



GRI 2013-2014

Forward thinking Future focus





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Contents

NAVIGATING THE FUTURE	4	Key requirement	35
		Reliable resource for beginners	35
EXECUTIVE SUMMARY	6	Useful user feedback	35
ABOUT THIS REPORT	8	Strong presence on a global platform	37
		GRI pivotal in momentous EU directive	37
ABOUT GRI	9	Constructing a business architecture for SDGs	38
Services and sectors served	9	A successful conference in India	38
Workforce profile	10	The main events	42
Ethics, values and principles	11	The importance of integrity	42
Precautionary approach	11	Steering stewardship	44
Governance	11	Inclusivity and accessibility	44
Composition of the highest governance body	13	Targeting transparency	44
Nomination and selection process of the highest governance body	13	GRI'S OWN SUSTAINABILITY YEAR	46
Remuneration and incentives	14	What matters most and where it matters	47
GRI's supply chain	14	Topics for inclusion	47
Looking ahead	15	Focusing on material Aspects	49
		Impacts and their importance	49
GRI AND G4 ONE YEAR ON	17	How GRI aligns with its mission	51
Blazing a trail for G4	18	Affected Stakeholder Engagement	51
Supporting OS on their G4 journey	18	Public Policy, and Public Awareness and Advocacy	52
G4 Pioneers	19	Coordination	54
Beyond G4	20	Feedback, Complaints and Action	56
Guidance along the way	24	In the workplace	57
Helping to build reporting skills	24	Diversity and Equal Opportunity	57
SECO	24	Training and Education	58
Sida	25	Emissions	59
EU	25	FINANCIALS	61
Privately funded programs	27	PERFORMANCE IN FIGURES	66
Service-oriented	29	CONTENT INDEX	68
Software and data	29	GLOSSARY	70
Ensuring a smooth transition	31		
Structuring the sectors	31		
A useful addition	31		
Linkages and alliances	33		

ICONS USED IN THIS REPORT

Did you know?	Case study	Country focus	Interview	Quote

Navigating the future

We live in a world of challenge and change. Shifting landscapes in the environmental, social and governance arenas constantly test our abilities to create innovative approaches to address global issues, such as climate change and human rights.

Within this flux and flow, GRI has occupied a prime position. The past 17 years has seen sustainability reporting move from a practice undertaken only by pioneers to become standard practice for thousands of organizations worldwide. GRI has played a fundamental role in catalyzing and enabling this movement, with the establishment of a robust set of Sustainability Reporting Guidelines, at a time when little else existed.

The GRI Sustainability Reporting Guidelines are now generally regarded as the most trusted and respected, with over 5,000 organizations having used them across more than 90 countries at the end of June 2014. In addition, they are referenced in the policies of 24 countries and their development is underpinned by continual, global, multi-stakeholder engagement – a process which ensures that every group has an equal voice at the table. A landmark moment was achieved in September 2014 when 20,000 reports were registered in GRI's Sustainability Disclosure Database, further demonstrating the impact that GRI has had in enabling organizations to understand, manage and communicate their commitment to sustainability.

GRI is continuously building on its legacy as a pioneer in sustainability reporting. *Forward thinking, future focus* not only

gives a structured insight into GRI's activities and its sustainability impacts since the launch of G4 – the most recent version of the Guidelines – but also demonstrates how the organization is addressing the rapid changes taking place in the sustainability reporting field.

The adoption of G4 has been exceptional. Its use has exceeded our expectations, encouraged by GRI's own training programs and workshops, and the support of its network of regional offices. Feedback on these programs and the utilization of G4 through GRI's own monitoring programs has provided useful data for future analysis and research. G4 has also provided the backbone for GRI's Organizational Stakeholder Program during 2013-2014, which connected nearly 600 organizations in 60 countries committed to advancing sustainability reporting. The G4 Pioneer Program proved especially popular, and was oversubscribed by nearly 100%.

Where governmental and market regulation on sustainability reporting has been in progress – such as the new European directive on non-financial reporting – GRI has provided advice and support to ensure alignment and simplification. Similarly, a triple alliance of GRI, the UN Global Compact, and the World Business Council for Sustainable Development have agreed to develop an implementation guide to support companies in measuring and communicating their impacts and contribution to the proposed Sustainable Development Goals.

THE NEED TO ADAPT

The market has made significant advances and it is clear that the global sustainability movement as a whole has arrived at a critical juncture. As an innovator in this field, GRI has a duty to adapt to this changing landscape in a way that continues to fulfil its vision of a sustainable global economy, where organizations understand, manage and communicate their economic, environmental, social, and governance impacts responsibly.

