

**GRI
Standards
Compliance
Report 2017**



GRI Compliance Report

We have benchmarked our reporting against the Global Reporting Initiative sustainability reporting guidelines, GRI Standards. We assess our application of the GRI Standards to be in accordance with the GRI Standards: Core option.

Reporting Scope and Boundary

Grainger reports on an operational control basis.

Except where specifically noted otherwise, Grainger's sustainability reporting does not cover:

- Joint venture projects
- Suppliers' activities (although contractor performance in regards to selected construction impacts and repairs and maintenance impacts are included)

Significant changes to our company activities during 2017 were:

- Appointed new Chairman and new Non-Executive Director to the Board of Directors
- Appointed new Chief Operating Officer
- Completed technology effectiveness review and operational process review
- Defined new three-part operating model (Originate, Invest, Operate).
- Undertook materiality review with internal and external stakeholders and launched new Sustainability Strategy.
- Launched new customer and employee satisfaction surveys.

Restatements and changes to our key performance indicators and EPRA sustainability performance measures are stated in the data qualification notes alongside the [Key Performance Indicators](#) and [EPRA tables](#) as appropriate.

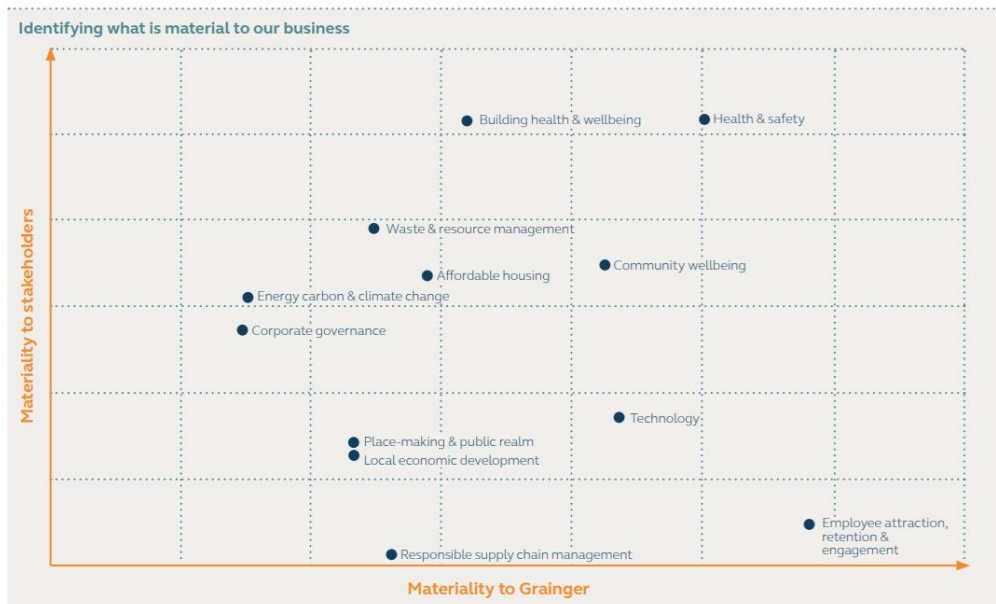
GRI Index

The following index summarises the GRI Profile Disclosures and Indicators (based on GRI Standards 2016) which we are reporting for the reporting year 2016-17 and the location where the indicator is reported.

The GRI Standards require participants to report only Aspects that they have deemed to be material to the organisation. GRI defines material Aspects as: "Aspects that: reflect the organisation's significant economic, environmental and social impacts; or substantially influence the assessments and decisions of stakeholders."

In 2017, Grainger undertook a detailed materiality review which included a peer review and benchmarking exercise, political and legislative analysis and stakeholder engagement with employees, investors and other key stakeholders. The findings were reviewed against the GRI standards to determine which Aspects are material to report.

Findings from our materiality review:



Material Aspects

| Category | Aspect | Material to Grainger plc | |
|---------------|---------------------------|--------------------------|---|
| Economic | Economic Performance | Yes | The economic performance of our business is highly material to both Grainger plc and our external stakeholders. |
| Economic | Market Presence | No | This is covered by UK law, and as such has not been deemed material. |
| Economic | Indirect Economic Impacts | Yes | This has been deemed material to due to the impact of property investment and development on local economic development. |
| Economic | Procurement Practices | No | This is covered by UK law, and as such has not been deemed material. |
| Economic | Anti-corruption | No | This is covered by UK law, and as such has not been deemed material for Grainger plc |
| Economic | Anti-competitive Behavior | No | This is covered by UK law, and as such has not been deemed material. |
| Environmental | Materials | No | Currently this is considered immaterial as there is limited direct development being undertaken and very few materials are procured directly by Grainger. |
| Environmental | Energy | Yes | Energy consumption is material to Grainger due to energy consumption in own offices and operations, and the significance of tenant energy usage in our properties. |
| Environmental | Water | No | Water consumption is mostly relevant for tenant usage, and has been deemed immaterial for Grainger's operations. |
| Environmental | Biodiversity | No | Grainger's activities have minimal effects on biodiversity, and this has therefore been deemed immaterial. This may become material in future years if direct development activity increases. |
| Environmental | Emissions | Yes | GHG emissions are material to Grainger due to energy consumption in own offices and operations, and by tenants. |

| Category | Aspect | Material to Grainger plc | |
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| Environmental | Effluents and Waste | No | This is considered immaterial due as minimal amounts of waste are generated through direct construction and refurbishment activities. Waste management contracts on properties are limited, and are reported in EPRA Sustainability Performance Measures. |
| Environmental | Environmental Compliance | No | Grainger plc has no operations which pose significant risk to the environment, and as such this has been deemed immaterial. |
| Environmental | Supplier Environmental Assessment | No | Following a procurement review, supplier assessment is being transitioned to a new third party assessment platform. Once finalised, we will review if this is material to report. |
| Social | Employment | Yes | This is material for Grainger plc as an employer of more than 200 people. |
| Social | Labor/Management Relations | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Occupational Health And Safety | Yes | This aspect is material for Grainger's employees and supply chain. |
| Social | Training And Education | Yes | This aspect is material for Grainger's employees. |
| Social | Diversity And Equal Opportunity | Yes | This aspect is material for Grainger's employees. |
| Social | Non-discrimination | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Freedom of Association and Collective Bargaining | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Child Labor | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Forced or Compulsory Labor | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Security Practices | No | This aspect has been deemed immaterial to Grainger's business. |
| Social | Rights of Indigenous Peoples | No | This is not relevant in the UK, and is therefore not material to Grainger's operations. |
| Social | Human Rights Assessment | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Local Communities | Yes | Grainger takes a long term approach to investing in places and creating communities, so this is considered material for our investments and development activities. |
| Social | Supplier Social Assessment | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Public Policy | No | Grainger plc is not involved in political contributions, and as such this has been deemed immaterial. |
| Social | Customer Health And Safety | Yes | The health and safety of customers is a material issue for Grainger plc due to the size of our customer base and potential impacts of our properties on customer health and safety. |
| Social | Marketing and Labeling | No | Since the Code for Sustainable Homes has been abolished in UK legislation, and given the absence of a suitable alternative, this has been deemed immaterial for Grainger plc. |
| Social | Customer Privacy | No | This is covered by UK law, and as such has not been deemed material. |
| Social | Socio-economic Compliance | No | Grainger plc fully complies with all UK law, and as such this has not been deemed material. |

