



CORPORATE RESPONSIBILITY REPORT 2016

GRI G4 NAVIGATOR DOCUMENT

Making more from waste

We produce our annual CR Report to the standards set by GRI (the Global Reporting Initiative). This **NAVIGATOR** document shows how we are in accordance with GRI G4 CORE standards. It also includes references to other Shanks CR and other documents where the requirements of GRI G4 may be found if not in our formal CR Report: For example, where an item of information may be found in our annual Financial Report, one of our supporting CR documents or similar.





Shanks CR Report 2016 – GRI G4 navigator overview

This document lists Shanks accordance with GRI G4 CORE, including performance indicators.

For information, right is a GRI G4 level application table. Shanks believes it is in accordance with the CORE application requirements (pink column in table right) as indicated through its annual CR Report and other associated information sources and throughout this navigator document and its tables.

If you have any queries on this document or other aspect of Shanks CR performance please contact:

CRinfo@shanks.co.uk

Or, use the contacts page at the rear of Shanks CR Report Or, by post or telephone to: Shanks Group plc, Dunedin House, Auckland Park, Mount Farm, Milton Keynes, Buckinghamshire, MK1 1BU, UK. Tel: +44 (0)1908 650650.

Note – Shanks CR reporting is peer-reviewed internally by the Group CR Committee. No external verification has been sought as a result of the specific aspects of waste management activities.

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2. GRI level application table

TABLE 3: REQUIRED GENERAL STANDARD DISCLOSURES

General Standard Disclosures	'In accordance' – Core (This information should be disclosed in all cases)	'In accordance' – Comprehensive (This information should be disclosed in all cases)
Strategy and Analysis	G4-1	G4-1, G4-2
Organizational Profile	G4-3 to G4-16	G4-3 to G4-16
Identified Material Aspects and Boundaries	G4-17 to G4-23	G4-17 to G4-23
Stakeholder Engagement	G4-24 to G4-27	G4-24 to G4-27
Report Profile	G4-28 to G4-33	G4-28 to G4-33
Governance	G4-34	G4-34 G4-35 to G4-55(*)
Ethics and Integrity	G4-56	G4-56 G4-57 to G4-58(*)
General Standard Disclosures for Sectors	Required, if available for the organization's sector(*)	Required, if available for the organization's sector(*)

TABLE 4: REQUIRED SPECIFIC STANDARD DISCLOSURES (DMA AND INDICATORS)

Specific Standard Disclosures	'In accordance' – Core	'In accordance' – Comprehensive
Generic Disclosures on Management Approach	For material Aspects only(*)	For material Aspects only(*)
Indicators	At least one Indicator related to each identified material Aspect(*)	All Indicators related to each identified material Aspect(*)
Specific Standard Disclosures for Sectors	Required, if available for the organization's sector and if material(*)	Required, if available for the organization's sector and if material(*)

This document is to GRI G4 CORE and has been assured internally by Shanks Group's CR Committee



3. Documents referred to and how to find them

The main sources of information referred to in this document are:

- ✓ Shanks CR Report
- ✓ Shanks CR full data document
- ✓ Shanks CR indicators document
- ✓ Shanks annual financial report
- ✓ Shanks CR and similar policies
- ✓ Shanks our responsibilities web-site pages

Right is an explanation of how to find these documents.

All of the documents referred to in the navigator tables below can be found on Shanks Group's web-site. It is suggested that you start with the 'about us' pages to familiarise yourself with what Shanks is and what we do:

<http://www.shanksplc.com/about-us/who-we-are>

The main documents referred to in this navigator are Shanks CR reports and policies. We produce three main CR reporting documents:

Formal CR Report – an overview of performance, including case studies, CEO statement and other information

CR Full Data Document – in-depth CR data, including data split by our operating divisions

CR Indicators Document – scope of reporting and how we calculate our CR data

All of the above documents are available at the 'our responsibilities' page of the Shanks Group web-site:

<http://www.shanksplc.com/our-responsibilities>

To access reports select the 'CR reports' tab, for policies the 'CR policies' tab etc. You will be taken to specific pages where documents can be downloaded as PDF files.

In addition, our annual financial reports are referred to. These are available at the investor centre section of our web-site:

<http://www.shanksplc.com/investor-centre>

As for CR reports, select the 'Reports and presentations' tab.

