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GRI Standards

In developing this report, we followed the Standard Disclosures from the three universal standards of the GRI (GRI Standards) (launched in November 2016). Details of the GRI Standards can be found at www.globalreporting.org/standards.

GRI 102: General Disclosures

GRI Standard	Information	Page number or link
102-1	Name of the Organisation	About the report
102-2	Activities, brands, products, and services	About us Annual Report – What make us different Annual Report – Balance sheet information
102-3	Location of headquarters	Our registered office Annual Report – Shareholder information
102-4	Location of operations	Main locations: London, Hove, Cardiff, Birmingham, Chicago and Maryland Annual Report – Shareholder information
102-5	Ownership and legal form	About us
102-6	Markets served	About us
102-7	Scale of the organisation	Employees data centre Annual report – Consolidated Income Statement Annual report – Consolidated statement of changes of equity
102-8	Information on employees and other workers	Employee data
102-9	Supply chain	Improving our workforce and culture Supply chain data centre

GRI Standard	Information	Page number or link
102-10	Significant changes to the organization and its supply chain	Supply chain data centre
102-11	Precautionary Principle or approach	Our energy campaign
102-12	External initiatives	United Nations Global Compact (UNGC)
102-13	Membership of associations	Website – awards and accolades

GRI Standard	Information	Page number or link
102-14	Statement from senior decision-maker	Group CEO's statement

GRI Standard	Information	Page number or link
102-16	Values, principles, standards, and norms of behaviour	Website – Ethics Principles

GRI Standard	Information	Page number or link
102-18	Governance structure	Annual Report – Governance report Website – Governance and policies

GRI Standard	Information	Page number or link
102-40	List of stakeholder groups	Materiality
102-41	Collective bargaining agreements	Employee data
102-42	Identifying and selecting stakeholders	Materiality
102-43	Approach to stakeholder engagement	Materiality
102-44	Key topics and concerns raised	Materiality

GRI Standard	Information	Page number or link
102-45	Entities included in the consolidated financial statements	Annual Report – Financial Statements
102-46	Defining report content and topic Boundaries	Materiality

GRI Standard	Information	Page number or link
102-47	List of material topics	Materiality
102-48	Restatements of information	About the report
102-49	Changes in reporting	About the report
102-50	Reporting period	About the report
102-51	Date of most recent report	About the report
102-52	Reporting cycle	About the report
102-53	Contact point for questions regarding the report	About the report
102-54	Claims of reporting in accordance with the GRI Standards	GRI Index
102-55	GRI content index	GRI Index
102-56	External assurance	External assurance

Material Issue

GRI Standard	Information	Page number or link
Economic performance		
103-1, 103-2, 103-3	Management approach	Annual report 179 - 183
201-1	Direct economic value generated and distributed	Annual report
201-2	Financial implications and other risks and opportunities due to climate change	Environmental data
201-3	Defined benefit plan obligations and other retirement plans	Annual report 179 - 183
201-4	Financial assistance received from government	No financial assistance has been received from the government
Procurement practices		
103-1, 103-2, 103-3	Management approach	Supplier data
204-1	Proportion of spending on local suppliers	Supplier data

GRI Standard	Information	Page number or link
Anti corruption		
103-1, 103-2, 103-3	Management approach	Transparency
205-1	Operations assessed for risk related to corruption	100% of operations are assessed. No significant risks were identified.
205-2	Communication and training about anti-corruption policies and procedures	Training is by Computer Based Training package and internal communications.
205-3	Confirmed incidents of corruption and actions taken	No incidents of corruption with employees and business partners. There were no public legal cases regarding corruption brought against us or our employees during the reporting periods.

GRI Standard	Information	Page number or link
Energy		
103-1, 103-2, 103-3	Management approach	Sustainably delivering growth for the future Our energy campaign Environmental data
302-1	Energy consumption within the organisation	Our energy campaign Environmental data
302-2	Energy consumption outside the organisation	Sustainably delivering growth for the future Our energy campaign Environmental data
302-3	Energy intensity	Environmental data
302-4	Reduction of energy consumption	Environmental data
302-5	Reductions in energy requirements of products and services	Environmental data
Emissions		
103-1, 103-2, 103-3	Management approach	Our energy campaign Environmental data

GRI Standard	Information	Page number or link
305-1	Direct (Scope1) GHG emissions	Environmental data
305-2	Energy indirect (Scope 2) GHG emissions	Environmental data
305-3	Other indirect (Scope 3) GHG emissions	Environmental data
305-4	GHG emissions intensity	Environmental data

Effluents and waste

103-1, 103-2, 103-3	Management approach	Environmental data
306-2	Waste by type and disposal method	The total waste by type and by disposal method is currently under review. We disclose the total amount of waste. Environmental data

Environmental Compliance

103-1, 103-2, 103-3	Management approach	Environmental data
307-1	non-compliance with environmental laws and regulations	There were no fines or non-monetary sanctions for non-compliance recorded in 2016.

GRI Standard	Information	Page number or link
401: Employment		
103-1, 103-2, 103-3	Management approach	Improving our workforce and culture
401-1	New employee hires and employee turnover	Employee data
401-3	Parental leave	Employee data

GRI Standard	Information	Page number or link
403: Occupational health and safety		
103-1, 103-2, 103-3	Management approach	
403-1	Workers representation in formal joint management - worker health and safety committees	Each location has their own Health and Safety committee formed of employees, unite and facilities management. The chair of each committee reports to the Group Health & Safety committee.
		Website – Governance and policies
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities	
		Employee data
404: Training and Education		
103-1, 103-2, 103-3	Management approach	
404-2	Programs for upgrading employee skills and transition assistance programs	
		Improving our workforce and culture
404-3	Percentage of employees receiving regular performance and career development reviews	100% of employees received an end of year performance review and throughout the year, regular development reviews.
405: Diversity and equal opportunity		
103-1, 103-2, 103-3	Management approach	
		Diversity and inclusion
405-1	Diversity of governance bodies and employees	Our Annual report details the diversity of our Board.
		Employee data
405-2	Ratio of basic salary and remuneration of women to men	
		Employee data
413: Local communities		
103-1, 103-2, 103-3	Management approach	
		Community involvement

GRI Standard	Information		Page number or link
413-1	Operations with local community engagement, impact assessments, and development programs		Community involvement
415: Public Policy			
103-1, 103-2, 103-3	Management approach		Public affairs
415-1	Political contributions		Public affairs
418: Customer Privacy			
103-1, 103-2, 103-3	Management approach		Transparency
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no material breaches or losses of customer data during the reporting period	