

2022 Sustainability Report

GRI Content Index

McMillan Shakespeare (MMS) Group 2022 [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 2022 Sustainability Report, and where applicable, the 2022 [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 & Sustainability team at sustainability@mmsg.com.au.

GRI Standard	Disclosure	Reference	
GENERAL DISCLOSURES			
Organisational profile	102-1	Name of the organisation	MMS at a glance (p. 2)
	102-2	Primary brands, products and services	MMS at a glance (p. 2)
	102-3	Location of headquarters	Contact us (p. 34)
	102-4	Location of operations	MMS at a glance (p. 3)
	102-5	Ownership and legal form	MMS at a glance (p. 2)
	102-7	Scale of the organisation	MMS at a glance (p. 3)
	102-8	Information on employees and other workers	Sustainability scorecard (p. 31)
	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. 29-30)
	102-12	External initiatives	Advocating for better outcomes (p. 16)
	102-13	Memberships of associations	Advocating for better outcomes (p. 16)
	Strategy	102-14	Statement from senior decision maker
102-15		Key impacts, risks and opportunities	Our areas of focus (p. 9) 2022 Annual Report (p. 14-15)
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior of ethics	MMS Vision, Purpose and Values (p. 7) Ethical business practices (p. 14) 2022 Annual Report (p. 5)
Governance	102-18	Governance structure	Sustainability governance (p. 13) 2022 Corporate Governance Statement (p. All)
Stakeholder engagement	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)
Reporting practice	102-45	Entities included in the consolidated financial statements	2022 Annual Report – Notes to Financial Statements (p.91)

GRI Standard	Disclosure	Reference	
	102-46	Defining report content and topic boundaries	Our areas of focus (p. 9)
	102-47	List of material topics	Our areas of focus (p. 9)
	102-48	Restatements of information	None
	102-49	Changes in reporting	As above
	102-50	Reporting period	About this report (p. 5)
	102-51	Date of most recent previous report	<u>2021 Sustainability Report</u> , covering Australian financial year 1 July 2020 to 30 June 2021, published on 24 August 2021.
	102-52	Reporting cycle	About this report (p. 5)
	102-53	Contact point for questions	Contact us (p. 34)
	102-54	Claims of reporting in accordance with the GRI Standards	About this report (p. 5)
	102-55	GRI content index	Available through <u>MMS website – Corporate Governance</u>
	102-56	External assurance	None
MATERIAL TOPICS			
Climate change			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Low carbon future (p. 26-30)
	103-2	The management approach and its components	Strategic focus on sustainability (pg. 10) Low carbon future (p. 26-30)
	103-3	Evaluation of the management approach	Performance against our FY22 targets (p. 11) FY23 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. 29-30) <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. 31)
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Sustainability scorecard (p. 31)
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability scorecard (p. 31)
	305-3	Other indirect (Scope 3) GHG emissions	Sustainability scorecard (p. 31)
	305-4	GHG emissions intensity	Sustainability scorecard (p. 31)
Customer experience			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Serving our customers (p. 17)
	103-2	The management approach and its components	Stakeholder engagement (p. 8) Serving our customers (p. 17-18)
	103-3	Evaluation of the management approach	Stakeholder engagement (p. 8) Serving our customers (p. 17-18)
	Non-GRI	Net Promoter Score (NPS)	Sustainability scorecard (p. 31)
	Non-GRI	Customer complaints	Sustainability scorecard (p. 31)
Customer financial wellbeing			
	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Serving our customers (p. 17-18)

GRI Standard		Disclosure	Reference
GRI 103: Management Approach 2016	103-2	The management approach and its components	Strategic focus on sustainability (pg. 10) Serving our customers (p. 17-18)
	103-3	Evaluation of the management approach	Stakeholder engagement (p. 8) Serving our customers (p. 17-18)
Accessibility and social inclusion			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Diversity and inclusion (p. 22-23)
	103-2	The management approach and its components	Diversity and inclusion (p. 22-23)
	103-3	Evaluation of the management approach	Diversity and inclusion (p. 22-23) Performance against our FY22 targets (p. 11) FY23 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.32) – reports gender and age diversity, as well as employees that identify as living with a disability or as a First Nations Person.
Community investment			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Supporting our communities (p. 19-20)
	103-2	The management approach and its components	Supporting our communities (p. 19-20) Strategic focus on sustainability (pg. 12)
	103-3	Evaluation of the management approach	Supporting our communities (p. 19-20) Performance against our FY22 targets (p. 11) FY23 Targets (p. 12) Sustainability governance (p. 13)
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	<u>2022 Annual Report</u> - Financial Report (p. 42-44) Sustainability scorecard (p. 31)
GRI 203: Indirect-Economic Impacts 2016	203-2	Significant indirect economic impacts	Supporting our communities (p. 20)
Social Procurement			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Positive impact through our supply chain (p. 20)
	103-2	The management approach and its components	Positive impact through our supply chain (p. 20) Accessibility and Inclusion Plan (p. 23) Reconciliation Action Plan (p. 23)
	103-3	Evaluation of the management approach	Positive impact through our supply chain (p. 20) Performance against our FY22 targets (p. 11) FY23 Targets (p. 12) Sustainability governance (p. 13)
GRI 203: Indirect-Economic Impacts 2016	203-2	Significant indirect economic impacts	Positive impact through our supply chain (p. 20)