Shanks keeps several years' worth of reports available as downloads on our web-site. For example, our CR Reports dating back to 2009 are available. Readers may want to look at our previous reports, as well as our current reports. From year-to-year report design changes. For this reason page numbers for specific parts of reports are not given in the navigator tables below. Rather the main report to look at and the section is noted.

In addition to CR reports, our web-site also includes specific pages on objectives, case studies and other similar information.

4. Shanks CR Report 2016 – GRI G4 navigator tables

GENERAL STANDARD DISCLOSURES

1. Strategy and analysis

Profile Disclosure	Description	Cross-reference/direct answer (main source only given)	Reason for omission / explanation
G4-1	Statement from the most senior decision-maker of the organization	✓ CEO's statement in formal CR reports (http://www.shanksplc.com/our-responsibilities)	NA

2. Organisational profile

G4-3	Name of the organization	✓ Given throughout all reports (Shanks Group plc)	NA
G4-\$	Primary brands, products, and/or services	✓ See 'business model' and 'waste-to-product' sections of CR and financial reports	NA
G4-5	Location of organization's headquarters	✓ See CR or financial report contacts sections	NA
G4-6	Number of countries where the organization operates, names countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	✓ See 'key facts and figures' sections of CR reports	NA
G4-7	Nature of ownership and legal form	✓ Shanks Group is a PLC and listed on the London stock exchange	NA
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	✓ See overviews in CR and financial reports and divisional sections of financial reports	NA
G4-9	Scale of the reporting organization. Including: total number employees, number of operations, sales, capitalization broken down in terms of debt and equity, quantity of products or services provided	✓ See 'key facts and figures' section of CR reports and data in financial reports	NA
G4-10	Number employees by contract and gender; number permanent by type and gender; workforce by employees and supervised workers and by gender; workforce by region and gender; whether substantial portion work performed by workers who are legally self-employed, or by individuals other than employees or supervised workers, including employees and supervised workers of contractors; any significant variations in employment number	✓ See people sections of CR and financial reports	NA

G4-11	Percentage of employees covered by collective bargaining agreements	✓	Shanks only operates in Western Europe and Canada. Collective bargaining agreements are in place as required by country law and union presence	See left
G4-12	Description of organization's supply chain	✓	See CR Policy supply chain section	NA
G4-13	Significant changes from previous reporting period	✓	See footnotes to performance tables in CR and financial reports, and operational reviews in financial reports	NA
G4-14	Whether and how the 'precautionary approach' is addressed by the organization	✓	See statements in CR reports and risks and uncertainties section of financial reports	NA
G4-15	List of externally developed economic, environmental, social charter, principles, or other initiatives to which the organization subscribes/endorse	✓	Part of FTSE4Good and CDP. Numerous sites accredited to a range of standard - ISO14001/EMAS, ISO9001, OSHAS18001, SCC/VCA. Total accreditations provided as well as external recognitions (see CR reports management sections)	NA
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: holds a position on the governance body; participates in project or committees; provides substantive funding beyond routine membership dues; views membership as strategic	✓	Each division of Shanks is a member of the country relevant waste management trade body. No structured list of all memberships is available on Shanks Group's web-site, although specific information is available on divisional and company web-sites (see main web-sites information in contacts sections of financial reports)	See left

3. Identified Material Aspects and Boundaries

G4-17	List of all entities included in the organization's consolidated financial statements or equivalent documents; report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report	✓	See CR Indicators Document (all entities owned and all countries of operation included in reporting with no exceptions)	NA
G4-18	Explanation of process for defining the report content and Aspect Boundaries; explanation of how the organization has implemented the Reporting Principles for Defining Report Content	✓ ✓ ✓ ✓	See stakeholder engagement matrix and materiality summary in CR Indicators Document and reporting guidelines also in CR Indicators Document Report content based on above stakeholder engagement and materiality assessments, extensive discussion by Shanks Group CR Committee, followed by approval by Shanks Group Executive Committee and Board via objectives setting Boundaries set based in internal and external potential impacts and causations/sources All operations, divisions and countries of operation are included in performance reporting	NA

Note. The list of material aspects identified in the table below does not represent the full extent of Shanks CR reporting. Other indicators are reported on even though formal assessment does not identify them as material. The reasons behind this vary, from specific reporting requirements of CSR/sustainability and similar assessment organisations to specific stakeholder interests such as employee groupings and other internal stakeholder groups