GRI must also be aware of how sustainability reporting is perceived – and often misinterpreted. As a pioneer of sustainability reporting over the last two decades and the global standard-setter for sustainability disclosures, GRI has a central role to play and a duty to collaborate actively in the further development of integrated reporting. GRI believes that integrated reporting, which incorporates appropriate material sustainability information equally alongside financial information, and which embodies a truly multi-stakeholder approach, is an important and necessary innovation in corporate reporting. Indeed, greater collaboration is needed across sustainability reporting frameworks to bring simplicity to the reporting process and achieve greater clarity for organizations and stakeholders. The shared goal should be that of increasing the number of organizations reporting whilst at the same time improving the quality of those reports.

Furthermore, GRI believes that the value of reporting is in the process itself, not simply the output of producing a set of disclosures. Fundamental to enhancing

the value of reporting for organizations and stakeholders will be moving beyond a written, published and static report into other, potentially more engaging forms of communication.

SETTING THE STANDARD FOR INFORMED DECISION-MAKING

With this in mind, GRI has already set in motion a number of strategic changes. In November 2014, GRI revealed a new governance structure, reinforcing its commitment to providing robust global standards for sustainability reporting. As a result of the new governance structure, GRI will issue **Sustainability Reporting Standards** developed and approved by the Global Sustainability Standards Board (GSSB), designed to further strengthen the independence of GRI's standard-setting activities, while upholding the organization's unique, global, multi-stakeholder principle.

Importantly, both GRI's standard-setting and organizational activities will be underpinned by a strong technology infrastructure built on reliable data collection and information processes. As a result, GRI will further develop engagement activities, products and partnerships to enhance the value of its Sustainability

Reporting Standards for organizations, enabling them to go 'beyond reports' in communicating their commitment to sustainability with multiple stakeholders in new and innovative ways.

GRI is uniquely positioned to leverage the wealth of knowledge and expertise through its 17-year history and within its powerful global network. By adapting now to future trends, as pioneers we will transform these shifting landscapes into new horizons which benefit organizations, society and the world.⁵⁴⁻¹

December 2014



CHRISTIANNA WOOD
Chairman, Board of Directors



MICHAEL MEEHAN
Chief Executive

A journey well-traveled



Ernst Ligteringen handed over the position of GRI's Chief Executive to Michael Meehan in July 2014. During his tenure, he created a strong legacy for GRI to build on.

"Twelve years ago I was fortunate to embark on a journey with many people who were working together to build a navigation system for travelers on the road to sustainability. When I left that pathway this year, we had again passed a major milestone – the launch of the G4 Guidelines. It signposted the way for other travelers, and signaled that sustainability reporting had reached a significant level of maturity.

"Along the way, the discussion about what a sustainability report should actually accomplish has become increasingly important.

As a result there is a big opportunity now to aggregate all the data and content amassed to start informing decision-making within organizations and markets. I envisage a future where information about sustainability impacts will be disseminated through all kinds of channels to reach a diverse group of users. I anticipate that, gradually, a role-reversal will take place. It will not be organizations and companies who broadcast what they wish to communicate. I see a world where sustainability issues are so embedded in the way organizations and companies operate that users of this information will be able to seek out what they are looking for more easily.

"I am confident that GRI is in a good position to continue to lead the move forward, and I will enjoy following the continued exploration of its journey."

Executive summary

GRI is an international, not-for-profit organization based in Amsterdam. Its vision is a sustainable global economy where organizations manage their economic, environmental, social and governance performance and impacts responsibly, and report transparently. This report combines the content of an annual review and a sustainability report covering the period 1 July 2013 to 30 June 2014.

GLOBAL REACH

As well as its Secretariat in Amsterdam, GRI has seven regional offices (Focal Points) in Australia, Brazil, China, Colombia, India, South Africa, and the USA. At June 2014, over 5,000 organizations worldwide had used GRI's Sustainability Reporting Framework in their reporting.

GRI's Certified Training Partners have engaged with, and trained over 19,000 participants globally since the establishment of GRI's Certified Training Program. Current projects involve seven Certified Training Partners and up to 130 SMEs, funded by the Swiss-based State Secretariat for Economic Affairs (SECO), the Swedish International Development Organization (Sida), the EU, and private organizations.

It also has an extensive Organizational Stakeholder network with nearly 600 organizations – ranging from multi-nationals to small enterprises, and drawn from civil society, business, mediating institutions, investors, public agencies and intergovernmental bodies – supporting GRI's mission in more than 60 countries.

Worldwide, GRI employs 76 staff. Its Code of Conduct guides all employees, governance body members, and independent contractors that conduct activities on behalf of GRI, in their actions. In addition to the Code of Conduct, employees are guided by GRI's Staff Principles and Values.

