

Global Reporting Initiative Index

The table in this section outlines to what extent Group Five applied Global Reporting Initiative (GRI) guidelines in this year's integrated report.

The table refers to both the printed section of the integrated report (only page numbers provided) as well as the online section of the integrated report (the term OL plus page numbers).

GRI benchmark		Level of reporting	Direct response or page reference
STANDARD DISCLOSURES PART I: Profile disclosures			
1. Strategy and analysis			
1.1	Statement from the most senior decision-maker of the organisation.	Fully reported	32
1.2	Description of key impacts, risks, and opportunities.	Fully reported	4-5,55-56, 58-61, 66
2. Organisational profile			
2.1	Name of the organisation.	Fully reported	1
2.2	Primary brands, products, and/or services.	Fully reported	6-7
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully reported	6-7, OL section 5 HR review page 34, OL section 6, operational reviews 1-40
2.4	Location of organisation's headquarters.	Fully reported	Back cover
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully reported	10-12
2.6	Nature of ownership and legal form.		184, 186, 254
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully reported	6-7, 10-12,14-27, 38-53
2.8	Scale of the reporting organisation.	Fully reported	10-11, 106-107
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully reported	6-7, 64, 68
2.10	Awards received in the reporting period.	Fully reported	On group's website
3. Report parameters			
3.1	Reporting period (eg, fiscal/calendar year) for information provided.	Fully reported	Annual financial year
3.2	Date of most recent previous report (if any).	Fully reported	10 August 2011
3.3	Reporting cycle (annual, biennial, etc.).	Fully reported	Annual – comparative numbers provided throughout, indicating that it is full year 2011 compared to full year 2012.
3.4	Contact point for questions regarding the report or its contents.	Fully reported	2
3.5	Process for defining report content.	Fully reported	2-5
3.6	Boundary of the report (eg, countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Fully reported	6-7, 10-12, OL section 7 annual financial statements
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully reported	None
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	Fully reported	As described in the annual financial statements (OL section 7)
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully reported	68-89, 106, 108-109, annual financial statements (OL section 7)

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GRI benchmark		Level of reporting	Direct response or page reference
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully reported	If any material restatements are made, these are described in the financial statements
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully reported	None
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully reported	Reported in GRI table
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully reported	108–109, OL Section 1, page 1
4. Governance, commitments, and engagement			
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Fully reported	OL Section 4, review from the company secretary
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully reported	OL Section 4, review from the company secretary page 4–5
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully reported	OL Section 4, review from the company secretary page 5
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully reported	OL Section 4, review from the company secretary page 10
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Fully reported	102–105, OL Section 1, page 2–4
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully reported	OL Section 4, review from the company secretary page 4
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.	Fully reported	102–105, OL Section 1, page 2–4
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully reported	IFC, 106–107
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully reported	OL Section 4, review from the company secretary pages 8–10
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully reported	102–105, OL Section 1, pages 2–4
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Fully reported	4–5, 61, 66, OL section 3, pages 2–3, 11–14
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Fully reported	2–3, OL section 3, page 16, section 5, page 37

GRI benchmark		Level of reporting	Direct response or page reference
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	Partially reported	Disclosed linked to relevance to business or executive members
4.14	List of stakeholder groups engaged by the organisation.	Fully reported	2-3
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully reported	2
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Partially reported	Frequency not disclosed.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Fully reported	2-3, discussed throughout rest of report
STANDARD DISCLOSURES PART III: Performance Indicators			
Economic			
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully reported	107
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Fully reported	OL, section 3, page 19
EC3	Coverage of the organisation's defined benefit plan obligations.	Fully reported	OL, Section 7, Page 49 – 51, 24
EC4	Significant financial assistance received from government.	Not reported	The group does not receive financial assistance from government
Market presence			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Partially reported	OL, section 5, page 30
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not reported	
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully reported	OL, section 5, pages 37-41
Environmental			
Materials			
EN1	Materials used by weight or volume.	Partially reported	Carbon footprint report online
EN2	Percentage of materials used that are recycled input materials.	Partially reported	Carbon footprint report online
Energy			
EN3	Direct energy consumption by primary energy source.	Fully reported	Carbon footprint report online, OL section 3, pages 17-18
EN4	Indirect energy consumption by primary source.	Fully reported	Carbon footprint report online, OL section 3, pages 17-18

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GRI benchmark		Level of reporting	Direct response or page reference
Water			
EN8	Total water withdrawal by source.	Fully reported	Carbon footprint report online, OL section 3, pages 17–18
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not reported	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Partially reported	Carbon footprint report online
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully reported	Carbon footprint report online, OL section 3, pages 17–18
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully reported	Carbon footprint report online, OL section 3, pages 17–18
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully reported	Carbon footprint report online, OL section 3, pages 16–19
EN19	Emissions of ozone-depleting substances by weight.	Partially reported	Carbon footprint report online, OL section 3, pages 17–18
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	Not reported	
EN21	Total water discharge by quality and destination.	Not reported	
EN22	Total weight of waste by type and disposal method.	Not reported	
EN23	Total number and volume of significant spills.	Fully reported	No environmental incidents were recorded during the year
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully reported	Carbon footprint report online, OL section 3, pages 16–19
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not reported	
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully reported	No fines or monetary sanctions for non-compliance with environmental laws and regulations were recorded during the year under review
Social: Labour practices and decent work			
Employment			
LA1	Total workforce by employment type, employment contract, and region.	Partially reported	10–12
LA2	Total number and rate of employee turnover by age group, gender, and region.	Partially reported	106
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Partially reported	91–94
Labour/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully reported	OL Section 5, page 11
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not reported	

GRI benchmark		Level of reporting	Direct response or page reference
Occupational health and safety			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Fully reported	OL section 3, page 5
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.	Fully reported	OL section 3, page 8–10
Training and education			
LA10	Average hours of training per year per employee by employee category.	Fully reported	OL section 5, page 15
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully reported	OL section 5, page 3, 16 and pages 18–21
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully reported	OL section 5, page 4
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Fully reported	OL section 5, page 5, 11, 25, 27
LA14	Ratio of basic salary of men to women by employee category.	Not reported	
Social: Human rights			
Diversity and equal opportunity			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Not reported	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Not reported	
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.		
Freedom of association and collective bargaining			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Fully reported	No operations are deemed to be at risk
Child labour			
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	Fully reported	No operations are deemed to be at risk
Forced and compulsory labour			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	Fully reported	No operations are deemed to be at risk

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GRI benchmark		Level of reporting	Direct response or page reference
SECURITY PRACTICES			
Social: Society			
Community			
S01	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Partially reported	OL section 5, pages 36–41
Corruption			
S02	Percentage and total number of business units analysed for risks related to corruption.	Fully reported	OL section 3, page 12
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures.	Partially reported	OL section 5, pages 15, 18–19
S04	Actions taken in response to incidents of corruption.	Fully reported	OL section 3, page 12
Public policy			
S05	Public policy positions and participation in public policy development and lobbying.	Not reported	
Compliance			
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully reported	No significant fines or non-monetary sanctions were levied
Social: Product responsibility			
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		OL, section 3, pages 15–16, Carbon footprint report online
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not reported	
Marketing communications			
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not reported	
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully reported	No significant fines or non-monetary sanctions were levied