G4-19	List of all the material Aspects identified in the process for defining report content
G4-20	Aspect Boundary within the organization reported as follows for each material Aspect: whether the Aspect is material within the organization; list of entities or groups of entities included in G4-17 for which the aspect is either material or not material; any specific limitation regarding the Aspect Boundary within the organization
G4-21	Aspect Boundary outside the organization reported as follows for each material Aspect: whether the Aspect is material outside the organization; list identifying entities, groups of entities or elements for which the Aspect is material and the geographical location of where the Aspect is material for the identified entities; any specific limitation regarding Aspect Boundary outside organization

Ref	Material aspect	Boundaries/impacts (note – unless otherwise stated internal scope is all divisions, operations and countries of operation – see CR Indicators Document general reporting guidelines)
EN-1	Materials used by weight/volume	Wastes accepted by Shanks operations (see supply chain section CR Policy). All client groups included
EN-2	Percentage materials recycled	As a waste management company performance is reversed – amount of wastes Shanks recycles/recovers
EN-3	Energy consumption	See impacts of energy consumption and effects on recycling/recovery rates in CR reports
EN-15	Direct GHG emissions	Internal boundary – all operations covered in reporting
EN-16	Indirect GHG emissions	Internal boundary – all operations covered in reporting
EN-18	GHG emissions intensity	Internal boundary – all operations covered in reporting
EN-19	Reduction GHG emissions	External boundary – as a waste management company carbon avoidance benefit provided by our activities
EN-21	Other significant air emissions	Internal boundary – all operations covered in reporting
EN-23	Weight of waste by type/disposal	Internal boundary – all operations covered in reporting (waste management company)
LA-5	H&S consultation	Internal boundary – all operations covered in reporting
LA-6	Injuries diseases, absence	Internal boundary – all operations covered in reporting
SO-2	Operations with potential impacts	External boundary regards impacts, internal regards scope of cover (all operations included)

G4-22	Effect of any restatements of information provided in previous reports, and the reason for such restatements	✓	See footnotes to performance tables in CR reports (all restatements noted)	NA
G4-23	Significant changes from previous reporting periods in the scope, Aspect Boundary	✓	See footnotes to performance tables in CR reports (all significant changes noted)	NA

4. Stakeholder engagement

G4-24	List of stakeholder groups engaged by the organization	✓	See stakeholder engagement matrix and materiality summary in CR Indicators Document (note – this is only a summary of stakeholder engagement work conducted)	NA
G4-25	Basis for identification and selection of stakeholders with whom to engage	✓	See stakeholder engagement matrix and materiality summary in CR Indicators Document (note – this is only a summary of stakeholder engagement work conducted)	NA
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group, including an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	✓	See stakeholder engagement matrix and materiality summary in CR Indicators Document (note – this is only a summary of stakeholder engagement work conducted)	NA
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting, and including the stakeholder groups that raised each of the key topics and concerns	✓	See stakeholder engagement matrix and materiality summary in CR Indicators Document (note – this is only a summary of stakeholder engagement work conducted)	NA

5. Report profile

G4-28	Reporting period (e.g., fiscal/calendar year) for information provided	✓	See CR Indicators document and general reporting guidelines in this document	NA
G4-29	Date of most recent previous report (if any)	✓	All previous reports back to 2009 on Group web-site	NA
G4-30	Reporting cycle (annual, biennial, etc.)	✓	See CR Indicators document and general reporting guidelines in this document	NA
G4-31	Contact point for questions regarding the report or its contents	✓	See contacts sections of CR and financial reports	NA
G4-32	Identification of 'in accordance' option the organization has chosen to report; completed GRI Content Index for the chosen option; reference to the External Assurance Report, if the report has been externally assured	✓	See GRI Navigator Document overview section	NA

G4-33	Policy and current practice with regard to seeking external assurance of the report; the scope and basis of any external assurance provided if not included in the assurance report accompanying the sustainability report; relationship between the organization and the assurance providers; whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report	✓	See GRI Navigator Document overview section	NA
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6. Governance

G4-34	Governance structure of organization, including committees of the highest governance body and any committees responsible for decision-making on economic, environmental and social impacts	✓	See management systems section of CR reports and governance sections of financial reports, and corporate governance report available at investor centre pages of Group web-site	NA
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7. Ethics and integrity

G4-56	Description of organization's values, principles, standards and norms of behaviour such as codes of conduct and code of ethics	✓	See CR Policy and specific anti-bribery, whistle-blowing and similar policies in policies page of our responsibilities section of Group website	NA
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Disclosure on management approach summary

