



CALGRO M3
Group

Building legacies. Changing lives

Global Reporting Index

2019

GLOBAL REPORTING INDEX

“In accordance” – Comprehensive

Key

AGM	Annual General Meeting
SR	Sustainability Report
CGR	Corporate Governance Report
K4	King IV Application Register

IR	Integrated Annual Report 2019
AFS	Annual Financial Statements 2019
N/A	Not applicable

Reports available on the Calgro M3 website at www.calgrom3.com

General standard disclosure	Description of general standard	Page	Reference in the report
Strategy and analysis			
G4-1	Provide a statement from the most senior decision-maker of the organisation about: <ul style="list-style-type: none"> ▶ the relevance of sustainability to the organisation; and ▶ the organisation’s strategy for addressing sustainability. 	IR 3 SR 2 SR 3-7	Message from the CEO and FD Sustainability Report An integrated approach to sustainability
G4-2	Provide a description of key impacts, risks and opportunities.	IR 10, 66	Risk and mitigation strategies Risk management
Organisational profile			
G4-3	Report the name of the organisation.	IR 2	Who we are and what we do
G4-4	Report the primary brands, products, and services.	IR 11-15, 34-52 IR 4-24	Operations – Residential Property Development, Memorial Parks and Residential Rental Investments Message from the CEO and FD
G4-5	Report the location of the organisation’s headquarters.	IR 68	General information
G4-6	Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	IR 30-31	Project locations
G4-7	Report the nature of ownership and legal form.	AFS 11	Directors’ Report – Analysis of shareholders
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	IR 11-15, 34-38	Operations – Residential Property Development, Memorial Parks and Residential Rental Investments
G4-9	Report the scale of the organisation.	IR 4-24, 32	Message from the CEO and FD Five-year review

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General standard disclosure	Description of general standard	Page	Reference in the report
G4-10	Report the total number of: <ul style="list-style-type: none"> ▶ employees contracted; ▶ employee gender; ▶ permanent employees by employment type and gender; ▶ workforce by employees and supervised workers and by gender; ▶ workforce by region and gender; ▶ if a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors; and ▶ significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). 	SR 15-21 SR 17 SR 17 SR 17 SR 33-35 N/A	Employees Total staff complement analysis Total staff complement analysis Total staff complement analysis Preferential procurement and enterprise development N/A
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	N/A	None
G4-12	Describe the organisation's supply chain.	IR 26	Business model supported by turnkey approach and our capitals
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or its supply chain.	IR 4-24	Message from the CEO and FD
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	IR 1-2 IR 10, 66	About this report Operations – Residential Property Development, Memorial Parks and Residential Rental Investments
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	IR 26-52	The operations of Calgro M3
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> ▶ Holds a position on the governance body. ▶ Participates in projects or committees. ▶ Provides substantive funding beyond routine membership dues. ▶ Views membership as strategic. 	SR 47 IR 55	UN Global Compact Principles Chairperson's Report
Identified material aspects and boundaries			
G4-17	List all entities included in the organisation's consolidated financial statements or equivalent documents.	AFS 54	Notes to the Group Consolidated Financial Statements – Note 9: Investment in joint ventures and associates
	Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	N/A	None
G4-18	Explain the process for defining the report content and the aspect boundaries.	IR 1-2	About this report
	Explain how the organisation has implemented the Reporting Principles for Defining Report Content.	IR 1-2	About this report

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General standard disclosure	Description of general standard	Page	Reference in the report
G4-19	List all the material aspects identified in the process for Defining Report Content.	IR 10, 66 SR 2-6	Risk and mitigation strategies Risk management Integrated approach to sustainability
G4-20	For each material aspect, report the aspect boundary within the organisation, as follows: <ul style="list-style-type: none"> ▶ Report whether the aspect is material within the organisation. ▶ If the aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> – The list of entities or groups of entities included in G4-17 for which the aspect is not material; or – The list of entities or groups of entities included in G4-17 for which the aspect is material. ▶ Report any specific limitation regarding the aspect boundary within the organisation. 	SR 2-6 IR 10-11 N/A	Material issues Risks and mitigation strategies Challenges faced by development business None
G4-21	For each material aspect, report the aspect boundary outside the organisation, as follows: <ul style="list-style-type: none"> ▶ Report whether the aspect is material outside of the organisation. ▶ If the aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the aspect is material. In addition, describe the geographical location where the aspect is material for the entities identified. ▶ Report any specific limitation regarding the aspect boundary outside the organisation. 	IR 10, 66 N/A	Risk management None
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	N/A	None
G4-23	Report significant changes from previous reporting periods in the scope and aspect boundaries.	IR 1	About this report
Stakeholder engagement			
G4-24	Provide a list of stakeholder groups engaged by the organisation.	SR 2	Calgro M3 Sustainability Footprint – Executive summary
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	SR 8-14	Stakeholder engagement
G4-26	Report the organisation’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	SR 8-14	Stakeholder engagement
G4-27	Report 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. Report the stakeholder groups that raised each of the key topics and concerns.	SR 8-14	Stakeholder engagement