GRI Standard	Disclosure	Reference	
Governance and risk management			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9)
	103-2	The management approach and its components	Sustainability governance (p. 13) 2022 Corporate Governance Statement (p. 2-3, 10, 12) 2022 Annual Report (p. 14-15)
	103-3	Evaluation of the management approach	Sustainability governance (p. 13) 2022 Corporate Governance Statement (p. 2-3, 5, 10, 12) 2022 Annual Report (p. 14-15)
Governance	102-20	Executive-level responsibility for economic, environmental and social topics	Sustainability governance (p. 13) 2022 Corporate Governance Statement (p. 12)
	102-22	Composition of the highest governance body and its committees	Sustainability governance (p. 13) 2022 Corporate Governance Statement (p. 6, 10, 13) 2022 Annual Report (p. 17-18)
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethical business practices (p. 14) Sustainability scorecard (p. 31)
Creating an inclusive place to work			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our areas of focus (p. 9) Our people (p. 21-25)
	103-2	The management approach and its components	Our people (p. 21-25) Strategic focus on sustainability (pg. 10)
	103-3	Evaluation of the management approach	Our people (p. 21-25) Performance against our FY22 targets (p. 11) FY23 Targets (p. 12) 2022 Corporate Governance Statement (p. 9, 13) Sustainability governance (p. 13)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Sustainability scorecard (p. 32)
	405-2	Ratio of basic salary and remuneration of women to men	Sustainability scorecard (p. 32)
	Non-GRI	Gender pay equity in like-for-like roles	Sustainability scorecard (p. 32)
GRI 403: Occupational Health and Safety 2018	403-9	Work related injuries (and absenteeism)	Sustainability scorecard (p. 32) <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>
GRI 401: Employment 2016	401-1	New employee hires and turnover	Sustainability scorecard (p. 33)
	401-3	Parental leave	Sustainability scorecard (p. 33)
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Sustainability scorecard (p. 33)
	404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability scorecard (p. 33)

GRI Standard	Disclosure	Reference
	Non-GRI	Employee sustainable engagement score Sustainability scorecard (p. 33)
	Non-GRI	Employees accessing flexible working arrangements Sustainability scorecard (p. 32)
	Non-GRI	Positions filled through internal promotions Sustainability scorecard (p. 33)
	Non-GRI	Promotions secured by females Sustainability scorecard (p. 33)
Data privacy and cyber security		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary Our areas of focus (p. 9) Managing and protecting data (p. 15)
	103-2	The management approach and its components Managing and protecting data (p. 15) Strategic focus on sustainability (pg. 10) Serving our customers (p. 17-18)
	103-3	Evaluation of the management approach Managing and protecting data (p. 15) Stakeholder engagement (p. 8) Serving our customers (p. 17-18) <u>2022 Corporate Governance Statement (p. 10, 12)</u>
Responsible supply chain management		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary Our areas of focus (p. 9) Responsible supply chain (p. 15) Positive impact through our supply chain (p. 20)
	103-2	The management approach and its components Responsible supply chain (p. 15) Positive impact through our supply chain (p. 20) <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) Performance against our FY22 targets (p. 11) FY23 Targets (p. 12) Sustainability governance (p. 13)
Transparency, disclosure and trust		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary Our areas of focus (p. 9) Responsible business (p. 14-16)
	103-2	The management approach and its components Stakeholder engagement (p. 8) Responsible business (p. 14-16)
	103-3	Evaluation of the management approach Stakeholder engagement (p. 8) Responsible business (p. 14-16) Performance against our FY22 targets (p. 11) FY23 Targets (p. 12)
Engaging with government and industry		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary Our areas of focus (p. 9) Advocating for better outcomes (p. 16)
	103-2	The management approach and its components Stakeholder engagement (p. 8) Advocating for better outcomes (p. 16)
	103-3	Evaluation of the management approach Stakeholder engagement (p. 8) Advocating for better outcomes (p. 16)

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