GRI's three governance bodies oversee

its work and direct the activities of its Secretariat and Focal Points. Each governance body – the Board of Directors, Stakeholder Council, and Technical Advisory Committee – has balanced multi-stakeholder representation with representatives from different stakeholder groups and geographic regions.

The information about GRI's governance structure is particularly relevant for the period covered by this report. Additionally, during the same period, preparation was made for the introduction of GRI's new governance structure, which was announced in November 2014 and is due to be in place by 31 January, 2015.

STRATEGIC OBJECTIVES

GRI continued to work on its long-term strategic objectives throughout 2013-2014:

- To enhance and expand the technical features of GRI's Sustainability Reporting Framework and other related projects.
- To shape the reporting environment.
- To contribute to the development of integrated reporting.
- To create awareness and capability for sustainability reporting.
- To further GRI's institutional and operational objectives.

To achieve its objectives, GRI relies on a multi-stakeholder approach to decision-making and strategy creation. Stakeholders are kept informed of GRI's activities and are involved in the continuous development of the Sustainability Reporting Framework,

and other related documents and programs, through monitoring, feedback, questionnaires and surveys.

For this combined report, GRI decided not to conduct a new stakeholder engagement but instead connected with representatives from three additional stakeholder groups – financial markets' representatives, NGOs, and regulators/governments. The other stakeholder groups were part of the stakeholder engagement for GRI's Sustainability Report 2012-2013.

COLLABORATION AND PARTNERSHIPS

GRI has global strategic partnerships with:

- CDP
- International Integrated Reporting Council (IIRC)
- International Organization for Standardization (ISO)
- Organisation for Economic Co-operation and Development (OECD)
- United Nations Environment Programme (UNEP)
- United Nations Global Compact (UNGC)

In addition, GRI has established alliances with The Earth Charter, the International Finance Corporation, and the United Nations Conference on Trade and Development (UNCTAD).

In 2013-2014, GRI issued linkage documents in collaboration with ISO, UNGC and CDP.

As part of the framework of an alliance to build an 'architecture' of private

sector engagement in the post-2015 development agenda, the UN Global Compact (UNGC), GRI, and the World Business Council for Sustainable Development (WBCSD) have agreed to develop an implementation guide to support companies in measuring and communicating their impacts and contribution to the proposed Sustainable Development Goals (SDGs).

Governmental and market regulation regarding sustainability reporting – such as the new European directive on non-financial reporting – has greatly benefited from GRI's support in the last financial year, and by the organization's contribution to the development and implementation of the proposed SDGs (see above). GRI has also stepped up its collaboration with financial exchange institutions, such as the Sustainable Stock Exchanges Initiative and the World Federation of Exchanges.

GRI's Governmental Advisory Group consisted of 17 members at the end of the reporting year 2013-2014.

The number of policy makers and regulators that use the GRI Framework and Guidelines as references in their policy initiatives continues to increase, with 24 policy instruments (target number for the financial year) reached.

BUILDING ON G4

G4 provided the backbone of GRI's Organizational Stakeholder (OS) activities in 2013 with the launch of a very successful Pioneer Program, strong online support and a variety of OS-exclusive events held around the world.

GRI's partners in the Certified Software and Tools Program started moving towards G4, and by June 2014 almost all of the software providers had added G4 content to their software and tools, while continuing to provide G3 and G3.1 versions.

GRI's Sector Supplements – versions of the G3 and G3.1 Sustainability Reporting Guidelines tailored for certain sectors – have been reorganized to fit the structure and content of the G4 Guidelines. The Sector Disclosures, as they are now called, include the same content from the Sector Supplements, presented in a new format to facilitate use in combination with G4.

A new downloadable Content Index Tool was created that can be used in conjunction with the G4 Guidelines. It enables reporters to generate a customized Content Index template based on their preferred 'in accordance' option, together with their selected material Aspects.

Among the events during the reporting year was the official opening of the Focal Point in Colombia, the Sustainability Reporting for Sustainable Development Conference in India, and a string of G4 local launches.

GRI'S SUSTAINABILITY YEAR

In this report, eight material Aspects – divided into 'mission critical, and 'operational' – and their Boundaries were assessed. In The Netherlands, where GRI's Secretariat is based, the ratio of the annual total compensation for GRI's highest-paid individual to the median annual total compensation for all employees (excluding the highest paid individual) is 6.54. The ratio of the percentage increase in annual total compensation

for GRI's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is 0.

In the reporting period, 33% of GRI's workforce was under the age of 30 and 88% under 50. 26% were male and 74% female.

GRI staff were actively involved in GRI's office move in December 2013, taking part in the viewing of over ten potential locations and providing feedback on the 'look and feel' of the office space.