| GRI reference | GRI profile disclosures | Link to Grainger response | | |
|---|---|---|------------------|------------------|
| GRI 102 – General disclosures (Organisational profile) | | | | |
| 102-1 | Name of the organization | Grainger plc | | |
| 102-2 | Activities, brands, products, and services | ARA (2017) Grainger at a glance (p2-3); Business model and strategy (p4-5); How we create value (p6-7) Strategy | | |
| 102-3 | Location of the headquarters | Newcastle, UK | | |
| 102-4 | Location of operations | UK | | |
| 102-5 | Ownership and legal form | Public Limited Company (plc) | | |
| 102-6 | Markets served | ARA (2017) Geographic locations and sectors served p2-3 (Grainger at a glance), p27 (Property portfolio). Types of customers p8-9 (Market drivers); p13 (Customer focus) | | |
| 102-7 | The scale of the organization | ARA (2017) Employees - pg33 (Diversity & inclusion) Operations, products and services - p2-3 (Grainger at a glance) Net sales and total capitalization - p24-27 (Financial review) | | |
| 102-8a | Total number of employees by employment contract (permanent and temporary), by gender | | Permanent | Temporary |
| | | Male | 90 | 2 |
| | | Female | 121 | 4 |
| 102-8b | Total number of employees by employment contract (permanent and temporary), by region | | Permanent | Temporary |
| | | Altrincham | 22 | 2 |
| | | Birmingham | 5 | 0 |
| | | London | 102 | 5 |
| | | Newcastle | 80 | 1 |
| 102-8c | Total number of employees by employment type (full-time and part-time), by gender | | Full-time | Part-time |
| | | Male | 92 | 0 |
| | | Female | 104 | 21 |

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| 102-8d | Whether a significant portion of the organization's activities are performed by workers who are not employees. | Inevitably a significant portion of the activities associated with property management and development are carried out by third parties, with Grainger acting as a client and manager. This includes third party property management services, outsourced property repairs and maintenance and construction or refurbishment works carried out by contractors. |
| 102-8e | Any significant variations in the numbers of employees | Not applicable |
| 102-8f | An explanation of how the data have been compiled, including any assumptions made | This data has been compiled from employment records collated by HR and reported as at the end of the financial year. |
| 102-9 | Supply Chain | <p>Grainger's supply chain varies significantly dependent on the activities being undertaken. Supply chain partners and suppliers are used extensively in our development and property management businesses, focussed on residential property development, improvement and repair and maintenance. In many cases the supply chain will include not only delivery of the services but also management of them on our behalf as a client.</p> <p>For development activities, we typically use a third party project manager through whom the acquisition and management of the supply chain is concentrated. For much of our property improvement and management activities we employ small to medium size enterprises who tend to be based local to our assets and thus have a fragmented, but relatively short supply chain. We also employ national and regional contractors for improvement and management activities. These organisations will themselves employ one or two levels of subcontractors.</p> <p>In addition, we use a large number of professional service organisations to supplement our own resources either where we do not possess the requisite skills or judge that these are best bought in rather than held in-house. These will range from legal advice to project management services to specialist technical advisors.</p> |
| 102-10 | Significant changes to the organisation and its supply chain | <p>ARA (2017) – FY17 timeline of activity (p15)</p> <p>In FY17, there were no material changes in operations. We continued significant progress on our investment pipeline, achieving £651m against our 2020 target of £850m.</p> |

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| | | <p>We refinanced a £1000m debt facility, reducing our cost of debt by 23bps and extended £450m of funding by two years.</p> <p>We launched a new procurement framework for repairs and maintenance suppliers.</p> |
| 102-11 | Precautionary Principle or approach | <p>☞ Our Approach to Risk</p> |
| 102-12 | External initiatives | <p>Grainger reports to various voluntary ☞ Third Party Standards including the CDP Climate Change Programme, GRESB, and the EPRA Sustainability Measures. Grainger complies with the Considerate Constructors Scheme on all developments and major refurbishments and sustainable building standards such as BREEAM are considered where applicable.</p> |
| 102-13 | Membership of associations | <p>Grainger is a member of many associations and is represented on many committees, which are detailed in Appendix 2 – Industry Bodies.</p> |
| GRI 102 – General disclosures (Strategy) | | |
| 102-14 | Statement from senior decision-maker | <p>☞ ARA (2017) - Chief Executive’s Review – making a positive impact (p14); Sustainability strategy (p29-33)</p> |
| 102-15 | Key impacts, risks, and opportunities | <p>☞ ARA (2017) – Sustainability strategy (p29-33); Risk management (p36-40)</p> <p>☞ Our Approach - Risks & Opportunities</p> |
| GRI 102 – General disclosures (Ethics and integrity) | | |
| 102-16 | Values, principles, standards, and norms of behaviour | <p>☞ ARA (2017) – Business model and strategy (p4-5)</p> <p>☞ Company Values</p> |
| 102-17 | Mechanisms for advice and concerns about ethics | <p>☞ Anti-bribery policy</p> <p>☞ Modern Slavery Statement</p> |
| GRI 102 – General disclosures (Governance) | | |
| 102-18 | Governance structure | <p>☞ ARA (2017) – Governance framework (p44)</p> <p>☞ Our Approach - Governance – Sustainability & CSR Committee</p> |
| 102-19 | Delegating authority | <p>☞ Our Approach - Governance</p> |
| 102-20 | Executive-level position responsibility for economic, environmental, and social topics | <p>☞ Contact Us - Sustainability & CSR</p> <p>☞ Our Approach - Governance</p> |
| 102-21 | Consulting stakeholders on economic, environmental, and social topics | <p>☞ Our Approach - Governance</p> |