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General standard disclosure	Description of general standard	Page	Reference in the report
Report profile			
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	IR 1	About this report
G4-29	Date of most recent previous report (if any).	IR 1	About this report The most recent previous report followed the Company's financial year 1 March 2018 to 28 February 2019
G4-30	Reporting cycle (such as annual, bi-annual).	IR 1	About this report
G4-31	Provide the contact point for questions regarding the report or its contents.	IR 2	About this report – Queries regarding this Integrated Annual Report
G4-32	(a) Report the “in accordance” option the organisation has chosen.	IR 1	About this report
	(b) Report the GRI Content Index for the chosen option (see tables below).	IR 1	About this report
	(c) Report the reference to the External Assurance Report, if the report has been externally assured. (GRI recommends the use of external assurance but it is not a requirement to be “in accordance” with the guidelines.)	IR 2	About this report – Level of assurance
G4-33	(a) Report the organisation's policy and current practice with regard to seeking external assurance for the report.	N/A	External assurance has not been provided
	(b) If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.	N/A	
	(c) Report the relationship between the organisation and the assurance providers.	N/A	
	(d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	N/A	
Governance			
G4-34	Report the governance structure of the organisation, including committees of the highest governance body.	CGR 1	Corporate governance structure
	Identify any committees responsible for decision-making on economic, environmental and social impacts.	CGR 3, 6-7, 11	Board Committees Remuneration and Nominations Committee, Audit and Risk Committee, Social and Ethics Committee and Investment Committee
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	CGR 2 CGR 3	▶ Responsibilities of the Board ▶ Board Committees
G4-36	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	CGR 5	The Executive Committee (“Exco”)

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General standard disclosure	Description of general standard	Page	Reference in the report
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.	SR 8-14	Stakeholder engagement
	If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	SR 8-14	Stakeholder engagement
G4-38	Report the composition of the highest governance body and its committees by:	CGR 3-4	Board of Directors
	▶ Executive or non-executive	CGR 3-4	Board of Directors, Board composition, tenure, race and gender
	– Independence	CGR 3	Board of Directors
	– Tenure on the governance body	CGR 3	Tenure
	– Number of each individual's other significant positions	CGR 4	Gender
– Commitments and the nature of the commitments			
▶ Gender			
▶ Membership of under-represented social groups			
▶ Competencies relating to economic, environmental and social impacts			
▶ Stakeholder representation			
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his/her function within the organisation's management and the reasons for this arrangement).	CGR 3	Board of Directors
		CGR 4	Independent Chairperson
		IR 54-55	Chairperson's Report
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including:	IR 56-65	Remuneration Report
	▶ Whether and how diversity is considered.	CGR 2-5	Appointment and re-election of Directors
	▶ Whether and how independence is considered.	CGR 2,4,11	Board composition
	▶ Whether and how expertise and experience relating to economic, environmental and social topics are considered.	CGR 5	Assessment of the Board
	▶ Whether and how stakeholders (including shareholders) are involved	CGR 2	Independence
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum:	CGR 10	Conflict of interest
	▶ Cross-board membership.	CGR 3	Board of Directors
	▶ Cross-shareholding with suppliers and other stakeholders.	N/A	None
	▶ Existence of controlling shareholder.	N/A	None
▶ Related-party disclosures.	IR 84-86	Notes to the Group Consolidated Financial Statements – Note 34	
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	CGR 2	Responsibilities of the Board
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	CGR 4	Induction of new Directors
		CGR 9	Access to information

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General standard disclosure	Description of general standard	Page	Reference in the report
G4-44	<p>(a) Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.</p> <p>(b) Report whether such evaluation is independent or not, and its frequency.</p> <p>(c) Report whether such evaluation is a self-assessment.</p> <p>(d) Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.</p>	CGR 5 K4	Assessment of the Board Principle 5
G4-45	<p>(a) Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>(b) Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	IR 10,66 SR 8-14	Risk and mitigation strategies Risk management Stakeholder engagement
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	K4	King IV Application Register
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	CGR 6-7	Register of attendance of meetings
G4-48	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	CGR 13	Social and Ethics Committee
G4-49	Report the process for communicating critical concerns to the highest governance body.	SR 8-14 CGR 6-7	Stakeholder engagement Board and committee meeting attendance
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	IR 10-11	Risk and mitigating strategies and challenges faced by the development business

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General standard disclosure	Description of general standard	Page	Reference in the report
G4-51	(a) Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration: <ul style="list-style-type: none"> ▶ Fixed pay and variable pay ▶ Performance-based pay ▶ Equity-based pay ▶ Bonuses ▶ Deferred or vested shares ▶ Sign-on bonuses or recruitment incentive payments ▶ Termination payments ▶ Clawbacks ▶ Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees 	IR 56-65	Remuneration policy
		IR 57	Guaranteed remuneration
		AFS 92	Note 35: Directors' emoluments
		IR 57	Variable remuneration
		IR 60	Proposed new 2019 long-term executive share incentive
		IR 64	Directors' interest in shares
		IR 58-59	Short-term incentives
		IR 60	Proposed new 2019 long-term executive share incentive
		IR 56	Employee benefits
	(b) Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	IR 56-66	Remuneration report
G4-52	(a) Report the process for determining remuneration. (b) Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. (c) Report any other relationships which the remuneration consultants have with the organisation.	IR 56-66	Remuneration report
		IR 57	Group executive management
		IR 57	Benchmarking
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.		Notice of Annual General Meeting – Advisory Endorsement of the Remuneration Philosophy (Policy)
G4-54	Report the ratio of the annual total compensation for the organisation's highest paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest paid individual) in the same country.	AFS 92	Directors' emoluments, prescribed officers (Note 35)
G4-55	Report the ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest paid individual) in the same country.	AFS 92	Directors' emoluments, prescribed officers (Note 35)
Ethics and integrity			
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	IR 18	Values, vision and mission

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General standard disclosure	Description of general standard	Page	Reference in the report
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	SR 47-48	Ethics and Code of Good Conduct
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	SR 50	Fraud and corruption – zero tolerance 24 hour ethics hotline