Following a successful pilot period, GRI's new Complaints Policy was approved in January 2014. This policy sets out a procedure that allows for complaints GRI staff may receive from external stakeholders to be properly collected, registered and addressed.

In the reporting period, GRI decreased its indirect GHG emissions created by GRI operations through air travel, by 31 tonnes or 10%.

With a total income of €6,661,848, the financial year closed with a deficit of €252,266. The cumulative reserves decreased to €857,648 by year-end.

Looking to the future, GRI will have a dual focus: standard-setting and enhancing the value of reporting for organizations and their stakeholders. GRI will further develop engagement activities, products and partnerships to enhance the value of its Sustainability Reporting Standards for organizations, enabling them to go 'beyond reports' in communicating their commitment to sustainability with multiple stakeholders. •

About this report

This annual ^{G4-30} combined report covers the period 1 July 2013 – 30 June 2014. ^{G4-28} GRI's most recent reports, the *Annual Activity Review 2012/13* and the *2012/13 Sustainability Report*, were published on 11 December 2013 and 4 June 2014, respectively. ^{G4-29} Both reports covered the period from 1 July 2012 to 30 June 2013.

It combines the content of an annual review and a GRI sustainability report of GRI's work in 2013-2014, in order to provide a comprehensive overview of GRI's performance and impacts.

It has been prepared 'in accordance' with GRI's G4 Sustainability Reporting Guidelines' Core option ^{G4-32} and uses the NGO Sector Disclosures. The Content Index on pages 68-69 indicates where the GRI disclosures are addressed. In addition, the disclosure labels (marked with superscript letters and numbers) throughout the report indicate the corresponding disclosures.

This report covers all the entities in GRI's consolidated financial statements, which are GRI's Secretariat in the Netherlands, and the Focal Point offices in Australia, Brazil, China, Colombia, India, and South Africa. The report also covers the Focal Point office in USA, although GRI's consolidated financial statements do not include the USA office, as legally it is an independent public charity. ^{G4-17}

A significant change in the report boundary since the last report is the

addition of the Colombian Focal Point, which started its operations in January 2014 and was officially opened in June 2014 ^{G4-13, G4-23} (see page 43).

GRI's Sustainability Management and Reporting Team (SMART), representing various departments, has developed this report together with GRI's Communications Team. The report has been formally reviewed and approved by the Board of Directors, represented by a Board Sub-group consisting of three members of the Board of Directors who are responsible for providing feedback on GRI's sustainability reporting process and the report itself. ^{G4-48}

Information on the total amount of greenhouse gas (GHG) emissions reported on page 41 of GRI's *2012/13 Sustainability Report* has been restated. The total GHG emissions in the reporting period 2012-2013 were 1,526 tonnes of CO₂ equivalent and not 1,527 tonnes of CO₂ equivalent as reported, due to an error in calculation. Additionally, information on the average hours of training per employee by gender, and by employee category reported on page 40 of the previous report has been restated due to a calculation error. See page 66 for the amended figures. ^{G4-22}

Financial data is expressed in euros (€) and environmental data in metric units.

GRI places great importance on the accuracy of this report. To this end, senior management and relevant staff members

have reviewed all of the information included in the report and consider it to be a correct representation of GRI's performance and impacts. Due to limited resources, GRI does not currently externally assure its report. However, GRI's Board of Directors is currently re-assessing the approach to external assurance of future reports. ^{G4-33}

GRI values feedback on this report and welcomes comments and questions at grisownreports@globalreporting.org ^{G4-31}. The feedback received will be taken into account when preparing the next report. •

About GRI

The Global Reporting Initiative (GRI) is an international, not-for-profit organization headquartered in Amsterdam, The Netherlands ^{G4-5}. GRI's full legal name is 'Stichting Global Reporting Initiative'. ^{G4-3} *Stichting* is the Dutch word for 'foundation' and GRI has been registered as a foundation under Dutch law since 2002. ^{G4-7}

GRI has 76 employees worldwide divided between its eight offices. ^{G4-9} In addition to GRI's Secretariat based in the Netherlands,

GRI also has regional offices, called GRI Focal Points, in Australia, Brazil, China, Colombia, India, South Africa and USA to help coordinate GRI's network and activities in these countries and their neighboring regions. GRI Certified Training Partners are present on six continents and GRI engages thousands of stakeholders all over the world through workshops, programs, conferences, working group meetings, and its governance structure. ^{G4-6}

GRI offers seven products and services as free public goods, and nine for a fee. ^{G4-9} The core product is the Sustainability Reporting Framework. These products and services are listed in Table 1 below.

