

2023 Sustainability Report

GRI Content Index

McMillan Shakespeare (MMS) Group [2023 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 2023 Sustainability Report, and where applicable, the [2023 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 Sustainability team at sustainability@mmsg.com.au.

Statement of use	MMS has reported the information cited in this GRI content index for the period 1 July 2022 to 30 June 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	2-1	Organisational details FY23 Sustainability Report - MMS at a glance (p. 2) - Contact Us (p. 30)
	2-2	Entities included in the organization's sustainability reporting FY23 Sustainability Report - MMS at a glance (p. 2) 2023 Annual Report - Chair and CEO Joint Report
	2-3	Reporting period, frequency and contact point FY23 Sustainability Report - About this report (p. 4) - Contact us (p. 30)
	2-4	Restatements of information FY23 Sustainability Report - Sustainability Scorecard (page 27-29)
	2-5	External assurance None
	2-6	Activities, value chain and other business relationships FY23 Sustainability Report - MMS at a glance (p. 2) - Responsible supply chain (p. 14), - Advocating for better outcomes (p. 14)
	2-7	Employees FY23 Sustainability Report - Sustainability scorecard (p. 28-29)
	2-8	Workers who are not employees FY23 Sustainability Report - Sustainability scorecard (p. 28)
	2-9	Governance structure and composition FY23 Sustainability Report - Sustainability governance (p. 11) - Overview of MMS' progress against TCFD disclosures (p. 25-26) 2023 Corporate Governance Statement 2023 Annual Report (p. 20-21)
	2-10	Nomination and selection of the highest governance body FY23 Sustainability Report - Sustainability governance (p. 11) MMS Board Charter (p. 6) 2023 Corporate Governance Statement

GRI Standard	Disclosure	Location
2-11	Chair of the highest governance body	FY23 Sustainability Report - Sustainability governance (p. 11) MMS Board Charter (p. 6) 2023 Corporate Governance Statement
2-12	Role of the highest governance body in overseeing the management of impacts	FY23 Sustainability Report - Sustainability governance (p. 11) MMS Board Charter (p. 4) 2023 Corporate Governance Statement
2-13	Delegation of responsibility for managing impacts	FY23 Sustainability Report - Sustainability governance (p. 11) 2023 Corporate Governance Statement (p. 12)
2-14	Role of the highest governance body in sustainability reporting	FY23 Sustainability Report - Sustainability governance (p. 11) MMS Audit, Risk and Compliance Committee Charter
2-15	Conflicts of interest	Processes outlined within MMS' Conflict of Interest Policy (internal)
2-16	Communication of critical concerns	FY23 Sustainability Report - Complaints management (p. 19) 2023 Corporate Governance Statement (p. 9)
2-17	Collective knowledge of the highest governance body	2023 Corporate Governance Statement (p. 8) MMS Board Charter (p. 7)
2-18	Evaluation of the performance of the highest governance body	2023 Corporate Governance Statement (p. 5)
2-19	Remuneration policies	2023 Annual Report (p. 21) 2023 Corporate Governance Statement (p. 13)
2-20	Process to determine remuneration	2023 Annual Report (p. 21)
2-21	Annual total compensation ratio	FY23 Sustainability Report - Sustainability scorecard (p. 28)
2-22	Statement on sustainable development strategy	FY23 Sustainability Report - Message from our Chair and CEO (p. 5)
2-23	Policy commitments	FY23 Sustainability Report - Ethical business practices (p. 12-14) Human Rights Position Statement Modern Slavery Statement
2-24	Embedding policy commitments	FY23 Sustainability Report - Ethical business practices (p. 12-14) - Sustainability governance (p. 11) Human Rights Position Statement Modern Slavery Statement
2-25	Processes to remediate negative impacts	Human Rights Position Statement MMS Whistleblower Policy Modern Slavery Statement
2-26	Mechanisms for seeking advice and raising concerns	FY23 Sustainability Report - Stakeholder engagement (p. 7) - Customer wellbeing and social inclusion (p. 18) MMS Whistleblower Policy 2023 Corporate Governance Statement (p. 3)

GRI Standard	Disclosure	Location
	2-27	Compliance with laws and regulations None
	2-28	Membership associations FY23 Sustainability Report - Advocating for better outcomes (p. 14)
	2-29	Approach to stakeholder engagement FY23 Sustainability Report - Stakeholder engagement (p. 7)
	2-30	Collective bargaining agreements None. MMS is guided by Fair Work Australia and the Fair Work Act 2009 on individuals' rights to freely join and/or form a trade union of their choice and their right to collective bargaining.
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1	3-1 Process to determine material topics FY23 Sustainability Report - Our areas of focus (p. 8)
	3-2	3-2 List of material topics FY23 Sustainability Report - Our areas of focus (p. 8)
	3-3	Management of material topics FY23 Sustainability Report - See referenced in each of the material topics below.
Customer experience		
GRI 3: Material Topics 2021	3-3	Management of material topics FY23 Sustainability Report - Stakeholder engagement (p. 7) - Our areas of focus (p. 8)
	Non-GRI	Net Promoter Score FY23 Sustainability Report - Sustainability scorecard (p. 27)
Data privacy and cyber security		
GRI 3: Material Topics 2021	3-3	Management of material topics FY23 Sustainability Report - Privacy and cybersecurity (p. 13) - Stakeholder engagement (p. 7) - Excelling in customer experience (p. 18) 2023 Corporate Governance Statement (p. 10,12)
Accessibility and social inclusion		
GRI 3: Material Topics 2021	3-3	Management of material topics FY23 Sustainability Report - Strategic focus on sustainability (pg. 9-10) - Gender diversity (p. 16) - Accessibility and Inclusion Plan (p. 21) - Reflect Reconciliation Action Plan (p. 21) - Sustainability governance (p. 11)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees FY23 Sustainability Report - Sustainability scorecard (p.28) – reports gender and age diversity, as well as employees that identify as living with a disability or as a First Nations Person.
Creating an inclusive place to work		
GRI 3: Material Topics 2021	3-3	Management of material topics FY23 Sustainability Report - Our people (p. 15-17) - Strategic focus on sustainability (pg. 9-10) - Sustainability governance (p. 11)

