

Shanks Group CR Report GRI (Global Reporting Initiative) navigator document

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1. Introduction

The below lists Shanks compliance with level C of GRI, including performance indicators where Shanks believes it reports fully to the required standard. Most required information for compliance with GRI can be found in Shanks Corporate Responsibility Report. However, other sources of information are referred to, these being:

- ✓ Shanks annual financial reports (available on Shanks Group's web site)
- ✓ Shanks Group's web site (www.shanksplc.com)
- ✓ Shanks country web sites (www.shanks.nl for Shanks Netherlands, www.shanks.be for Shanks Belgium and www.shanks.co.uk for Shanks UK)
- ✓ Shanks CR indicators document which gives definitions for performance data (available on Shanks Group's web site)

2. Who to contact with queries and contact details

If you have any queries on this navigator document please contact:

Shanks BE

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If you wish further information about Shanks, please find below contact details for its Group and country web sites. In addition, links are provided in this document to take you to specific sections of Shanks Group’s web site for CR issues and financial issues.

Shanks Group web site: www.shanksplc.com

Shanks Belgium: <http://www.shanks.be>

Shanks Netherlands: <http://www.shanks.nl>

Shanks UK: <http://www.shanks.uk>

Or, by post or telephone to/at: Shanks Group plc, Dunedin House, Auckland Park, Mount Farm, Milton Keynes, Buckinghamshire, MK1 1BU, Great Britain. Tel: +44 (0)1908 650580

3. GRI level application table

Below is the GRI level application table. Shanks believes it complies with level C as indicated through its annual CR Report and other associated information sources as listed above and throughout this navigator document and its tables.

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15		Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17		Same as requirement for Level B	
	G3 Management Approach Disclosures OUTPUT	Not Required	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

*Sector supplement in final version

4. Navigator

G3 Content Index - GRI Application Level C				
Application Level C		Assured by:	Shanks Group Corporate Responsibility Committee	
STANDARD DISCLOSURES PART I: Profile Disclosures				
1. Strategy and analysis				
Profile Disclosure	Description	Reported	Cross-reference/direct answer (ctrl + click to use link)	Reason for omission / explanation
1.1	Statement from the most senior decision-maker of the organization	✓	<ul style="list-style-type: none"> ✓ In CR Report (pages 2 and 3) Our Responsibilities - Shanks Group plc ✓ Review sections in financial report Investor Centre - Shanks Group plc 	NA
2. Organisational profile				
Profile Disclosure	Description	Reported	Cross-reference/direct answer (ctrl + click to use link)	Reason for omission / explanation
2.1	Name of the organization	✓	<ul style="list-style-type: none"> ✓ In CR Report (page 44) Our Responsibilities - Shanks Group plc 	NA
2.2	Primary brands, products, and/or services	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report (page 4) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA
2.3	Operational structure of organization, including main divisions, operating companies, subsidiaries, joint ventures	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report (pages 4 - 6) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA
2.4	Location of organization's headquarters	✓	<ul style="list-style-type: none"> ✓ CR Report contacts section (page 44) Our Responsibilities - Shanks Group plc 	NA
2.5	Number of countries where organization operates, and names of countries with major operations or that are specifically relevant to the sustainability issues covered in the report	✓	<ul style="list-style-type: none"> ✓ In CR Report (page 4 – 6) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA

2.6	Nature of ownership and legal form	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report (pages 4 – 6) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report (pages 4 – 6) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA
2.8	Scale of the reporting organization	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report (pages 4 – 6) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA
2.9	Significant changes during the reporting period regarding size, structure, or ownership	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report Page 6) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA
2.10	Awards received in the reporting period	✓	<ul style="list-style-type: none"> ✓ Top level awards in CR Report Our Responsibilities - Shanks Group plc ✓ Local awards on country web sites 	NA

3. Report Parameters

Profile Disclosure	Description	Reported	Cross-reference/direct answer (ctrl + click to use link)	Reason for omission / explanation
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc 	NA
3.2	Date of most recent previous report (if any)	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc ✓ Previous year's CR Report available on web site Our Responsibilities - Shanks Group plc 	NA
3.3	Reporting cycle (annual, biennial, etc.)	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc 	NA
3.4	Contact point for questions regarding the report or its contents	✓	<ul style="list-style-type: none"> ✓ In CR Report – contacts and feedback section (page 44) Our Responsibilities - Shanks Group plc 	NA
3.5	Process for defining report content	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc ✓ Further detail in Shanks CR indicators document Our Responsibilities - Shanks Group plc 	NA