SERVICES AND SECTORS SERVED

At June 2014, over 5,000 organizations had used GRI's Sustainability Reporting Framework in their reporting (see GRI's *Sustainability Disclosure Database* for more information). The majority of the reporters

TABLE 1

GRI'S PRODUCTS AND SERVICES ^{G4-4}



FREE PUBLIC GOODS AND SERVICES

- GRI Taxonomy (G4, G3.1, and G3)
- Linkage documents
- Reporting resources (e.g. templates and publications)
- Research publications
- Sustainability Disclosure Database
- Sustainability Reporting Framework (which includes G4, G3.1 and G3 Sustainability Reporting Guidelines, Sector Disclosures (G4), and Sector Supplements (G3.1/G3))
- GRI G4 local launch events



PRODUCTS AND SERVICES FOR A FEE

- Organizational Stakeholder Program
- 'Materiality Matters' check (G4) and Application Level Check (G3/G3.1)
- Business Transparency Program
- Certified Software and Tools Program
- Certified Training Program
- Featured Reports Service
- Introductory GRI workshops
- Learning publications
- Local programs

TABLE 2

Overview of GRI's workforce profile



EMPLOYEES BY CONTRACT TYPE	Indefinite	44	11	33
	Definite	25	5	20
	Internship	5	2	3
	Volunteer	2	2	0
	Total	76	20	56
PERMANENT EMPLOYEES	Full-time	63	16	47
	Part-time	6	0	6
	Total	69	16	53
EMPLOYEES AND SUPERVISED WORKERS	Employees	69	16	53
	Supervised workers	2	0	2
	Total	71	16	55
WORKFORCE BY REGION	Europe	58	15	43
	Asia	6	1	5
	North America	3	1	2
	South America	3	0	3
	Africa	2	1	1
	Australia and Oceania	4	2	2
Total	76	20	56	

are from the financial services, energy and energy utilities, and food and beverage products sectors. GRI's Sustainability Reporting Guidelines are designed to be universally applicable to all organizations, large and small, for-profit and not-for-profit. Most GRI reporters are private sector companies and their subsidiaries, or state-owned companies. In addition, GRI's Certified Training Partners have engaged with and trained over 19,000 participants worldwide since the establishment of GRI's Certified Training Program in 2008. GRI also has an extensive Organizational

Stakeholder network with nearly 600 organizations, which publically support GRI's mission in more than 60 countries. ^{G4-8}

In the financial year 2013-2014, GRI's revenues amounted to € 6,661,848. ^{G4-9}

WORKFORCE PROFILE

GRI has 76 employees worldwide. Table 2 provides an overview of the workforce profile. ^{G4-10}

The bulk of GRI's work is undertaken by employees, or supervised workers, and

not by self-employed workers. There are no significant variations in employment numbers. ^{G4-10}

None of GRI's employees are covered by collective bargaining agreements. ^{G4-11}

ETHICS, VALUES AND PRINCIPLES

GRI's Code of Conduct guides all employees, governance body members, and independent contractors that conduct activities on behalf of GRI, in their actions. It gives directions on harassment and grievance procedures, employee conduct, and health and safety. All employees are expected to know, and act in accordance with the code, and new employees are introduced to the content of the code when they join GRI. In addition to GRI's Code of Conduct, employees are guided by GRI's Staff Principles and Values. ^{G4-56}

GRI's Staff Principles:

- Adapting and responding to change:
 - Adapt to changing circumstances
 - Accept new ideas and change initiatives
 - Adapt interpersonal style to suit different people, cultures or situations
 - Show an interest in new experiences
- Delivering results and meeting expectations:
 - Focus on customer needs and satisfaction
 - Set high standards for quality and quantity
 - Monitor and maintain quality and productivity
 - Work in a systematic, methodical and orderly way
 - Consistently achieve goals

GRI's Staff Values:

- Respect
- Engagement
- Forward-looking
- Accountability

The competency to adhere to the principles and values is reviewed and evaluated annually as part of the Performance Appraisal, which is conducted for all GRI employees in line with GRI's Performance Management Methodology (PMM). ^{G4-56}

PRECAUTIONARY APPROACH

The precautionary approach, or principle, refers to the approach taken to address potential environmental impacts. GRI applies the precautionary approach through its environmental programs and focus on employee safety. Risk management in operational planning is conducted through a Risk Inventory & Evaluation (RIE) assessment of GRI's office and work circumstances, which are reviewed annually and amended when needed. The RIE assessment covers, for example, health and safety for staff working in GRI's Secretariat office. ^{G4-14}

GRI does not subscribe to or endorse externally developed economic, environmental and social charters, principles or other initiatives, ^{G4-15} nor does it hold membership of associations or international advocacy organizations. ^{G4-16} However, GRI supports and partners many leaders in reporting and accountability.

