

# 2021 Sustainability Report

## GRI Content Index

McMillan Shakespeare (MMS) Group 2021 [Sustainability Report](#) was prepared in accordance with the Global Reporting Initiative (GRI) Standard at a Core level.

The content index below provides a listing of the GRI Standards reported within the MMS 2021 Sustainability Report, and where applicable, the 2021 [Annual Report](#) and the [Corporate Governance Statement](#), available via the [MMS website](#).

Comments or questions relating to this content index should be directed to the Corporate Affairs team at [sustainability@mmsg.com.au](mailto:sustainability@mmsg.com.au).

GRI Standard	Disclosure	Reference	
<b>GENERAL DISCLOSURES</b>			
<b>Organisational profile</b>	102-1	Name of the organisation	MMS at a glance (p. 3)
	102-2	Primary brands, products and services	MMS at a glance (p. 3)
	102-3	Location of headquarters	Contact us (p. 37)
	102-4	Location of operations	MMS at a glance (p. 4)
	102-5	Ownership and legal form	MMS at a glance (p. 3)
	102-7	Scale of the organisation	MMS at a glance (p. 4)
	102-8	Information on employees and other workers	Sustainability scorecard (p. 5)
	102-9	Supply chain	Responsible supply chain (p. 15)
	102-10	Significant changes to the organisation and its supply chain	About this report (p. 5)
	102-11	Adoption of the precautionary approach	Managing our climate-related risks and opportunities (p. 32-33)
	102-12	External initiatives	Advocating for better outcomes (p. 16)
	102-13	Memberships of associations	Advocating for better outcomes (p. 16)
	<b>Strategy</b>	102-14	Statement from senior decision maker
102-15		Key impacts, risks and opportunities	Our material issues (p. 9-10) <a href="#">2021 Annual Report</a> (p. 14)
<b>Ethics and integrity</b>	102-16	Values, principles, standards, and norms of behavior of ethics	<a href="#">2021 Annual Report</a> (p. 5)
<b>Governance</b>	102-18	Governance structure	Sustainability governance (p. 13) <a href="#">2021 Corporate Governance Statement</a> (p. All)
<b>Stakeholder engagement</b>	102-40	Stakeholder groups engaged	Stakeholder engagement (p. 8)
	102-41	Collective bargaining agreements	None
	102-42	Identifying and selecting stakeholder groups	Stakeholder engagement (p. 8)
	102-43	Approach to stakeholder engagement	Stakeholder engagement (p. 8)
	102-44	Key topics and concerns raised	Stakeholder engagement (p. 8)
<b>Reporting practice</b>	102-45	Entities included in the consolidated financial statements	<a href="#">2021 Annual Report</a> - Financial Report (p.90)

	102-46	Defining report content and topic boundaries	Our material issues (p. 9-10)
	102-47	List of material topics	Our material issues (p. 9-10)
	102-48	Restatements of information	Preparation of MMS sustainability report in accordance with GRI Standard for the first time during FY21 has resulted in the alignment of number of metrics reported within the Sustainability Scorecard to the GRI disclosures (p. 34-36)
	102-49	Changes in reporting	As above
	102-50	Reporting period	About this report (p. 5)
	102-51	Date of most recent previous report	<a href="#">2020 Sustainability Report</a> , covering Australian financial year 1 July 2020 to 30 June 2021, published on 9 September 2020.
	102-52	Reporting cycle	About this report (p. 5)
	102-53	Contact point for questions	Contact us (p. 37)
	102-54	Claims of reporting in accordance with the GRI Standards	About this report (p. 5)
	102-55	GRI content index	Available through <a href="#">MMS website – Corporate Governance</a>
	102-56	External assurance	None
<b>MATERIAL TOPICS</b>			
<b>Climate change</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Low carbon economy (p. 30-33)
	103-2	The management approach and its components	Strategic focus on sustainability (pg. 11) Low carbon economy (p. 30-33)
	103-3	Evaluation of the management approach	Our targets (p. 12) Sustainability governance (p. 13)
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Managing our climate-related risks and opportunities (p. 32-33)  <i>As MMS increases our awareness and understanding of climate-related risks and opportunities, the Group will continue to review and improve our disclosures.</i>
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Sustainability scorecard (p. 34)
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Sustainability scorecard (p. 34)
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability scorecard (p. 34)
	305-3	Other indirect (Scope 3) GHG emissions	Sustainability scorecard (p. 34)
	305-4	GHG emissions intensity	Sustainability scorecard (p. 34)
<b>Customer experience</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Serving our customers (p. 17)
	103-2	The management approach and its components	Stakeholder engagement (p. 8) Serving our customers (p. 17-21)
	103-3	Evaluation of the management approach	Stakeholder engagement (p. 8) Serving our customers (p. 17-21)
	Non-GRI	Net Promoter Score (NPS)	Sustainability scorecard (p. 34)

