

M&C Saatchi PLC report with reference to the GRI Standards

GRI content index

GRI STANDARD/ OTHER SOURCE	Statement of use	M&C Saatchi PLC ("The Group") has reported with reference to the GRI Standards for the period 1 st January 2022 – 31 st December 2022.		
	GRI 1 used	GRI 1: Foundation 2021		
	DISCLOSURE	Location in Annual Report and Accounts		
General disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	P293, P248-261		
	2-2 Entities included in the organization's sustainability reporting	P248-126		
	2-3 Reporting period, frequency and contact point		The bulk of the Group's 2022 GRI-aligned sustainability reporting is included in the Annual Report and Accounts, published April 2023. Additional information is included in this GRI Reporting Table. Contact points for the Annual Report and Accounts can be found on P293.	
	2-4 Restatements of information		Following a recalculation this year, the 2021 gas utilisation figures in the SECR data tables have been restated to reflect a 5% reduction compared to the figures published in last year's Annual Report and Accounts.	
	2-5 External assurance		The Group's sustainability reporting has not been externally assured. See P274-287 for details of assurance of our financial information.	
	2-6 Activities, value chain and other business relationships		<p>The Group is a collection of communications agencies offering a broad range of solutions and capabilities to clients, including advertising, brand analytics and design, data analytics, product and service innovation, growth consulting, sports and entertainment marketing, talent and influencer management, media including performance media, behaviour change and the countering of misinformation.</p> <p>The Group includes a broad range of commercial, governmental and non-profit clients operating at both a global and local level. Our supply chain includes but is not limited to:</p> <ul style="list-style-type: none"> • Media owners (including digital, TV, print and other media). • IT services and equipment providers. • Professional services (including financial and legal suppliers). • Media and creative services suppliers. • Talent and influencers. • Facilities management, office and catering suppliers. • Travel services suppliers. 	

2-7 Employees		
2-8 Workers who are not employees		At the current point, the engagement of, and relationship with freelance workers is managed by each individual business within the group. Freelancers play an important role across our businesses in delivering outstanding work for clients. They help us remain agile and provide targeted and localized work that meet specific client needs, as well as enabling us to use local teams in production and reduce our GHG emissions.
2-9 Governance structure and composition	P92-95	
2-10 Nomination and selection of the highest governance body	P104-107	
2-11 Chair of the highest governance body	P8-11, P82-85, P104-107	
2-12 Role of the highest governance body in overseeing the management of impacts	P104-107	
2-13 Delegation of responsibility for managing impacts	P96-103	
2-14 Role of the highest governance body in sustainability reporting		The Group's sustainability reporting is initially published in the Annual Report and Accounts and the highest governance body is responsible for reviewing them before publishing.
2-15 Conflicts of interest	P84, P140	
2-16 Communication of critical concerns		In 2022 there were no sustainability concerns identified that were deemed sufficiently critical to warrant specific communication to the highest governing body.
2-17 Collective knowledge of the highest governance body	P86-91	
2-18 Evaluation of the performance of the highest governance body	P108-132	
2-19 Remuneration policies	P108-132	

2-20 Process to determine remuneration	P108-132	
2-21 Annual total compensation ratio	P95	
2-22 Statement on sustainable development strategy	P11	
2-23 Policy commitments		The Group has not yet developed formal policy commitments around responsible business conduct.
2-24 Embedding policy commitments		As 2-23 above.
2-25 Processes to remediate negative impacts		See response to 406-1 below.
2-26 Mechanisms for seeking advice and raising concerns	P47, P139	
2-27 Compliance with laws and regulations	P46-47, P284, P287	
2-28 Membership associations		Group companies are members of many associations nationally and we do not yet hold sufficient data centrally to answer this question accurately.
2-29 Approach to stakeholder engagement	P50-77	<p>We have a broad range of stakeholders and engage with them in a variety of ways. For example:</p> <ul style="list-style-type: none"> • The Loop is our global employee engagement survey which runs every 12 months, with a short pulse survey halfway between. Our main survey was sent to 2,268 global employees in June 2022. Contractors are not included in the survey. Our global response rate for The Loop was 69%, which is good for a first survey. Our engagement score was 73 (the external benchmark was 75 measured against all of our provider's customers worldwide). • For information on how the Group engages with our board and advisory, please see P50-53. • For more information on how the Group engages with underserved communities and emerging talent, please see P60-65. • For information on how the Group engages with industry stakeholders, ESG issues and for more information on the partnerships we are involved in, please see our Sustainability Update. • As part of our work for clients, the Group is also at the forefront of engaging with customers and communities across the world through qualitative and quantitative research.
2-30 Collective bargaining agreements		No Group staff are covered by collective bargaining agreements.