GRI has global strategic partnerships with:

- CDP

- International Integrated Reporting Council (IIRC)
- International Organization for Standardization (ISO)
- Organisation for Economic Co-operation and Development (OECD)
- United Nations Environment Programme (UNEP)
- United Nations Global Compact (UNGC)

GRI has also signed various Memorandums of Understanding (MoUs) with all the above organizations.

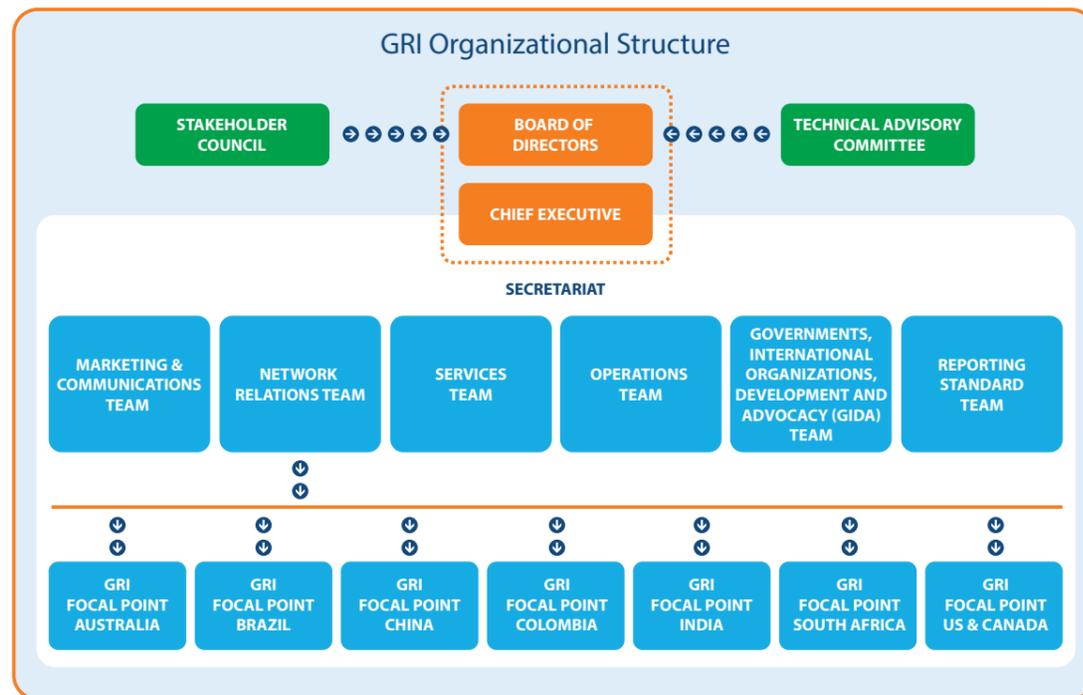
These alliances commit GRI to joint activity with these organizations and connect its Guidelines to other relevant international initiatives. They demonstrate how the linked activities of coalitions and networks can help improve best practice in reporting, ultimately helping pave the way to increased and improved corporate disclosure.

In addition, GRI has established alliances with The Earth Charter (with whom it has a MoU) and the International Finance Corporation (IFC). GRI and United Nations Conference on Trade and Development (UNCTAD) have also signed a MoU to promote greater understanding of, and participation in the processes that set internationally recognized sustainability reporting standards. The goal is to foster sustainable development in developing countries and transition economies, and to facilitate investment and business linkages.

GOVERNANCE

The information about GRI's governance structure provided in this section

FIGURE 1



is relevant for the period covered by this report. Additionally, during the same period, preparation was made for the introduction of GRI's new governance structure, which was *announced in November 2014* and is due to be in place by 31 January, 2015. See also **Navigating the future**, pages 4-5.

GRI's three governance bodies oversee GRI's work and direct the activities of GRI's Secretariat and the Focal Points (Figure 1). Each governance body – the Board of Directors, Stakeholder Council, and Technical Advisory Committee – has balanced multi-stakeholder representation with representatives from different stakeholder groups and geographic regions.

The *Board of Directors* (the Board) has the ultimate fiduciary, financial and legal responsibility for GRI, including final decision-making authority on GRI

Guidelines revisions, organizational strategy, and work plans. In taking care of its fiduciary duties regarding GRI's financial resources, the Board is assisted by the Audit Committee, the Finance & Remuneration Committee, and by GRI's Nominating Committee with the coordination of the annual nomination processes for the Board, Technical Advisory Committee and Stakeholder Council.

The *Stakeholder Council* is the formal stakeholder policy forum within GRI's governance structure, and advises the Board of Directors on strategic issues. Its key governance functions include appointing Board members and making recommendations on future policy, business planning and activity.