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| | | Appendix 2 provides a summary of our stakeholder engagement activities. Stakeholder engagement is overseen by the Head of Corporate Affairs who sits on Grainger’s Management Committee where issues are raised for consideration by the Board of Directors. |
| 102-22 | Composition of the highest governance body and its committees | ☞ ARA (2017) – Leadership; Board of Directors (p44-47) |
| 102-23 | Chair of the highest governance body | ☞ ARA (2017) – Chairman (p45) |
| 102-24 | Nominating and selecting the highest governance body | ☞ Board Committees – Nomination Committee ☞ ARA (2017) – Nominations Committee report (p51-53) |
| 102-25 | Conflicts of interest | Grainger has a Conflicts of Interest Policy that is reviewed by all staff. It requires potential conflicts of interest to be reported by employees to their line manager, referred to the Legal, Risk & Compliance team where appropriate and escalated if required. Prior to any new appointment to the Grainger Board of Directors, Grainger requests details of any existing directorships held by the proposed Board member for consideration. The Conflicts of Interest Policy sets out that if anyone serving on the Board of Directors is considering accepting another appointment as a board member of another organisation (including not-for-profit organisations), prior to accepting the appointment, they must always disclose the proposed appointment to a member of the Grainger Board of Directors. Should any conflict of interest be identified, it would be disclosed to stakeholders in Grainger’s Annual Report & Accounts. |
| 102-26 | Role of highest governance body in setting purpose, values, and strategy | ☞ ARA (2017) – Leadership (p44); Board activity (p48) Grainger’s Executive Committee and Board of Directors receive biannual updates on Sustainability & CSR and were involved in the development and approval of the new Sustainability Strategy |
| 102-27 | Collective knowledge of highest government body | ☞ ARA (2017) – Board activity (p48) Grainger’s Board of Directors receives biannual updates on Sustainability & CSR. |
| 102-28 | Evaluating the highest governance body’s performance | Grainger’s performance on economic, environmental, and social topics is assessed through voluntary ☞ Third Party Standards . |

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| | | <p>CDP, GRESB, FTSE4Good and EPRA sBPR submissions are prepared annually by Grainger plc's Head of Sustainability & CSR in collaboration with sustainability advisors, JLL, and results are shared with the Board. JLL undertakes a biannual evaluation of performance against Grainger's sustainability targets (which are owned by Executive Directors) and progress, and provides an evaluation report, with an annual review and advisors' statement being published in Grainger's Annual Report and Accounts. The Board of Directors' performance with respect to governance in these areas is assessed within these standards.</p> <p>Grainger's Sustainability & CSR Committee reviews evaluation of performance and agrees appropriate actions. These include setting sustainability targets in areas where improvement opportunities have been identified and allocating resource to the delivery of the associated initiatives.</p> |
| 102-29 | Identifying and managing economic, environmental, and social impacts | <p>Our Approach - Governance Our Approach - Risk</p> <p>Economic, environmental, and social topics and their impacts, risks, and opportunities are identified through multiple channels including Grainger's Sustainability & CSR Committee meetings, materiality reviews and stakeholder engagement, and through the company's risk management framework. The Board of Directors feeds into identification and management of these areas through biannual discussions on Sustainability & CSR at Board and Executive Committee meetings.</p> |
| 102-30 | Effectiveness of risk management processes | Our Approach - Risk |
| 102-31 | Review of economic, environmental, and social topics | Biannual review of Sustainability & CSR at Board meetings. |
| 102-32 | Highest governance body's role in sustainability reporting | The Board of Directors reviews and approves the company's Annual Report & Accounts including the sustainability section. |
| 102-33 | Communicating critical concerns | Our Approach - Governance |
| 102-34 | Nature and total number of critical concerns | No critical concerns have been identified. Appendix 2 provides a summary of our stakeholder engagement activities, and details the processes and mechanisms used to address and resolve critical concerns. |
| 102-35 | Remuneration policies | ARA (2017) – Remuneration Committee report (p62-78) |

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| 102-36 | Process for determining remuneration | ARA (2017) – Remuneration Committee report (p62-78) |
| 102-37 | Stakeholders’ involvement in remuneration | ARA (2017) – Shareholder engagement (p63); Result of AGM |
| GRI 102 – General disclosures (Stakeholder engagement) | | |
| 102-40 | List of stakeholder groups | Our Approach - Stakeholders Appendix 2 provides a summary of our stakeholder engagement activities. |
| 102-41 | Collective bargaining agreements | 0% - As per standard practice in the UK, Grainger employees are private sector employees and are not covered by collective bargaining agreements. |
| 102-42 | Identifying and selecting stakeholders | Grainger identifies relevant stakeholders for targeted engagement on specific topics, such as PRS customers and prospective customers for our PRS focus groups, and local residents for engagement activities on our development sites. We also provide opportunities for our stakeholders to contact us directly, through online forums including our tenant portals, customer helplines and complaints procedures. In 2017, we engaged with key stakeholder groups affected by our sustainability approach as part of a materiality review undertaken to input to the development of our new sustainability strategy. These included employees, key investors and a sample of customers. |
| 102-43 | Approach to stakeholder engagement | This document (Appendix 2) |
| 102-44 | Key topics and concerns raised | Key topics and concerns raised by shareholders are reported in ARA (2017) – Relations with shareholders: frequently asked questions (p60) For further information on topics raised by other stakeholder groups, please see the stakeholder engagement table in Appendix 2. |
| GRI 102 – General disclosures (Reporting practice) | | |
| 102-45 | Entities included in the consolidated financial statements | ARA (2017) – List of subsidiaries, associates and joint ventures (p141-144) Grainger uses the operational control boundary approach for environmental data reporting rather than the financial control approach. Some entities outside of Grainger’s operational control but covered within the consolidated financial statements are therefore excluded from environmental disclosures. |

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| 102-46 | Defining report content and topic Boundaries | This document (p1-3; Appendix 1). Material topics and their boundaries have been defined to align with Grainger’s sustainability strategy and reporting, which is determined by the material sustainability issues identified through our materiality review, including stakeholder consultation and risk and opportunity analysis. ARA (2017) – Developing our new strategy (p29-30) |
| 102-47 | List of material topics | This document (p2-3; Appendix 1) |
| 102-48 | Restatements of information | ARA (2017) – Sustainability (p80-81) EPRA Sustainability Performance Measures |
| 102-49 | Changes in reporting | This document (p1) |
| 102-50 | Reporting period | Financial year: 1 October 2016 - 30 September 2017 |
| 102-51 | Date of most recent report | 1 October 2015 - 30 September 2016 |
| 102-52 | Reporting cycle | Annual |
| 102-53 | Contact point for questions regarding the report | Contact Us – Corporate Enquiries |
| 102-54 | Claims of reporting in accordance with the GRI Standards | This report has been prepared in accordance with the GRI Standards: Core option |
| 102-55 | GRI content index | This document. Where disclosures cannot be made, reasons for omissions are detailed next to the relevant GRI indicator. |
| 102-56 | External assurance | This report has not been externally assured, but Grainger’s sustainability advisors, JLL provide an evaluation of Grainger’s overall performance on sustainability in an Advisor’s Statement published in the Annual Report and Accounts ARA (2017) – Advisor’s Statement (p35) |
| GRI 103 – Management approach | | |
| 103-1 | Explanation of the material topic and its Boundary. | This document (Appendix 1) |
| 103-2 | The management approach and its component | This document (Appendix 1) |