Material topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics		<ul style="list-style-type: none"> In 2021, together with the Group's ESG agency, LIFE, we undertook a basic materiality assessment of our business, through engaging with internal stakeholders, our Board, industry groups such as Ad Net Zero and #PurposeDisruptors and through a competitor review. Through this review we identified our two most material topics as reaching Net Zero GHG emissions and furthering Diversity, Equity and Inclusion ("DE&I"). While these two topics form the main focus of our Sustainability Strategy, we also work on other material areas. <p>Most material topics:</p> <ul style="list-style-type: none"> Reaching Net Zero GHG emissions Furthering DE&I <p>Other material areas:</p> <ul style="list-style-type: none"> Direct economic value Procurement practices Anti-corruption Tax Materials & Waste Employment and Training Occupational Health & Safety
	3-2 List of material topics		

Economic performance

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	P18-25		
	201-2 Financial implications and other risks and opportunities due to climate change	P66-77		
	201-3 Defined benefit plan obligations and other retirement plans	P186-187		
	201-4 Financial assistance received from government		We did not receive any material assistance from Government in the 2022 financial year.	

Market presence

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		Like many businesses we are on a people experience journey and do not yet have full data on this area. However, as part of this journey, in the UK we introduced a minimum salary for all new joiners of £25,000 per annum. In addition, see P61 for information on our UK gender pay gap	
	202-2 Proportion of senior management hired from the local community		We do not currently collect data on this measure. However, we are a group of businesses with operations across the globe, the majority of our businesses hire from the local community at all levels.	

Indirect economic impacts

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported		We do not invest or run infrastructure or services	
	203-2 Significant indirect economic impacts	Please see our Sustainability Update 2022	<p>Our main indirect economic impacts are the impacts of the products and services we promote for our clients. In recognition of this we are part of a number of industry-wide collaborations and have made the following commitments:</p> <ul style="list-style-type: none">• Grow the % of revenue from planet positive campaigns year on year• Review the environmental approach of potential new clients• Offer people and funding to organisations that have a positive impact• Collaborate with key partners to create campaigns that support our People and Planet ambitions <p>More information can be found on these topics in the Sustainability Updates published on our website</p>	

Procurement practices

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		Currently our individual businesses manage their own supplier relations processes, including spending on local suppliers and social and environmental requirements of suppliers. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable us to engage with our supplier relationships centrally and begin accurate reporting of supplier performance.	

Anti-corruption

GRI 3: Material Topics 2021	3-3 Management of material topics			
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GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		Currently the Group's individual businesses manage their own anti-corruption processes. Existing employees were trained in anti-corruption in 2021 with our new anti-corruption training programme being rolled out across the network in 2023.	
	205-2 Communication and training about anti-corruption policies and procedures		As above	
	205-3 Confirmed incidents of corruption and actions taken		There were no incidents of corruption identified in 2022.	
Anti-competitive behaviour				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		We do not consider this to be a material topic in our industry.	
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 207: Tax 2019	207-1 Approach to tax		The Group ensures that tax governance is fit for the current business environment and has a clear policy towards tax transparency.	
	207-2 Tax governance, control, and risk management	40-49, 95, 103	Please see page 95 of the Annual Report for details of the process of compliance with the UK Corporate Governance Code 2018, which is nearly complete. Please see page 103 of the Annual Report for the section on "Effectiveness of the Group's system of internal controls and risk management" and pages 40 to 49 for details of "Principal risks and uncertainties" and associated mitigation. These sections refer to tax as appropriate.	
	207-3 Stakeholder engagement and management of concerns related to tax		The Group engages with key stakeholders such as HMRC, external auditors and current and potential clients, where appropriate, on tax matters.	
	207-4 Country-by-country reporting		The Group does not currently report by country.	
Materials				