	Non-GRI	Customer complaints	Sustainability scorecard (p. 34)
<b>Customer financial wellbeing</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Serving our customers (p. 18-19)
	103-2	The management approach and its components	Strategic focus on sustainability (pg. 11) Serving our customers (p. 18-21)
	103-3	Evaluation of the management approach	Stakeholder engagement (p. 8) Serving our customers (p. 18-21)
<b>Accessibility and social inclusion</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Commitment to accessibility and inclusion (p. 19) Diversity and inclusion (p. 28)
	103-2	The management approach and its components	Commitment to accessibility and inclusion (p. 19) Diversity and inclusion (p. 28)
	103-3	Evaluation of the management approach	Commitment to accessibility and inclusion (p. 19). Diversity and inclusion (p. 28) Our targets (p. 12) Sustainability governance (p. 13)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Sustainability scorecard (p.35) – reports gender and age diversity, as well as employees that identify having a disability or as a First Nations Person.
<b>Community investment</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Supporting our communities (p. 22-24)
	103-2	The management approach and its components	Supporting our communities (p. 22-24) Strategic focus on sustainability (pg. 11)
	103-3	Evaluation of the management approach	Supporting our communities (p. 22-24) Our targets (p. 12) Sustainability governance (p. 13)
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	<a href="#">2021 Annual Report</a> - Financial Report (p. 42, 44) Sustainability scorecard (p. 34)
GRI 203: Indirect-Economic Impacts 2016	203-2	Significant indirect economic impacts	Supporting our communities (p. 22-24)
<b>Social Procurement</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 10) Positive impact through our supply chain (p. 23)
	103-2	The management approach and its components	Positive impact through our supply chain (p. 23) Beginning our reconciliation journey (p. 28)
	103-3	Evaluation of the management approach	Positive impact through our supply chain (p. 23)

GRI 203: Indirect-Economic Impacts 2016	203-2	Significant indirect economic impacts	Positive impact through our supply chain (p. 23)
<b>Governance and risk management</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9)
	103-2	The management approach and its components	Sustainability governance (p. 13) <a href="#">2021 Corporate Governance Statement</a> (p. 2-3, 10, 12) <a href="#">2021 Annual Report</a> (p. 14)
	103-3	Evaluation of the management approach	Sustainability governance (p. 13) <a href="#">2021 Corporate Governance Statement</a> (p. 2-3, 10, 12) <a href="#">2021 Annual Report</a> (p. 14)
Governance	102-20	Executive-level responsibility for economic, environmental and social topics	Sustainability governance (p. 13)
	102-22	Composition of the highest governance body and its committees	Sustainability governance (p. 13) <a href="#">2021 Corporate Governance Statement</a> (p. 6-8) <a href="#">2021 Annual Report</a> (p. 16-17)
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethical business practices (p. 14) Sustainability scorecard (p. 36)
<b>Creating a great place to work</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Our people (p. 26-29)
	103-2	The management approach and its components	Our people (p. 26-29) Strategic focus on sustainability (pg. 11)
	103-3	Evaluation of the management approach	Our people (p. 26-29) Our targets (p.12)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Sustainability scorecard (p. 35)
	405-2	Ratio of basic salary and remuneration of women to men	Sustainability scorecard (p. 35)
GRI 403: Occupational Health and Safety 2018	403-9	Work related injuries (and absenteeism)	Sustainability scorecard (p. 35) <i>Work-related injuries is less material for the financial services industry compared to other industries. MMS therefore focuses on tracking lost-time injury frequency rates and absenteeism rate.</i>
	Non-GRI	Employees accessing flexible working arrangements	Sustainability scorecard (p. 35)
GRI 401: Employment 2016	401-1	New employee hires and turnover	Sustainability scorecard (p. 36)
	401-3	Parental leave	Sustainability scorecard (p. 36)
	Non-GRI	Positions filled through internal promotions	Sustainability scorecard (p. 36)
	Non-GRI	Promotions secured by females	Sustainability scorecard (p. 36)
	404-1	Average hours of training per year per employee	Sustainability scorecard (p. 36)

<b>GRI 404: Training and Education 2016</b>	404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability scorecard (p. 36)
	Non-GRI	Employee sustainable engagement score	Sustainability scorecard (p. 36)
<b>Data privacy and cyber security</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 9) Managing and protecting data (p. 15) Serving our customers (p. 18)
	103-2	The management approach and its components	Managing and protecting data (p. 15) Strategic focus on sustainability (pg. 11) Serving our customers (p. 18-21)
	103-3	Evaluation of the management approach	Managing and protecting data (p. 15) Stakeholder engagement (p. 8) Serving our customers (p. 18-21)
<b>Responsible supply chain management</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 10) Responsible supply chain (p. 15)
	103-2	The management approach and its components	Responsible supply chain (p. 15)  <i>MMS will continue to review and improve our disclosures in this area.</i>
	103-3	Evaluation of the management approach	Responsible supply chain (p. 15) Sustainability governance (p. 13) <a href="#">2021 Corporate Governance Statement</a> (p. 3)
<b>Transparency, disclosure and trust</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 10) Responsible business (p. 14-16)
	103-2	The management approach and its components	Stakeholder engagement (p. 8) Our material issues (p. 9-10) Responsible business (p. 14-16)
	103-3	Evaluation of the management approach	Stakeholder engagement (p. 8) Responsible business (p. 14-16) Our targets (p. 12)
<b>Engaging with government and industry</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our material issues (p. 10) Advocating for better outcomes (p. 16)
	103-2	The management approach and its components	Advocating for better outcomes (p. 16)
	103-3	Evaluation of the management approach	Advocating for better outcomes (p. 16)

**McMillan Shakespeare Limited**

Level 21, 360 Elizabeth Street, Melbourne, Victoria 3000

ABN 74 107 233 983

AFSL No. 299054

Phone: +61 3 9097 3273

Web: [www.mmsg.com.au](http://www.mmsg.com.au)