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| 103-3 | Evaluation of the management approach | This document (Appendix 1) |
| GRI 201 – Economic performance | | |
| 201-1 | Direct economic value generated and distributed | ARA (2017) – Financial statements (p88-92) |
| 201-2 | Financial implications and other risks and opportunities due to climate change | Grainger plc - 2017 CDP Response |
| 201-3 | Defined benefit plan obligations and other retirements plans | ARA (2017) – Pension costs (p127-129) |
| 201-4 | Financial assistance received from government | None ARA (2017) – Financial statements (p88-92) There are no governments present in the shareholding structure |
| GRI 203 – Indirect economic impact | | |
| 203-1 | Infrastructure investments and services supported | Grainger develops significant infrastructure and services for our developments, in agreement with the relevant Local Authority. These are commercial engagements as part of Section 106 and CIL requirements. The details of specific infrastructure and services provided for each development are reported in planning documents available on the relevant Local Authority planning portal. More detailed information on community impacts of investments, and in-kind provision of space to community partners are provided on the relevant website for larger developments. Hyperlinks are provided on our Development webpage. |
| 203-2 | Significant indirect economic impacts | Examples of significant indirect economic impacts resulting from Grainger's operations are: <ul style="list-style-type: none"> • Job creation through our supply chain • Investment in local economies through development • Provision of rental homes for those on low incomes Grainger reviews our performance in this area using the Global Real Estate Sustainability Benchmark, which only assesses the process of measuring the impacts rather than the actual impacts themselves. The impacts generated from each development align with those required by planning policy and with typical impacts generated by developments of a similar size, however Grainger goes beyond standard practice by providing additional community services. |
| GRI 302 – Energy | | |

| 302-1 | Energy consumption within the organization | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) | | | | | | | | | | | | | | | | | | | | |
|-----------------------------|---|--|--------------|------|--------|------|-----------|-----------|-----------|-----------|---------|------------|----------|-------------|-----------|--------------|------------|--------------|---------|-------------|---------|-------------|
| 302-2 | Energy consumption outside of the organization | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) | | | | | | | | | | | | | | | | | | | | |
| 302-3 | Energy intensity | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) | | | | | | | | | | | | | | | | | | | | |
| 302-4 | Reduction of energy consumption | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) Grainger plc - 2017 CDP Response | | | | | | | | | | | | | | | | | | | | |
| 302-5 | Reduction in energy requirements of products and services | <p>Through our programme of asset refurbishments, we reduce the energy requirements of our properties. Reductions resulting from energy efficiency improvements are calculated and reported in our CDP response Grainger plc - 2017 CDP Response. The impact of this on our property portfolios is reported in our EPRA tables</p> EPRA Sustainability Performance Measures | | | | | | | | | | | | | | | | | | | | |
| GRI 305 – Emissions | | | | | | | | | | | | | | | | | | | | | | |
| 305-1 | Direct (Scope 1) GHG emissions | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) | | | | | | | | | | | | | | | | | | | | |
| 305-2 | Energy indirect (Scope 2) GHG emissions | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) | | | | | | | | | | | | | | | | | | | | |
| 305-3 | Other indirect (Scope 3) GHG emissions | ARA (2017) – Sustainability (p80-81) Grainger plc - 2017 CDP Response | | | | | | | | | | | | | | | | | | | | |
| 305-4 | GHG emissions intensity | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) | | | | | | | | | | | | | | | | | | | | |
| 305-5 | Reduction of GHG emissions | EPRA Sustainability Performance Measures ARA (2017) – Sustainability (p80-81) Grainger plc - 2017 CDP Response | | | | | | | | | | | | | | | | | | | | |
| GRI 401 – Employment | | | | | | | | | | | | | | | | | | | | | | |
| 401-1 | New employee hires and employee turnover | <p>New employee hires:</p> <table border="1"> <thead> <tr> <th>Number</th> <th>Rate</th> <th>Number</th> <th>Rate</th> </tr> <tr> <th>Age Group</th> <th>Age Group</th> <th>Age Group</th> <th>Age Group</th> </tr> </thead> <tbody> <tr> <td><30 = 4</td> <td><30 = 1.8%</td> <td><30 = 11</td> <td><30 = 5.10%</td> </tr> <tr> <td>30-50 = 6</td> <td>30-50 = 2.8%</td> <td>30-50 = 10</td> <td>30-50 = 4.6%</td> </tr> <tr> <td>>51 = 2</td> <td>>51 = 0.92%</td> <td>>51 = 2</td> <td>>51 = 0.92%</td> </tr> </tbody> </table> | Number | Rate | Number | Rate | Age Group | Age Group | Age Group | Age Group | <30 = 4 | <30 = 1.8% | <30 = 11 | <30 = 5.10% | 30-50 = 6 | 30-50 = 2.8% | 30-50 = 10 | 30-50 = 4.6% | >51 = 2 | >51 = 0.92% | >51 = 2 | >51 = 0.92% |
| Number | Rate | Number | Rate | | | | | | | | | | | | | | | | | | | |
| Age Group | Age Group | Age Group | Age Group | | | | | | | | | | | | | | | | | | | |
| <30 = 4 | <30 = 1.8% | <30 = 11 | <30 = 5.10% | | | | | | | | | | | | | | | | | | | |
| 30-50 = 6 | 30-50 = 2.8% | 30-50 = 10 | 30-50 = 4.6% | | | | | | | | | | | | | | | | | | | |
| >51 = 2 | >51 = 0.92% | >51 = 2 | >51 = 0.92% | | | | | | | | | | | | | | | | | | | |

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|--|--|---|---|--|---|
| | | Gender Female = 10 Male = 2 Location Altrincham = 1 Birmingham = 0 Newcastle = 5 London = 6 | Gender Female = 4.6% Male = 0.92% Location Altrincham = 0.46% Birmingham = 0% Newcastle = 2.3% London = 2.8% | Gender Female = 12 Male = 11 Location Altrincham = 2 Birmingham = 0 Newcastle = 8 London = 13 | Gender Female = 5.52% Male = 5.10% Location Altrincham = 0.92% Birmingham = 0% Newcastle = 3.69% London = 6.0% |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Full and part time employees are entitled to the same benefits. Temporary workers have access to the same base holiday accrual (24 days pro rata). Membership of life insurance, health care, disability and invalidity coverage, parental leave, retirement provision is provided to all employees, with no account taken of length service or contract type. 2 x share schemes are available to all employees, but are subject to length of service eligibility criteria. | | | |
| GRI 403 – Occupational health and safety | | | | | |
| 403-1 | Workers representation in formal joint management-worker health and safety committees | The Group’s Operations Board oversees Health and Safety 🔗 Health & Safety Policy | | | |
| 403-2 | Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities | 🔗 EPRA Sustainability Performance Measures Grainger follows guidance set out by the UK Health and Safety Executive (HSE) for recording and reporting accident statistics. | | | |
| GRI 404 – Training and education | | | | | |
| 404-1 | Average hours of training per year per employee | Over 1,000 hours of training was provided in the reporting year, which equates to approximately 5 hours when averaged across all employees, but this was not tracked on a per employee basis. In 2018 a review of the company’s training offer is planned and this will be measured going forward | | | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | 100% | | | |
| GRI 405 – Diversity and equal opportunity | | | | | |
| 405-1 | Diversity of governance bodies and employees | Board of Directors Gender Male = 62% Female = 38% | Age <30 = 0% 30-50 = 25% >50 = 75% | Employees Gender Male = 42% Female = 58% | Age <30 = 19.4% 30-50 = 64.5% >50 = 16.1% |