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 301: Materials 2016	301-1 Materials used by weight or volume		<p>In 2022 we collected waste data from our UK operations. In 2022 we generated the following waste:</p> <ul style="list-style-type: none"> Food and drink = 2.73 tonnes Commercial and Industrial = 13.9 tonnes WEEE = 0 tonnes Paper and Board = 10.9 tonnes <p>In addition we are aware that there can be high levels of materials usage in advertising production, which can be difficult to track. We have introduced our Action Production Guidelines for our global teams, which, among other things, encourages minimal use of materials, encourages reuse and recycling and promotes the use of VFX. We are also encouraging our teams to use the Ad Green calculator to measure and capture information regarding materials usage.</p>	
	301-2 Recycled input materials used		We did not collect this data in 2022	
	301-3 Reclaimed products and their packaging materials		We did not collect this data in 2022, but many of our locations (especially our London office) encourages the use of reclaimed products and packaging materials.	

Energy

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	P55-57		
	302-2 Energy consumption outside of the organization	P55-57		
	302-3 Energy intensity		In 2022 our global energy intensity ratio was 0.954 MWh per FTE.	
	302-4 Reduction of energy consumption	P55-57		
	302-5 Reductions in energy requirements of products and services		We do not believe this to be a material topic for an advertising agency	

Water and effluents

GRI 3: Material Topics 2021	3-3 Management of material topics			
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GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		As an office based business our interactions with water as a shared resource are purely through office-related consumption, with water supplied by local municipalities.	
	303-2 Management of water discharge-related impacts		We currently only collect water data from our London offices. In 2022 our water consumption was 2713 m ³	
	303-3 Water withdrawal		As above	
	303-4 Water discharge		As above	
	303-5 Water consumption		As above	

Biodiversity

GRI 3: Material Topics 2021	3-3 Management of material topics			
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GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Our operational sites are in major cities. We therefore do not believe this to be a material topic for us	
	304-2 Significant impacts of activities, products and services on biodiversity		Please see our response to 203-2 Significant indirect economic impacts	
	304-3 Habitats protected or restored		Our operational sites are in major cities. We therefore do not believe this to be a material topic for us	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		Our operational sites are in major cities. We therefore do not believe this to be a material topic for us	

Emissions

GRI 3: Material Topics 2021	3-3 Management of material topics			
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	P54-57		
	305-2 Energy indirect (Scope 2) GHG emissions	P54-57		
	305-3 Other indirect (Scope 3) GHG emissions	P54-57		
	305-4 GHG emissions intensity	P138 (intensity ratio for our UK Group)	Our Market-Based scope 1 & 2 GHG emissions intensity for 2022 was 0.5 tCO ₂ e per FTE	
	305-5 Reduction of GHG emissions	P54-57		
	305-6 Emissions of ozone-depleting substances (ODS)		We do not believe we have significant emissions of ozone-depleting substances.	
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions		We do not believe we have significant NO _x , SO _x and other air emissions, apart from the radiative forcing associated with air travel, which is included in our Business Travel Emissions calculations	

Waste

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		We currently only collect waste-related data from our office at 36 Golden Square in London. In 2022 our waste management provider reported the following: 96% overall recycling rate 22,390 kg = recycled 2,500 kg = anaerobic digestion 1,000 kg = waste to energy	
	306-2 Management of significant waste-related impacts		As above	
	306-3 Waste generated		As above	
	306-4 Waste diverted from disposal		As above	

306-5 Waste directed to disposal		As above	
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Supplier environmental assessment