GRI Standard		Disclosure	Location
			2023 Corporate Governance Statement (p. 4,13)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	FY23 Sustainability Report - Sustainability scorecard (p. 28)
	405-2	Ratio of basic salary and remuneration of women to men	FY23 Sustainability Report - Sustainability scorecard (p. 28)
	Non-GRI	Gender pay equity in like-for-like roles	FY23 Sustainability Report - Pay equity review (p. 16) - Sustainability scorecard (p. 28)
GRI 403: Occupational Health and Safety 2018	403-9	Work related injuries (and absenteeism)	FY23 Sustainability Report - Sustainability scorecard (p. 28) <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	FY23 Sustainability Report - Sustainability scorecard (p. 29)
	401-3	Parental leave	FY23 Sustainability Report - Sustainability scorecard (p. 29)
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	FY23 Sustainability Report - Sustainability scorecard (p. 29)
	404-3	Percentage of employees receiving regular performance and career development reviews	FY23 Sustainability Report - Sustainability scorecard (p. 29)
	Non-GRI	Employee sustainable engagement score	FY23 Sustainability Report - Employee engagement (p. 15) - Sustainability scorecard (p. 29)
	Non-GRI	Employees accessing flexible working arrangements	FY23 Sustainability Report - Sustainability scorecard (p. 28)
	Non-GRI	Positions filled through internal promotions	FY23 Sustainability Report - Sustainability scorecard (p. 29)
	Non-GRI	Promotions secured by females	FY23 Sustainability Report - Sustainability scorecard (p. 29)
Climate change			
GRI 3: Material Topics 2021	3-3	Management of material topics	FY23 Sustainability Report - Low carbon future (p. 22-26) - Strategic focus on sustainability (pg. 9-10) - Sustainability governance (p. 11)
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	FY23 Sustainability Report - Managing our climate-related risks and opportunities (p. 25-26) <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	FY23 Sustainability Report - Sustainability scorecard (p. 27)
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	FY23 Sustainability Report - Sustainability scorecard (p. 27)
	305-2	Energy indirect (Scope 2) GHG emissions	FY23 Sustainability Report - Sustainability scorecard (p. 27)

GRI Standard		Disclosure	Location
	305-3	Other indirect (Scope 3) GHG emissions	FY23 Sustainability Report - Sustainability scorecard (p. 27)
	305-4	GHG emissions intensity	FY23 Sustainability Report - Reducing our operational impact (p. 24) - Sustainability scorecard (p. 27)
Customer outcomes			
GRI 3: Material Topics 2021	3-3	Management of material topics	FY23 Sustainability Report - Stakeholder engagement (p. 7) - Strategic focus on sustainability (pg. 9) - Customer wellbeing and social inclusion (p. 18-19) - Complaints management (p. 19) - Sustainability scorecard (p. 27, 29)
Governance and business ethics			
GRI 3: Material Topics 2021	3-3	Management of material topics	FY23 Sustainability Report - Sustainability governance (p. 11) - Ethical business practices (p. 12) 2023 Corporate Governance Statement 2023 Annual report (p. 14-17)
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	FY23 Sustainability Report - Ethical business practices (p. 12) - Sustainability scorecard (p. 29)
Community investment			
GRI 3: Material Topics 2021	3-3	Management of material topics	FY23 Sustainability Report - Strategic focus on sustainability (pg. 9) - Supporting our communities (p. 20-21) - Sustainability governance (p. 11)
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	2023 Annual Report - Financial Report (p. 39-46) FY23 Sustainability Report - Sustainability scorecard (p. 27)
GRI 203: Indirect-Economic Impacts 2016	203-2	Significant indirect economic impacts	FY23 Sustainability Report - Supporting our communities (p. 20-21) - Responsible supply chain (p. 14)
Responsible supply chain management			
GRI 3: Material Topics 2021	3-3	Management of material topics	FY23 Sustainability Report - Responsible supply chain (p. 14) - Accessibility and Inclusion Plan (p. 21) - Reflect Reconciliation Action Plan (p. 21) - Sustainability governance (p. 11)
Engaging with government			
GRI 3: Material Topics 2021	3-3	Management of material topics	FY23 Sustainability Report - Stakeholder engagement (p. 7) - Advocating for better outcomes (p. 14) - Supporting customer uptake of Electric Vehicles (p. 22) - Helping people on the NDIS achieve their life goals (p. 19) - Stakeholder engagement (p. 7) - Advocating for better outcomes (p. 14)

GRI Standard	Disclosure	Location
Transparency, disclosure and trust		
GRI 3: Material Topics 2021	3-3 Management of material topics	FY23 Sustainability Report <ul style="list-style-type: none"> - Stakeholder engagement (p. 7) - Strategic focus on sustainability (pg. 9) - Responsible business (p. 12-14)

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