| GRI 413 – Local communities | | |
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| 413-1 | Operations with implemented local community engagement, impact assessments, and development programs | EPRA Sustainability Performance Measures |
| 413-2 | Operations with significant actual and potential negative impacts on local communities | <p>Developments and refurbishments can have negative impacts on communities in which these activities take place. Potential negative impacts include displacement of residents and jobs if a brownfield site is redeveloped. Actual impacts include the impacts from pollution during the development process, including noise pollution. Grainger endeavours to minimise these impacts, by working closely with our contractors, ensuring our Environmental Management System is implemented on all development sites, and undertaking community engagement, such as through residents' feedback panels and complaints / suggestion requests.</p> <p>For refurbishments, tenant feedback is monitored throughout the process, and any concerns are reviewed and responded to.</p> |
| GRI 416 – Customer health and safety | | |
| 416-1 | Health and safety impacts of product and service categories | EPRA Sustainability Performance Measures |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | Zero incidents |

Appendix 1 - Material aspects

| Aspect | Scope and Boundaries | Management Approach | Evaluation |
|----------------------------------|--|--|---|
| Economic Performance | <p>Economic Performance has been determined to be material to our business due to the economic impacts we create through our property investment activities.</p> <p>This Aspect covers all financial activities covered by our financial disclosures in our Annual Report and Accounts. It includes the economic performance of all our business activities, including our property development and management activities for our owned properties but also properties owned in joint ventures and fees from managing properties on behalf of third parties.</p> | <p>Our Annual Report and Accounts (2017) provides full disclosure on our management approach towards the economic performance of our business.</p> | <p>We evaluate our management approach through using our own business performance measures and Key Performance Indicators as reported in our ARA (2017), and through using industry recommended measures such as the EPRA Performance Measures. We report in alignment with the EPRA Best Practices Recommendations and in 2017 received a Silver Award in the EPRA Annual Report Survey.</p> |
| Indirect Economic Impacts | <p>This Aspect has been deemed to be material to our business due to the significant indirect economic impacts our property development and management activities have in areas including job creation and infrastructure development. The boundary includes both economic value created through investments made by Grainger Plc such as Section 106 payments made to Local Authorities and direct employment, but also indirect economic value</p> | <p>Our management approach is to utilise our property management and development activities to maximise our indirect economic impact through:</p> <ul style="list-style-type: none"> - Investing in local community amenities such as schools, public realm and infrastructure improvements - creating job opportunities for local people such as through providing apprenticeships on our developments - Providing sponsorship and free space for local charities and community organisations. - Encouraging our customers to support their local economies and communities, such as by encouraging their use of local businesses. <p>We have community engagement commitments on all development sites. On larger assets such as our Wellesley site, we have a Community Strategy in</p> | <p>In order to evaluate our approach, we undertake socio-economic impact assessments on our assets to support planning. These assessments evaluate our performance in the areas of construction and operational economic value creation, fiscal contributions, and local</p> |

| Aspect | Scope and Boundaries | Management Approach | Evaluation |
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| | created through our supply chain and our customers' expenditure. | place and a Community Manager to oversee its implementation. We have Key Performance Indicators for Community Investment and Apprenticeships. We also provide opportunities for residents and other stakeholders to share grievances or suggestions, including through our complaints procedure and resident feedback panels for some development sites. | economic, social and community impacts. |
| Energy | This Aspect has been deemed to be material due to the significant energy consumed by our tenants through use of our properties. The scope includes energy consumed in our own operations (offices and business travel) and from our property portfolios. We include landlord obtained energy purchased for common areas, and energy purchased by tenants and consumed in tenant areas. We are only able to estimate tenant energy consumption as due to data protection requirements we are not able to gather actual data. We use the operational control boundary approach. | <p>Our approach to energy is to minimise energy consumption in our own operations and support our tenants in minimising their energy use by implementing energy efficiency improvements to our properties.</p> <ul style="list-style-type: none"> - Our Environmental Policy and Green Office Policy both include commitments to energy reduction - We measure our energy use from our offices, property portfolios, developments, repairs and maintenance and business travel and allocate resource across the relevant business unit to do this - We purchase renewable energy for the GRIP REIT portfolio - We implement refurbishments to our properties that improve their energy efficiency - Our PRS development specification specifies the use of energy efficient appliances - We have a goal to achieve full coverage of Energy Performance Certificates (EPCs) across our portfolio and minimise our risk from Minimum Energy Efficiency Regulations - We propose green leases on commercial units in our portfolio - We have piloted renewables on our property portfolios - We provide all our tenants with a 'green tips' guide to encourage them to minimise their energy use | We evaluate the effectiveness of our approach through undertaking internal reviews of our environmental data and benchmarking our performance using the CDP Climate Change Program and the Global Real Estate Sustainability Benchmark. |
| Emissions | This Aspect has been deemed to be material due to the significant emissions generated by our tenants through energy consumption in our properties. The scope includes emissions from our own operations (offices and business travel) and from our property portfolios. We include emissions from landlord obtained | <p>Our approach to emissions is to minimise GHG emissions from our own operations and support our tenants in minimising their emissions by implementing energy efficiency improvements to our properties.</p> <ul style="list-style-type: none"> - Our Environmental Policy and Green Office Policy both include commitments to minimising our GHG emissions - We measure our emissions from operation of our offices, property portfolios, developments, repairs and maintenance and business travel and allocate resource across the relevant business unit to do this | We evaluate the effectiveness of our approach through undertaking internal reviews of our environmental data and benchmarking our performance using the CDP Climate Change |