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		Currently the Group's individual businesses manage their supplier relations processes, including spending on local suppliers and assessing them on an ESG basis. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable us to engage with our supplier relationships centrally and begin accurate reporting of supplier performance.	
	308-2 Negative environmental impacts in the supply chain and actions taken		As above	

Employment

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		Our individual businesses manage their own people experiences. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable our central team to collect better information from our businesses. In the meantime we can report the following from our UK businesses (28% of our global employees): In 2022, we had 308 new joiners and our voluntary turnover was 25% (this includes all resignations and voluntary redundancies)	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Our individual businesses manage their own people experiences. In the meantime we can report the following from our UK businesses (28% of our global employees): There are no benefits that are granted to permanent full time employees vs part time employees. Fixed Term employees can access all the same benefits as our permanent employees, however they have slightly different qualifying periods.	
	401-3 Parental leave		Our individual businesses manage their own people experiences. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable our central team to collect better information from our businesses. In the meantime we can report the following from our UK businesses (28% of our global employees): As a business in 2023 we are aiming to enhance our primary and secondary carer paid packages to ensure it reflects our philosophy of supporting working families and attracts talent in the market. We want to offer a package that we are proud of and ensures parents do not have to make the decision between careers and families. Our current packages vary by business, however, as an example some group businesses offer 20 weeks at 100% paid salary to primary carers. We also match our primary and secondary carer packages in our adoption, surrogacy and shared parental leave.	

		In 2022, we had circa 48 family friendly cases which is around 6% of our employees taking some form of leave. 72% of the leave taken was primary carer leave and 28% was secondary carer leave. In the UK we are currently putting together an enhanced parental leave policy for our UK businesses, coming into effect in July 2023,	
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Labour/management relations

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		The Group's individual businesses manage their own people experiences. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable our central team to collect better information from our businesses and their enhanced offers for employees. The Group complies with all legal minimum notice periods enforced when making changes to employee contract or operations.	

Occupational health and safety

GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		Our individual businesses manage their own people experiences. However, we can report the following from our UK businesses (28% of our global employees): We hold the ISO 45001 - Occupational Health and Safety Management. Our annual surveillance audit was completed in Nov 2022 and resulted in 0 observations and non-conformities. We have a full and robust IMS which includes near miss reporting, incidents, accidents and investigations and have internal training for core functions such as manual handling, DSE, working at Heights, EARS (fire marshal) first aid and evacuation chair training. In 2022 the UK Group had 0 Riddor reportable workplace related sickness or injuries.	
	403-2 Hazard identification, risk assessment, and incident investigation		As above. Additional risk management and mitigation is in place for higher risk activities such as travel to potentially hazardous countries and film shoots.	
	403-3 Occupational health services		As 403-1 above. We can specifically report the following from our UK businesses (28% of our global employees) in terms of support for mental health issues: the "Together Network" employee led network delivered: <ul style="list-style-type: none"> • A partnership with Self-Space providing access to group therapy sessions for colleagues, • Mental Health First Aiders to support the employee group, • Fitness classes via Third Space, • Breathwork sessions to improve mental wellbeing. 	

403-4 Worker participation, consultation, and communication on occupational health and safety		Within our global “The Loop” survey (see disclosure 2-29 for The Loop explanation) we asked employees to what extent that their group operating company takes a genuine interest in employees’ well-being. With a score of 69 (2 lower than the external benchmark) we identified this as a key opportunity for improvement. In 2022 we ran training for all HR teams globally on how they could develop their approaches to employee wellbeing and comprehensive wellbeing strategies are being built or improved on in all our key markets.	
403-5 Worker training on occupational health and safety		Refer to responses above on 403-1 and 403-3.	
403-6 Promotion of worker health		Refer to responses above on 403-1 and 403-3.	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Refer to responses above on 403-1 and 403-3.	
403-8 Workers covered by an occupational health and safety management system		Refer to responses above on 403-1 and 403-3.	
403-9 Work-related injuries		Refer to responses above on 403-1 and 403-3.	
403-10 Work-related ill health		Refer to responses above on 403-1 and 403-3.	