3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc ✓ Further detail in Shanks CR indicators document Our Responsibilities - Shanks Group plc 	NA
3.7	State any specific limitations on scope or boundary of report (see completeness principle for explanation of scope)	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc ✓ Detail in Shanks indicators document Our Responsibilities - Shanks Group plc 	NA
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 organizations	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc ✓ Further detail in Shanks CR indicators document Our Responsibilities - Shanks Group plc 	NA
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)	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6 and under data tables as relevant) Our Responsibilities - Shanks Group plc ✓ Detail in CR indicators document Our Responsibilities - Shanks Group plc ✓ Included in footnotes to data tables and graphs in CR Report Our Responsibilities - Shanks Group plc 	NA
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	✓	<ul style="list-style-type: none"> ✓ In CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc ✓ Further detail in Shanks CR indicators document Our Responsibilities - Shanks Group plc and financial report 	NA
3.12	Table identifying the location of the Standard Disclosures in the report.	✓	<ul style="list-style-type: none"> ✓ Referred to in CR Report (page 41) – disclosures document on web site (this document) 	NA

4. Governance, commitments, and engagement

Profile Disclosure	Description	Reported	Cross-reference/direct answer (ctrl + click to use link)	Reason for omission / explanation
4.1	Governance structure of organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	✓	<ul style="list-style-type: none"> ✓ Synopsis in CR Report (page 7) Our Responsibilities - Shanks Group plc ✓ Further details in financial report Investor Centre - Shanks Group plc and on Group and country web sites 	NA

4.2	Indicate whether Chair highest governance body is an executive officer	✓	✓ Shanks financial report Investor Centre - Shanks Group plc	NA
4.3	For organizations with a unitary board structure, state number of members of highest governance body that are independent and/or non-executive	✓	✓ Shanks financial report Investor Centre - Shanks Group plc	NA
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to highest governance body	✓	✓ Shanks financial report Investor Centre - Shanks Group plc	NA
4.14	List of stakeholder groups engaged by the organization	✓	✓ Synopsis in CR Report (page 6) Our Responsibilities - Shanks Group plc ✓ Further information in financial report Investor Centre - Shanks Group plc	NA
4.15	Basis for identification and selection of stakeholders with whom to engage	✓	✓ CR Report – report scope and audiences section (page 6) Our Responsibilities - Shanks Group plc	NA

STANDARD DISCLOSURES PART III: Performance indicators

Economic

Indicator	Description	Reported	Cross-reference/direct answer (ctrl + click to use link)
Economic performance			
EC1	Direct economic value generated and distributed, including revenue, operating costs, employee compensation, donations/other community investments, retained earnings, and payments to capital providers and governments	✓	✓ Synopsis given in CR Report (financial summary – page 42) Our Responsibilities - Shanks Group plc ✓ Detail given in financial report Investor Centre - Shanks Group plc
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	No	NA
EC3	Coverage of the organization's defined benefit plan obligations	No	NA
EC4	Significant financial assistance received from government	Partial	✓ Shanks financial report Investor Centre - Shanks Group plc

Market presence

EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	No	NA
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	No	NA
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	No	NA

Indirect economic impacts

EC8	Development & impact of infrastructure investments/services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	No	NA
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Partial	✓ Shanks financial report Investor Centre - Shanks Group plc

Environmental

Indicator	Description	Reported	Cross-reference/direct answer/comment
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Materials

EN1	Materials used by weight or volume	✓	<ul style="list-style-type: none"> ✓ Raw materials used are wastes (waste management company) – see recycling section of CR Report (pages 34 and 36) Our Responsibilities - Shanks Group plc . Other raw material use non-significant ✓ Details of basis of calculations regarding waste raw materials in indicators document Our Responsibilities - Shanks Group plc
EN2	Percentage of materials used that are recycled input materials	✓	<ul style="list-style-type: none"> ✓ Waste management company – recycles for customers. See recycling section of CR Report (pages 34 and 36) Our Responsibilities - Shanks Group plc

Energy

EN3	Direct energy consumption by primary energy source	✓	✓ See other environmental indicators table in CR Report (page 20) Our Responsibilities - Shanks Group plc
EN4	Indirect energy consumption by primary source	✓	✓ See other environmental indicators table in CR Report (page 20) Our Responsibilities - Shanks Group plc
EN5	Energy saved due to conservation and efficiency improvements	Partial	✓ Case studies of specific initiatives given in CR reports Our Responsibilities - Shanks Group plc
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result	Partial	✓ Case studies of specific initiatives given in CR reports Our Responsibilities - Shanks Group plc
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Partial	✓ Case studies of specific initiatives given in CR reports Our Responsibilities - Shanks Group plc

Water

EN8	Total water withdrawal by source	Partial	✓ Potable water used declared in CR Report other environmental indicators table (page 20) Our Responsibilities - Shanks Group plc
EN9	Water sources significantly affected by withdrawal of water	No	NA
EN10	Percentage and total volume of water recycled and reused	No	NA

Biodiversity

EN11	Location & size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No	NA
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	No	NA
EN13	Habitats protected or restored	No	NA
EN14	Strategies, current actions, and future plans for managing biodiversity impacts	No	NA

EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	No	NA
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight	✓	✓ See carbon footprint in CR report (pages 15 – 18) Our Responsibilities - Shanks Group plc , plus details and definitions in indicators document Our Responsibilities - Shanks Group plc
EN17	Other relevant indirect greenhouse gas emissions by weight	No	NA
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	✓	✓ See carbon avoidance key CR objective in CR Report (page 8 and pages 15 – 18) Our Responsibilities - Shanks Group plc
EN19	Emissions of ozone-depleting substances by weight	No	NA
EN20	NOx, SOx, and other significant air emissions by type and weight	No	NA
EN21	Total water discharge by quality and destination	No	NA
EN22	Total weight of waste by type and disposal method	Partial	✓ Waste management company – manages waste for other concerns
EN23	Total number & volume significant spills	No	NA
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Partial	✓ Waste management company – manages waste for other concerns
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by organization's discharges	No	NA
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Partial	✓ Case studies in CR Report provide examples Our Responsibilities - Shanks Group plc

EN27	Percentage of products sold and their packaging materials that are reclaimed by category	No	NA
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Partial	✓ Convictions and fines given in CR Report management systems and compliance section (page 40), but not enforcement notices and warnings as country regulator systems vary Our Responsibilities - Shanks Group plc
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Partial	✓ Only carbon emissions noted in CR Report (pages 15 – 18) Our Responsibilities - Shanks Group plc
Overall			
EN30	Total environmental protection expenditures and investments by type	Partial	✓ Case studies in CR Report provide examples Our Responsibilities - Shanks Group plc
People, wellbeing and labour practices			
Indicator	Description	Reported	Cross-reference/direct answer/comment
Employment			
LA1	Total workforce by employment type, employment contract, and region	Partial	✓ Partial data given in people section of CR Report (page 28) Our Responsibilities - Shanks Group plc
LA2	Total number and rate of employee turnover by age group, gender, and region	Partial	✓ Partial data given in people section of CR Report (page 28) Our Responsibilities - Shanks Group plc
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	No	✓ Subject to country law

Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreement	No	NA
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	No	NA
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	No	NA
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	✓	✓ Reported in CR Report, people and wellbeing section (pages 24 and 25) Our Responsibilities - Shanks Group plc
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	No	NA
LA9	Health and safety topics covered in formal agreements with trade unions	No	NA
Training and education			
LA10	Average hours of training per year per employee by employee category	Partial	✓ Partial data given in people and wellbeing section of CR Report (page 28) Our Responsibilities - Shanks Group plc
LA11	Programs for skills management and lifelong learning that support continued employability of employees and assist them in managing career endings	No	NA
LA12	Percentage of employees receiving regular performance and career development reviews	No	NA

Diversity and equal opportunity

LA13	Composition of governance bodies and breakdown of employees per category according to gender, age, minority group, and other indicators of diversity	Partial	✓ Partial data given in people section of CR Report (page 28) Our Responsibilities - Shanks Group plc
LA14	Ratio of basic salary of men to women by employee category	No	NA

Social, human rights

Indicator	Description	Reported	Cross-reference/direct answer/comment
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Investment and procurement practices

HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	NA	✓ Lower risk area for Shanks
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	NA	✓ Lower risk area for Shanks
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	No	✓ Lower risk area for Shanks

Non-discrimination

HR4	Total number of incidents of discrimination and actions taken	No	NA
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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	No	✓ Lower risk area for Shanks
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Child labor			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	No	✓ Lower risk area for Shanks
Forced and compulsory labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of such	No	✓ Lower risk area for Shanks
Security practices			
HR8	Percentage of security personnel trained in organization's policies or procedures concerning aspects of human rights that are relevant to operations	No	✓ Lower risk area for Shanks
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	No	✓ Lower risk area for Shanks
Social, society			
Indicator	Description	Reported	Cross-reference/direct answer/comment
Community			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Partial	✓ Partial information given (complaints data) in wider community section of CR Report (pages 31 – 33) Our Responsibilities - Shanks Group plc
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption	✓	✓ Assessment under UK Bribery Act in CR Report (page 40) Our Responsibilities - Shanks Group plc

SO3	% of employees trained in organization's anti-corruption policies and procedures	No	NA
SO4	Actions taken in response to incidents of corruption	No	NA
Public policy			
SO5	Public policy positions and participation in public policy development/lobbying	No	NA
SO6	Total value financial and in-kind contributions to political parties, politicians, related institutions by country	No	✓ Shanks, as a matter of policy, does not make donations to political parties
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	✓	✓ See management systems and compliance section of CR Report (page 40) Our Responsibilities - Shanks Group plc
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws/regulations	No	✓ Partial information given in management systems and compliance section of CR Report (page 40) Our Responsibilities - Shanks Group plc
Social, product responsibility			
Indicator	Description	Reported	Cross-reference/direct answer/comment
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products/services are assessed for improvement, and % of significant products and services categories subject to such procedures	No	NA
PR2	Total number incidents non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	No	NA

Product and service labeling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	No	NA
PR4	Total number incidents non-compliance with regulations and voluntary codes concerning product/service information and labeling, by type outcomes	No	NA
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	No	NA
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	No	NA
PR7	Total number incidents non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	No	NA
Customer privacy			
PR8	Total number substantiated complaints regarding breaches of customer privacy and losses of customer data	No	✓ None reported during 2010/2011
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	No	NA