| Aspect | Scope and Boundaries | Management Approach | Evaluation |
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| | <p>energy purchased for common areas, and energy purchased by tenants and consumed in tenant areas. We are only able to estimate tenant energy consumption and associated emissions, as due to data protection requirements we are not able to gather actual data. We also include Scope 3 emissions within our supply chain – from contractors on developments and our repairs and maintenance partner. We use the operational control boundary approach.</p> | <ul style="list-style-type: none"> - We purchase renewable energy (zero emissions energy) for the GRIP REIT portfolio - We implement refurbishments to our properties that improve their energy efficiency and associated emissions - We propose green leases on commercial units in our portfolio - We have piloted renewables on our property portfolios - We provide all our tenants with a 'green tips' guide to encourage them to minimise their energy use and associated emissions. | <p>Program and the Global Real Estate Sustainability Benchmark.</p> |
| <p>Employment</p> | <p>This Aspect has been deemed to be material because Grainger employs over 200 people. The scope of this Aspect covers staff directly employed by Grainger plc only.</p> | <p>We have an Employee Handbook which sets out our employment policies and expectations of our employees and their behaviours. Employment policies cover the following areas: Equal Opportunities, Discrimination, Recruitment & Promotion, Disciplinary, Grievance, Capability / Performance Improvement, Harassment, and Anti-Bribery and Corruption.</p> <p>We have a range of communication forums for employees to engage in which occur at regular intervals, as detailed in Appendix 2. They are designed to encourage two-way communication across all levels within the business. We have a whistleblowing procedure.</p> <p>We undertake bi-annual performance reviews, including career planning and development discussions.</p> <p>We offer employment benefits including a Share Incentive Plan and Save As You Earn Plan (with 88% of eligible employees participating) that align staff interest with the success of the business.</p> | <p>We evaluate the effectiveness of our approach through undertaking internal reviews of our HR data. As part of this, we monitor key metrics, such as turnover and sick days.</p> <p>We also conduct annual employee engagement surveys. Feedback from this year's survey has resulted in a number of initiatives, including providing more opportunities for employees to give back and enhance their wellbeing.</p> |

| Aspect | Scope and Boundaries | Management Approach | Evaluation |
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| | | <p>The Executive team is directly responsible for people issues. The HR Director supports the Executive team on a day-to-day basis, and the Board receives a standing report from the HR Director at Board meetings.</p> | <p>In addition, we benchmark our performance using the Global Real Estate Sustainability Benchmark and its Health and Wellbeing module.</p> |
| <p>Occupational Health And Safety</p> | <p>This Aspect has been deemed to be material because Grainger employs over 200 people, all of whom are covered by our Health & Safety Policy.</p> | <p>We have a Health & Safety Policy. The Board is responsible for establishing the Health & Safety Policy and assessing Grainger’s performance in Health & Safety matters, and receives a standing report on Health & Safety at Board meetings.</p> <p>Our management approach includes:</p> <ul style="list-style-type: none"> - Specific internal management systems for health and safety - Established ‘three lines of defence’ model to facilitate stronger monitoring and controls - Online risk management systems for the identification, mitigation and reporting of real time health and safety management information. - Provision of Health and Safety training to employees - Specialist Health and Safety Director and team responsible for oversight of compliance - Regular reporting to the Executive Committee <p>We comply fully with the requirements of the Health & Safety Executive and monitor and report all Health & Safety accidents and incidents using RIDDOR. We report on our performance using Key Performance Indicators.</p> | <p>We evaluate the effectiveness of our approach through undertaking internal reviews of our HR and Health & Safety data. As part of this, we monitor key metrics, such as absences, accidents and incidents.</p> <p>In addition, we benchmark our performance using the Global Real Estate Sustainability Benchmark and its Health and Wellbeing module.</p> |
| <p>Training And Education</p> | <p>This Aspect has been deemed to be material because Grainger employs over 200 people and provides training and education opportunities to all employees. The scope of this Aspect covers staff directly employed by Grainger plc only.</p> | <p>Career development is underpinned by personal development plans for all staff. We undertake bi-annual performance reviews, including career planning and development discussions to determine training needs for our employees. Over the past year, we introduced a talent forum, where senior management review each individual in the business, identifying potential for growth and planning for succession.</p> | <p>We evaluate the effectiveness of our approach through gathering feedback directly from employees and through undertaking internal reviews of our HR</p> |

| Aspect | Scope and Boundaries | Management Approach | Evaluation |
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| | | <p>We offer training events covering technical, professional, management and personal development competencies. We also support staff in studying for professional qualifications. In 2017, we reinvigorated our internal training and educational programme, with 79.5% of employees taking part in sessions covering a range of topics from London housing policy to pensions. Sharing knowledge and experience is an important part of our development activities. Many of our training programmes are designed and delivered by our own staff through our Lunch and Learn workshops.</p> <p>We also provide training to Executive Directors and Board members, as outlined in our Annual Report and Accounts (2017) – p49.</p> | <p>data including monitoring employee turnover.</p> <p>We also conduct annual employee engagement surveys.</p> |
| <p>Diversity And Equal Opportunity</p> | <p>This Aspect has been deemed to be material because Grainger employs over 200 people and we seek to provide equal opportunities to all current and potential employees. Diversity has emerged as a significant focus area for the property industry in recent years.</p> | <p>Grainger is committed to promoting diversity and inclusion. Despite not falling within the boundaries of regulations regarding gender pay gap reporting, we are nonetheless reviewing all aspects of diversity within the business and are considering various ways to promote and encourage greater diversity and inclusion. This includes through recruitment, pay and reward, talent development, flexible working practices and Company culture. We have employment policies on Equal Opportunity and Discrimination.</p> <p>Grainger supports the recommendations of the Hampton Alexander Review to promote greater female representation on listed-company boards and of the Parker Review on ethnic diversity.</p> <p>Diversity data is reported in our Annual Report and Accounts (2017) – p33.</p> | <p>We evaluate the effectiveness of our approach through undertaking internal reviews of our HR data.</p> |
| <p>Local Communities</p> | <p>This Aspect has been deemed to be material to our business due to the significant impacts our property development and management activities have on local communities. The scope includes our own residents in Grainger developed or managed communities, and existing residents and other community stakeholders in the communities around our assets and development</p> | <p>Our management approach is to utilise our property management and development activities to maximise our positive impact on local communities through:</p> <ul style="list-style-type: none"> - Community investment, including supporting our charity partners LandAid and Age UK - Our policy of providing a day's paid leave to employees for volunteering - Investing in local community amenities such as schools, public realm and infrastructure improvements - Providing sponsorship and free space for local charities and community organisations. | <p>In order to evaluate our approach, we monitor feedback from residents and other community stakeholders, and respond to any concerns that they have.</p> <p>In addition, we benchmark our performance using the</p> |