Training and education

GRI 3: Material Topics 2021

GRI 404: Training and Education 2016

3-3 Management of material topics			
404-1 Average hours of training per year per employee		The Group does not currently collect this data.	
404-2 Programs for upgrading employee skills and transition assistance programs		The Group has recently launched a Global Mentoring Programme to support employees learning from others in the business. In Q1’23, we will be launching a Manager Development Programme Pilot to enhance manager capability across our global organisation. We launched our UK Onboarding Programme in 2022 to support new joiners to get up to speed when joining the business, and we regularly provide upskill training on new processes and systems. In the instances of restructures, we aim to provide a full suite of outplacement support for those leaving the organisation and seeking new employment.	

404-3 Percentage of employees receiving regular performance and career development reviews		<p>The Loop employee survey (see disclosure 2-29) includes two questions relevant to performance and career development:</p> <ul style="list-style-type: none"> • <i>"My manager provides me with feedback that helps me improve my performance."</i> - globally the score was 72 (5 below the benchmark) • <i>"I have good career opportunities here"</i> – globally the Score was 66 (1 below the benchmark) <p>In the UK circa 75% of the UK Group are now on OpenBlend - our chosen Performance and Development Platform. OpenBlend aims to create a complete and holistic view of an employee's performance with regular and transparent coaching conversations between employees and line managers.</p>	
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Diversity and equal opportunity

GRI 3: Material Topics 2021

GRI 405: Diversity and Equal Opportunity 2016

3-3 Management of material topics			
405-1 Diversity of governance bodies and employees		<p>We do not have a global system in place for directly measuring the diversity of our employees. However, we have proxy measures in our global engagement data from The Loop (please see response to disclosure 2-29). These are mean scores (not %), calculated by converting rated questions on a 5-pt scale- to a 0-100 scale. These are then averaged to compute the score for each question The 3 grouped aggregated questions for 'Inclusion' scored 80 (+1 above the benchmark) and were:</p> <ul style="list-style-type: none"> • <i>"I work in an environment that is free from harassment and discrimination."</i> • <i>"I feel comfortable being myself at work."</i> • <i>"Regardless of background, everyone has equal opportunity to succeed."</i> <p>In the UK our employees identify as follows;</p> <p>10% - LGBTQI+ 57% - Below age of 35 7% - have declared a disability 21% - People of Colour 59% - Female</p> <p>We have also collected data from our 4 key regions (UK, Australia/New Zealand, South Africa USA) via the Loop survey.</p> <p>Question: Do you identify as a person with a disability?</p> <ul style="list-style-type: none"> - 84% responded - 3% of those who responded answered 'Yes' - 95% of those who responded answered 'No' - 1% of those who responded answered 'Prefer not to say' <p>Question: What best describes your gender?</p> <ul style="list-style-type: none"> - 84% responded 	

		<ul style="list-style-type: none"> - 39% of those who responded described their gender as 'Male' - 58% of those who responded described their gender as from 'Under-represented Groups' (our system aggregated responses from these categories to protect confidentiality because the numbers in these groups are low) - 2% of those who responded said they 'Prefer not to say' <p>Question: What best describes your sexual orientation?</p> <ul style="list-style-type: none"> - 84% responded - 86% of those who responded described their gender as 'Heterosexual/Straight' - 10% of those who responded described their gender as from 'Under-represented Groups' (our system aggregated responses from these categories to protect confidentiality because the numbers in these groups are low) - 4% of those who responded said they 'Prefer not to say' <p>53% of our people reported their age as 'under 35'</p> <p>We do not currently report ethnicity globally, as groups are described differently in different regions.</p> <p>For information on diversity of our governance bodies see P106-107.</p>	
405-2 Ratio of basic salary and remuneration of women to men	P61	This data is currently only available for the UK	

