management

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, an area identified for improvement in future reporting.

SR: Governance of ethics, and environmental and social impacts: page 68

SR: Ethical business conduct: page 72

SR: Data protection: page 75