Materiality	See above on G4-18. Also see stakeholder engagement and materiality summary in CR Indicators Document
Management	See sustainable management systems sections of CR reports
Evaluation mechanism	See CR Indicators Document
Evaluation results	See reporting and structure sections of CR Policy and objectives sections of CR reports
Adjustments/actions	See objectives sections of CR report and case studies in CR reports

Material aspect indicators disclosures – specific standard disclosures

The table below provides a summary of indicator reporting for identified materials aspects (see G4-19 to 21 above). A second table following from the below shows other specific disclosures which while they fall outside of identified material aspects may be of interest to readers

Disclosure	Description	Cross-reference/direct answer (main source only given)
Environmental - materials		
EN1	Materials used by weight or volume	<ul style="list-style-type: none"> ✓ See CR Policy supply chain section – the wastes it receives are Shanks raw materials ✓ See CR Report sustainability sections for summary ✓ See CR Full Data Document sustainability – waste types handled section for detail
EN2	Percentage of materials used that are recycled input materials	<ul style="list-style-type: none"> ✓ See CR Policy supply chain section – the wastes it receives are Shanks raw materials ✓ See CR Report sustainability sections for summary ✓ See CR Full Data Document sustainability – recycling and recovery section for detail
Environmental – energy		
EN3	Direct energy consumption within the organisation	<ul style="list-style-type: none"> ✓ See CR Report sustainability section for summary ✓ See CR Full Data Document sustainability – resource use section for detail and breakdowns ✓ See CR Indicators Document for standards, methodologies and factors used
Environmental - emissions		
EN15	Direct GHG emissions	<ul style="list-style-type: none"> ✓ See CR Report sustainability section carbon footprint for summary ✓ See CR Full Data Document sustainability – carbon footprints for detail and breakdowns ✓ See CR Indicators Document for standards, methodologies and factors used (appendix) ✓ See footnotes for footprints – bio-genic carbon included ✓ See CR reports objectives sections for base-years ✓ See CR Indicators Document general reporting guidelines for scopes and inclusions
EN16	Indirect GHG emissions	<ul style="list-style-type: none"> ✓ See CR Report sustainability section carbon footprint for summary ✓ See CR Full Data Document sustainability – carbon footprints for detail and breakdowns ✓ See CR Indicators Document for standards, methodologies and factors used (appendix) ✓ See footnotes for footprints – bio-genic carbon included ✓ See CR reports objectives sections for base-years ✓ See CR Indicators Document general reporting guidelines for scopes and inclusions
EN18	GHG emissions intensity	<ul style="list-style-type: none"> ✓ See CR Report sustainability section carbon intensity ratios tables ✓ See CR Full Data Document sustainability section carbon footprints and intensity ratios ✓ See footnotes to tables for definitions ✓ All emissions reported in footprints included

<p>EN19 Reduction of GHG emissions</p>	<ul style="list-style-type: none"> ✓ See CR reports sustainability and carbon sections for carbon avoidance information ✓ See CR Report sustainability section carbon footprint for summary ✓ See CR Full Data Document sustainability – carbon footprints for detail and breakdowns ✓ See CR Indicators Document for standards, methodologies and factors used (appendix) ✓ See CR reports objectives sections for base-years ✓ See CR Indicators Document general reporting guidelines for scopes and inclusions ✓ Information – see case studies for examples of direct reductions
<p>EN21 Other significant air emissions by type and weight</p>	<ul style="list-style-type: none"> ✓ See CR Full Data Document wider environmental indicators emissions (EPRTR) section ✓ See CR Full Data Document ETRTR information in above section ✓ See CR Full Data Document for significant emissions information in above section
<p>EN23 Total weight of waste by type and disposal method</p>	<ul style="list-style-type: none"> ✓ See CR Report sustainability section recycling and recovery data ✓ See CR Full Data Document sustainability recycling and recovery performance section ✓ See CR Indicators Document for definitions and methods used ✓ See CR reports and financial reports business model and other information ✓ See CR Policy supply chain section and general sections

Occupational health and safety

<p>LA5 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</p>	<ul style="list-style-type: none"> ✓ See CR Report people section ✓ See CR Full Data Document people section ✓ Committees operate typically at a site or area level, supported by higher-level consultation systems such as through divisional works councils
<p>LA6 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender</p>	<ul style="list-style-type: none"> ✓ See CR Report H&S section ✓ See CR Full Data Document H&S Section ✓ See CR Full Data Document people section absence performance ✓ See CR Indicators Document and keys in above sections/report for methods and definitions ✓ Occupational diseases reported by exception – none in relevant years ✓ Gender related conditions reported by exception – none in relevant years