Non-discrimination

GRI 3: Material Topics 2021

GRI 406: Non-discrimination 2016

3-3 Management of material topics			
406-1 Incidents of discrimination and corrective actions taken		<p>We have a question in The Loop engagement survey (see disclosure 2-29) scoring 85 globally "I work in an environment that is free from harassment and discrimination" (+1 compared to the benchmark).</p> <p>We also have a misconduct reporting app (Vault) for serious incidents that can be used at any time by our employees. We have had one complaint of discrimination through the Vault app which was thoroughly and personally investigated by our Chief People Officer. Although no discrimination was found to have occurred, process improvements have been implemented to help with transparency and communication.</p> <p>Our people can also raise concerns with their local people teams who will investigate and resolve issues accordingly, but these are not currently logged centrally.</p>	

Freedom of association and collective bargaining

GRI 3: Material Topics 2021

3-3 Management of material topics			
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GRI 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		The Group follows local norms and policies for the industry and individual businesses manage their own ESG-related supplier relations processes, including spending on local suppliers and social and environmental requirements of suppliers. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable us to engage with our supplier relationships centrally and begin accurate reporting of supplier performance.	
Child labour				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		As an advertising and communications company we do not consider ourselves to be at risk of illegal child labour within our operations. Note that there may be occasional instances where children are legitimately employed e.g. in advertising campaigns directed at children. These are carried out in accordance with the appropriate guidelines. We are, however, aware that illegal child labour is a systemic issue and that there are some supply chains that carry more risk (food and beverage, technology, etc). Our new ESG data management service will help enable us to increase awareness of the issue among our global businesses and increase scrutiny of suppliers. We look forward to reporting details of our 2023 activities in our next report.	
Forced or compulsory labour				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		As a service company we are aware that there are certain supply chains that carry risk of forced or compulsory labour (cleaning services, food and beverage, technology, etc). Our new ESG data management service will help enable us to increase awareness of the issue among our global businesses and increase scrutiny of suppliers. Currently our Accounts Payable supplier policy mandates suppliers to confirm their compliance with the 2015 UK Modern Slavery Act. We look forward to reporting details of our 2023 activities in our next report.	
Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		We do not consider this to be a material topic for our sector. However, we use security personnel in a few limited situations, namely office front of house security, where we review suppliers against our New Supplier Approval Form to assess suitability, and occasionally travel guards, where we use International SOS suppliers.	
Rights of indigenous peoples				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		We do not consider this to be a material topic for our sector	

Local communities

GRI 3: Material Topics 2021

3-3 Management of material topics

GRI 413: Local Communities 2016

413-1 Operations with local community engagement, impact assessments, and development programs

P61-65

413-2 Operations with significant actual and potential negative impacts on local communities

We do not consider this to be a material topic for our sector

Supplier social assessment

GRI 3: Material Topics 2021

3-3 Management of material topics

GRI 414: Supplier Social Assessment 2016

414-1 New suppliers that were screened using social criteria

Currently our individual businesses manage their own ESG-related supplier relations processes, including spending on local suppliers and social and environmental requirements of suppliers. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable us to engage with our supplier relationships centrally and begin accurate reporting of supplier performance.

414-2 Negative social impacts in the supply chain and actions taken

Currently our individual businesses manage their own ESG-related supplier relations processes, including spending on local suppliers and social and environmental requirements of suppliers. At the start of 2023 we invested in a new centralised ESG data management system. This system will enable us to engage with our supplier relationships centrally and begin accurate reporting of supplier performance.

Public policy

GRI 3: Material Topics 2021

3-3 Management of material topics

GRI 415: Public Policy 2016

415-1 Political contributions

We did not make any political contributions in 2022

Customer health and safety

GRI 3: Material Topics 2021

3-3 Management of material topics

GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		We do not create or sell products and services that are relevant to this topic	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		We do not create or sell products and services that are relevant to this topic	
Marketing and labelling				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling		We do not create or sell products and services that are relevant to this topic	
	417-2 Incidents of non-compliance concerning product and service information and labeling		We do not create or sell products and services that are relevant to this topic	
	417-3 Incidents of non-compliance concerning marketing communications		Our clients are responsible for ensuring the marketing of their products is compliant with sector and jurisdictional standards	
Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		There were no such substantiated complaints in 2022.	