| Aspect | Scope and Boundaries | Management Approach | Evaluation |
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| | <p>sites. It also includes our corporate community investment activities.</p> | <p>- Encouraging our tenants to support their local economies and communities, such as by encouraging their use of local businesses.</p> <p>We have community engagement commitments on all development sites. On larger assets such as our Wellesley site, we have a Community Strategy in place and a Community Manager to oversee its implementation. We have Key Performance Indicators for Community Investment and Apprenticeships. We also provide opportunities for residents and other stakeholders to share grievances or suggestions, including through our complaints procedure and resident feedback panels for some development sites.</p> | <p>Global Real Estate Sustainability Benchmark.</p> <p>We undertake socio-economic impact assessments on our assets for planning purposes.</p> |
| <p>Customer Health And Safety</p> | <p>This Aspect has been deemed material due to the size of our customer base, and the gravity of the potential health and safety issues that could arise from our property development and management activities.</p> | <p>We have a Health & Safety Policy which covers Customer Health and Safety. The Board is responsible for establishing the Health & Safety Policy and assessing Grainger's performance in Health & Safety matters, and receives a standing report on Health & Safety at Board meetings.</p> <p>Our management approach includes:</p> <ul style="list-style-type: none"> - Health and Safety Management System for the internal and external control of health and safety risks, which is managed by the Health and Safety Director. - Established 'three lines of defence' model to facilitate stronger monitoring and controls - Online risk management systems for the identification, mitigation and reporting of real time health and safety management information. - Specialist Health and Safety Director and team responsible for oversight of compliance - Regular reporting to the Executive Committee <p>We comply fully with the requirements of the Health & Safety Executive and monitor and report all Health & Safety accidents and incidents using RIDDOR. We report on our performance using Key Performance Indicators.</p> <p>We have introduced an integrated safety, health and environmental management system in Wellesley, which allows us to maintain and control standards across our supply chain on this large, diverse project.</p> | <p>We evaluate the effectiveness of our approach through undertaking internal reviews of our Health & Safety data and undertaking regular Health and Safety audits of external managing agents and contractors. We monitor key performance indicators, such as lost day rate, accidents and incidents.</p> <p>In addition, we benchmark our performance using the Global Real Estate Sustainability Benchmark and its Health and Wellbeing module.</p> |

Appendix 2 - Stakeholder engagement

| Stakeholder Group | Reason for engagement | Approach to engagement, including: Frequency & Channels | | Feedback mechanisms |
|-------------------|---|---|--|--|
| Our Investors | <p>The Board of Grainger believes that understanding the views of its shareholders is a fundamental principle of good corporate governance; therefore strong engagement with stakeholders and investors is key to achieving this and progressing the business and its strategy.</p> <p>The framework of investor relations is set around the financial reporting calendar, with additional engagement taking place throughout the year when considered beneficial to the Company. Details are reported in the Relations with Shareholders section in ARA (2017) – p59-61.</p> | Seasonal (around results and interim results) | <p>One-on-one meetings</p> <p>Third party administered surveys on an anonymous basis</p> <p>Programme of analyst/investor presentations</p> | <p>As part of Grainger’s governance processes, the Board actively receives feedback, comments and concerns.</p> <p>Concerns are brought to the attention of the board, debated, action taken where appropriate, and reported back to shareholders.</p> <p>Frequently Asked Questions and responses are reported in ARA (2017) – Relations with shareholders (p60).</p> |
| | | Annually | <ul style="list-style-type: none"> • AGM • Corporate reporting, including investor relations website • Capital markets day • Property tours • Responses to investor surveys, including the CDP Climate Change Program and the Global Real Estate Sustainability Benchmark | |
| | | Quarterly | Environmental Fund Reporting | |
| Our Employees | Being a great employer will ensure we attract and retain the best possible talent in the market, and engaged employees are critical to the success of our business. | Weekly | <ul style="list-style-type: none"> • Grainger Intranet with internal news and industry news • Senior management committee meetings, the findings of which are cascaded out into smaller team meetings | The intranet is a two-way method of communication, where employees can leave feedback, and receive answers to comments and questions. |

| Stakeholder Group | Reason for engagement | Approach to engagement, including: Frequency & Channels | | Feedback mechanisms |
|----------------------|--|---|---|---|
| | We have a range of communication forums for employees to engage in which occur at regular intervals. They are designed to encourage two-way communication across all levels within the business. Details are reported in the People section in ARA (2017) – p31. | Bi-monthly | <ul style="list-style-type: none"> Grainger company-wide memo Operations board meets to discuss complaints, actions, learnings, lettings, property management, repairs and maintenance. | Any issues or comments from employees are raised and discussed in the relevant committee or strategic meetings. Feedback from employee engagement surveys is discussed and an action plan developed which is shared with all employees. |
| Monthly | | <ul style="list-style-type: none"> Executives host meetings and events with junior staff member Executive Committee meetings | | |
| Quarterly | | <ul style="list-style-type: none"> Strategic meetings for senior leadership, the findings of which are cascaded down to teams Executive review of performance | | |
| Bi-annual | | <ul style="list-style-type: none"> All staff conference calls Employee engagement surveys Office roadshows from Executives at least once a year | Shortly after releasing company results, staff conference calls are held, which have open Q&A sessions to allow feedback. | |
| Our Partners | We work closely with our development and investment partners. Our commitment to transparency and openness means we share the risks and rewards of our projects and learn from each other's expertise. | We engage with development partners and contractors on a project by project basis. | | Feedback is collected from our partners through team meetings, management committee meetings and surveys. |
| Our Customers | The future of our business is based on our customers and their willingness to put their faith in us when they choose to rent one of our properties. We are therefore committed to understanding their wants, needs and aspirations fully. Through a structured programme of gathering feedback, we ensure we are not just listening to our | Available 24/7 | <ul style="list-style-type: none"> Out-of-hours emergency helpline Dedicated repairs and maintenance number Customer information website Online residents' forums and portals | Feedback is collected through direct engagement with tenants through multiple communications, including phone calls, meetings, forums and surveys. In addition, ad hoc feedback is collected through complaints |
| | | Daily during office hours | <ul style="list-style-type: none"> Access to property managers via telephone, email and SMS | |

| Stakeholder Group | Reason for engagement | Approach to engagement, including: Frequency & Channels | | Feedback mechanisms |
|--------------------------|---|--|---|---|
| | <p>customers, but responding and acting accordingly.</p> <p>This year we introduced a new customer survey for our PRS customers to provide us with an independent assessment of how we are doing.</p> <p>Details are reported in the People and Assets sections in ARA (2017) – p31, 32 and 34.</p> | Beginning of each new tenancy | <ul style="list-style-type: none"> Welcome letter Welcome packs including property guide and green tips Customer satisfaction survey (for shorthold tenants) | <p>processes, social media and queries raised through the company's website or directly with property managers and other members of staff.</p> |
| When repair is reported | <ul style="list-style-type: none"> Repair response satisfaction survey (for monthly tenant samples) | | | |
| End of each tenancy | <ul style="list-style-type: none"> Customer satisfaction survey (for shorthold tenants) | | | |
| | | Project-based | <ul style="list-style-type: none"> Focus groups Surveys | <p>Focus groups are held at all new projects to ensure that asset design is customer-focused.</p> |
| | | Annual | <ul style="list-style-type: none"> Surveys | <p>Grainger introduced a new standardised customer survey process in 2017, which collects feedback from customers and feeds into practical actions. This survey is sent out annually to all PRS tenants, in addition to surveys sent at key trigger points (e.g. move in)</p> |
| Local Authorities | <p>We rely on the support of local authorities and planning departments to be a successful investor and developer. Grainger is committed to engaging in open dialogue with local authorities about our ideas and plans for developing spaces and</p> | <p>On an ad hoc basis, in areas we are looking to invest</p> | <p>In areas where we are looking to invest in build-to-rent, we undertake discussions with key local stakeholders including representatives from the relevant local authority.</p> <p>We also attend and host meetings with industry bodies such as the BPF in order to educate local authorities on build-to-rent.</p> | <p>We engage in two-way dialogue with local authorities where we are looking to invest, with feedback typically provided in person.</p> |