The *Technical Advisory Committee* provides expert sustainability reporting advice and oversees the development of GRI's Sustainability Reporting



Framework. It assists the Board of Directors and GRI's Secretariat in maintaining the overall quality and coherence of GRI's Framework by providing high-level technical advice and expertise, including recommending the development plan, specific technical direction, and form of GRI's technical content.

The *Secretariat* and *Focal Points* implement the technical work plan set out by GRI's governance bodies. They also manage GRI's network and institutional communications, outreach, stakeholder relations, and financial administration. The Chief Executive leads the Secretariat and serves as a non-voting member of the Board of Directors.

The *Organizational Stakeholders* are at the center of GRI's network activity. They are GRI's core supporters, publically supporting GRI's mission, contributing their expertise, electing 60% of the Stakeholder Council, and investing in GRI through annual financial contributions. ^{G4-34}

Composition of the highest governance body

GRI's highest governance body is the Board of Directors. At 30 June 2014, it had 15 members, 11 men and 4 women, who were all non-executive members with the exception of GRI's Chief Executive who is a non-voting member of the Board (see the *GRI Board of Directors* page on GRI's website for detailed information on the members). The Chair of the Board of Directors is not an executive officer. ^{G4-39} To ensure independence and to protect GRI's interest when it enters into a transaction or arrangement that might

benefit the private interest of a director of GRI, all Board members must agree on and sign a Conflict of Interest Policy and Statement annually.

A director's term on the Board is three years, with a maximum of two consecutive terms. Thereafter, a director may be considered for re-election after being off the Board for at least one year. The Chair of the Board cannot serve more than two consecutive terms of two years each. When a Board member transitions from a directorial role to the Chair position, periods served as regular Board member are not counted towards the term limitation. An up-to-date overview of the Board members' other significant positions and commitments, and the nature of those commitments are listed on the *GRI Board of Directors page* on GRI's website. The Board, like the other GRI's governance bodies, is designed to maintain multi-stakeholder representation. It is composed of members from the following constituencies: five members from business, four from mediating institutions, three from civil society and two members from labor. The Board members are selected based on their experience and knowledge on economic, environmental and social issues and impacts and, as such, this is at the center of the Board members' competencies. None of the members of the Board belong to an under-represented social group. ^{G4-38}

Nomination and selection process of the highest governance body

GRI's Nominating Committee is composed of three members of GRI's Board of Directors and three



members of the Stakeholder Council, and reviews all the nominations made by the interested candidates to become a Board member. Thereafter, it presents its recommendation(s) to GRI's Stakeholder Council. The key selection criteria for Board members are experience and knowledge in the sustainability arena. Although, if experience and background are comparable, gender balance and geographic region are also considered, in order to ensure multi-stakeholder representation on the Board. In order to ensure fairness, equity and objectivity in the Board nomination process, impartiality is deemed an essential component of the process. Independence is fundamentally achieved through the voice of GRI's Stakeholder Council, acting in its capacity of approving or rejecting Board nominees.

Stakeholders are involved in the selection process through GRI's Stakeholder Council, which consists of 48 cross-sectorial representatives that collectively act as an independent screening group. ^{G4-40}

Remuneration and incentives

In The Netherlands, where GRI's Secretariat is based, the ratio of the annual total compensation for GRI's highest-paid individual to the median annual total compensation for all employees (excluding the highest paid individual) is 6.54. ^{G4-54} The ratio of the percentage increase in annual total compensation for GRI's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is 0. ^{G4-55} The compensation of the highest-paid individual and for all other employees

consist of a base salary, which includes holiday allowance, and pension and health insurance contributions. Full-time equivalent (FTE) pay rates were used for the part-time employees in the calculation.

Data for the Focal Point offices has not been reported, as GRI's Secretariat in The Netherlands is considered as the only significant operation in this calculation.

GRI'S SUPPLY CHAIN

GRI's supply chain is focused around its office operations, and the projects it generates. To maintain the office operations, products such as energy, water, and paper are obtained from, where possible, sustainable suppliers. For projects, GRI makes use of suppliers for resource support and engages with external consultants and working group members for intellectual support. ^{G4-12}

GRI's Sustainable Procurement Policy and its procedures guide the procurement decisions and support GRI's overall Sustainability Policy. The aim of the Sustainable Procurement Policy is to promote sustainability when contracting services and choosing products by selecting those that have their production and distribution processes certified by international bodies, such as Fair Trade International or EU Ecolabel. GRI strives to increase its positive impacts and avoid negative impacts when making the most significant purchases related to sustainability performance, namely in office expenditure and business travel.

LOOKING AHEAD

GRI continued to work on its long-term strategic objectives throughout 2013-2014:

Enhance and expand the technical features of GRI's Reporting Framework and other related projects

GRI has been actively encouraging greater collaboration in the realm of sustainability reporting. Other advances during the reporting year concerned technical enquiries about – and feedback on – G4, the promotion and updating of GRI's G4 XBRL Taxonomy, and future plans for guidance development.