Local communities

<p>SO2 Operations with significant actual or potential negative impacts on local communities</p>	<ul style="list-style-type: none"> ✓ See CR Report community section, including environmental complaints ✓ See CR Report objectives section ✓ See CR Full Data Document community section ✓ Significant and actual impacts relate to environmental nuisance ✓ All sites and operations identified as potential sources
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Other specific disclosures

The table below provides a summary of reporting for indicators not identified as being material, but which may be of interest to readers. GRI G4 reference numbers are given as relevant for information purposes only and not as evidence of accordance. Please note no double-counting – those listed above not listed below

Disclosure	Description	Cross-reference/direct answer (main source only given)
Environmental – water		
EN8	Total water withdrawal by source	✓ See CR Full Data Document sustainability resources section
EN10	Percentage and total volume of water recycled and reused	✓ See CR Full Data Document sustainability resources section
Environmental – bio-diversity		
EN11	Location & size of land owned, leased, managed in, or adjacent, protected areas and areas of high biodiversity value outside protected areas	✓ See CR Full Data Document sustainability spills and biodiversity section
Environmental - emissions, effluents and waste		
EN20	Emissions of ozone-depleting substances by weight	✓ See CR Full Data Document sustainability emissions section
EN21	Emissions of NOX, SOX and other significant emissions	✓ See CR Full Data Document sustainability emissions section
EN24	Total number & volume significant spills	✓ See CR Full Data Document sustainability spills and biodiversity section
Environmental – compliance		
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	✓ See CR Full Data Document management compliance section
People, wellbeing and labour practices - employment		
LA1	Total workforce by employment type, employment contract, and region	✓ See CR Report people section ✓ See CR Full Data Document people section
Social, human rights – non-discrimination		
HR3	Total number of incidents of discrimination and actions taken	✓ See CR Report people section ✓ See CR Full Data Document people section

Social, society - corruption

SO3	Percentage and total number of business units analyzed for risks related to corruption	✓ See CR Full Data Document management compliance section
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Social, society – public policy

SO6	Total value financial and in-kind contributions to political parties, politicians, related institutions by country	✓ See CR Policy - Shanks does not make donations to political parties
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Social, society – anti-competitive behaviour

SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	✓ See CR Full Data Document management compliance section
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Social, product responsibility – product and service labeling

PR4	Total number incidents non-compliance regulations and codes concerning product/service information and labeling, by type outcomes	✓ As a waste management company non-compliance with labeling, product information etc requirements would be breaches of environmental law - CR Full Data Document compliance
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Social, product responsibility – compliance

PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	✓ As a waste management company non-compliance with labeling, product information etc requirements would be breaches of environmental law - CR Full Data Document compliance
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5. Links and further reading

Want to know more?

This GRI navigator document is not the only document we produce on our approach to sustainability. The details given right will take you to other sources of information

Want to see our formal annual CR Reports?

Our annual CR Reports are publicly available and provide explanations, discussion and further information on our approach to sustainability, including case studies. Our CR Reports are available in the Our Responsibilities section of our Group web site (www.shanksplc.com)

Want to know how we calculate our CR data?

Our CR indicators document defines each of the items of data we release and how they are calculated. It also gives the general rules we use for our reporting. To see our CR indicators document go to the Our Responsibilities section of our Group web site (www.shanksplc.com)

Want to see our full CR data set?

Our CR Report contains a synopsis of our CR performance data. Readers who wish a more detail view of our CR performance should read our CR the FULL data set document which gives more data and statistics on our CR performance, including data split by our operating divisions. To see our CR FULL data document go to the Our Responsibilities section of our Group web site (www.shanksplc.com)

Want to know more about our strategy and financial performance?

Our annual financial report is publicly available. Our annual reports give more information on Shanks, its activities, our strategy, financial performance and governance. To see our annual report, go to the Investment Centre section of our Group web site (www.shanksplc.com)

Do you have a comment or question on our CR report or activities?

Contact us at CRinfo@shanks.co.uk. Or, if you do not have access to e-mail please use the contact details given in the contacts section on the rear inside cover of our CR Reports (see above)