| Stakeholder Group | Reason for engagement | Approach to engagement, including: Frequency & Channels | | Feedback mechanisms |
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| | to working collaboratively to achieve positive solutions. | On a project by project basis | Meetings, letters, website and targeted public relations during development projects, including: <ul style="list-style-type: none"> • Statutory planning consultations • Neighbourhood workshops • Participation in local organisations and community groups • Place-making strategies for developments | There is an ongoing engagement process with local authorities for projects which are in construction or going through the planning process, during which there is an ongoing dialogue to discuss events and showcase initiatives in the local area. |
| National and regional Government | As the UK's largest residential landlord, we have a duty to share our unique expertise with policy-makers. Our partners in local and central government are important to us and we are aligned in our objective of creating new high-quality homes. Grainger is an active contributor to the UK housing debate and engages proactively with central and local government to positively influence policy to enable our sector to invest in more good-quality homes for rent. | On an ad hoc basis | <ul style="list-style-type: none"> • Direct consultation via face-to-face meetings, letters, consultation responses or other public policy research. • Indirect consultation through industry bodies • Attend and speak at events • Host property tours • Responding to phone and email enquiries • Secondments to taskforces as required | We engage in two-way dialogue with relevant Government bodies on key issues. Topics discussed include how build-to-rent can improve housing standards, provide affordable housing, support families and further labour productivity. |
| Local Communities | Grainger sees all of its communities as partners, and as such, feedback is both reactive and proactive. We make efforts to engage extensively with community representatives where we are undertaking development work, and develop strong relationships with local community partners around our larger assets. | On a project by project basis | Meetings, letters, our website and targeted public relations during development projects, including: <ul style="list-style-type: none"> • Neighbourhood workshops • Participation in local organisations and community groups • Dedicated project newsletters and websites | Grainger has a bespoke and organic approach to community engagement, whereby we aim to discover what communities want, and how Grainger can support and enable that. We host regular residents' meetings and community |

| Stakeholder Group | Reason for engagement | Approach to engagement, including: Frequency & Channels | | Feedback mechanisms |
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| | | | <ul style="list-style-type: none"> Residents meetings and steering groups (both formal and informal) <p>Grainger hosts many events and supports local initiatives around developments and key assets.</p> | <p>events, which provide a platform for residents to raise concerns and provide feedback.</p> |
| <p>NGOs & Charities</p> | <p>Grainger is always open to dialogue with NGOs and strives to build close working relationships with charity partners, such as LandAid.</p> <p>We welcome the views of NGOs and seek to incorporate them into our business activities as appropriate.</p> | <p>Grainger plc has an ongoing long-term corporate relationship with LandAid, contributing through volunteering and fundraising, and is working with Age UK to review how we communicated with older tenants.</p> <p>Additionally, employees are able to support other charities of their choosing.</p> | | <p>Where there are shared interests and areas of concern, Grainger engages and supports local charities near our projects.</p> |
| <p>Industry Bodies</p> | <p>We have close links with a range of industry bodies, which are detailed to the right.</p> <p>Grainger representatives sit on various committees of the British Property Federation (BPF) and Grainger's CEO, Helen Gordon, sits on the BPF and EPRA Boards.</p> <p>We also seek to actively participate in industry research.</p> <p>Individual employees are encouraged to be members of relevant professional accreditations and associations.</p> | <p>Ad hoc engagement on relevant topics and attendance at regular committee meetings</p> | <p>Committee representation:</p> <ul style="list-style-type: none"> BPF Board BPF Policy Committee BPF Residential Board BPF Communications Committee (Chair) BPF Residential Management Committee BPF Build-to-Rent sub-committee EPRA Board of Directors <p>Memberships:</p> <ul style="list-style-type: none"> British Property Federation (BPF) The European Public Real Estate Association (EPRA) Global Real Estate Sustainability Benchmark (GRESB) Better Renting for Britain campaign (founding member) London First London Rental Standard accreditation UK Apartments Association The Association of Residential Letting Agents (ARLA) | <p>Grainger raises concerns with industry bodies such as the BPF, which are in turn represented to others. Additionally, industry bodies challenge the organisations they represent, and provide feedback to Grainger on best practice. They also support peer-to-peer networking and feedback-sharing between members.</p> |

| Stakeholder Group | Reason for engagement | Approach to engagement, including: Frequency & Channels | | Feedback mechanisms |
|----------------------------------|---|---|--|---|
| | | | <ul style="list-style-type: none"> • Urban Land Institute (ULI) • The Royal Institute of Chartered Surveyors (RICS) – multiple individual members | |
| Media & Public | <p>The media is the primary channel through which our company is represented to the public. We manage this relationship to foster transparency and trust. A positive relationship will ensure that our public image is protected and Grainger is fairly and accurately represented.</p> | <p>On an ad hoc basis</p> | <ul style="list-style-type: none"> • Grainger corporate website • Targeted public relations including press releases • Responding to phone and email enquiries • Monitoring feedback on social media | <p>Grainger has a proactive as well as reactive relationship with the press, and has a regular engagement programme, answering queries from the general public.</p> |
| Suppliers and contractors | <p>The relationships we have with our partners and suppliers are fundamental to our business model. Our partners supplement and complement Grainger’s position and enable us to amplify our business activities, and they are an extension of our business. We therefore work very closely with them and ensure that our contracts require them to uphold the high standards we set so that we deliver the products and services that our customers expect.</p> | <p>For key suppliers we will set in place specific mechanisms for supplier engagement. For example, for our major Repairs and Maintenance provider, Kier, we engage at a number of levels – ranging from a strategic partnership board to operational groups to address day to day issues.</p> <p>We also engage with suppliers on or looking to be part of framework agreements, requiring them to register with constructionline.</p> <p>For development activities, the role of Health and Safety is crucial, and requires site wide engagement and co-ordination of activities in partnership with our Health and Safety Director. We also work with our suppliers to raise their standards of environmental performance and social responsibility, through our Environmental Management System</p> | | <p>Suppliers provide feedback directly through their relevant point of contact in the business, such as the relationship manager.</p> |