Shaping the reporting environment

GRI is a founding member of the *Corporate Reporting Dialogue*, launched in June 2014, which brings together organizations that have a significant international influence on the corporate social responsibility

landscape. Additionally, the 12th GRI Governmental Advisory Group meeting took place in April. GRI's substantial influence within both national and international arenas is documented further in this report.

Contribute to the development of integrated reporting

GRI continues to be represented on the governance bodies of the IIRC and advocates that sustainability reporting and integrated reporting (and therefore GRI's Guidelines and the Integrated Reporting Framework) are complementary.

Creating awareness and capability for sustainability reporting

The G4 Pioneer Program closed in April with very positive feedback (see page 19). Other innovative programs and initiatives – including the Certified Software and Tools

Program, Certified Training Program, and the Business Transparency Program – are all reported on in this publication.

Institutional and operational objectives

These objectives can be found in Table 3 on page 16. •



SUSTAINABILITY IN GRI'S SUPPLY CHAIN

Among GRI's external suppliers is *Lyreco Office & Work Solutions*. The company runs its own intensive Sustainability Development Program and promotes a concerted aim to be "the reference for sustainable workplace supplies solutions". Lyreco clearly defines its sustainability program into management, environmental, social and economic areas. It has had a FSC (Forest Stewardship Council) certificate since 2010 and is also ISO (14001) certified. In addition, the company executes social audits at its own supplier's factories and consistently "checks and challenges" claims about environment-friendly products. Further sustainable endeavors conducted by Lyreco include accurate, reliable and consistent assessment of "green" products, expansion of its range of these products (currently over 2,200, or more than 26% of their catalogue) and involvement in several educational programs in poverty-stricken areas.



TABLE 3

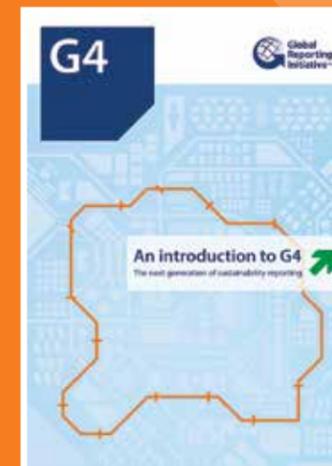
Institutional and operational objectives

Goals 2013-2014	Progress	Goals 2014-2015
Continue researching indirect impacts of GRI and its Framework	Research on GRI and its Framework's indirect impacts continues	Report on indirect impacts of GRI and its Framework
Continue to strive for balanced gender representation in the governance bodies	Overall gender balance in governance bodies shifted from 51% male, 49% female in 2012-2013, to 63% male, 37% female in the current reporting period	Continue to strive for balanced gender representation in the governance bodies
Continue to achieve balanced funding, with approximately one-third coming from Organizational Stakeholders and services (mainly the business community), one-third from governments and foundations, and one-third for program-based work from a diversity of sources, including business and foundations	59% of funding was received from Organizational Stakeholders and services combined, and 30% from governments and foundations. The remaining 11% came from restricted funding from businesses.	Continue to achieve balanced funding with 50% for restricted program funding (35% from governments and foundations and 15% from businesses), 25% from Organizational Stakeholders and core contributions, and remaining 25% from services (mainly the business community)
Evaluate the pilot project data for complaints collection, and decide on the need for a formalized policy and procedure	Following a successful pilot period, GRI's new Complaints Policy was approved in January 2014.	Not applicable
Assess the systems to collect office-related information on greenhouse gas emissions for the new office	The systems to collect greenhouse gas emissions information for the new office were assessed.	Report on office-related greenhouse gas emissions and set a goal for the reduction of these.

GRI and G4 one year on

GRI has been building on the legacy of G4 in 2013-2014, through continued growth and support.

Innovative programs have been expanded and developed, providing guidance for pioneer stakeholders and invaluable training for first-time reporters. Launch events around the globe have focused on making G4 as available as possible, while a host of services and resources ensure constant encouragement from GRI – and that GRI, in return, monitors and builds on the feedback it receives.





Blazing a trail for G4

G4 provided the backbone for GRI's Organizational Stakeholder (OS) activities in 2013-2014, with the launch of a very successful Pioneer Program, strong online support, and a variety of OS-exclusive events held around the world.



SUPPORTING OS ON THEIR G4 JOURNEY

Following the launch of G4 at GRI's Global Conference last year, GRI's Network Relations Team has been working to support OS on their G4 journey.

Virtual meetings are a great way to bring the OS network together and meet GRI's

commitment to keep OS up-to-date and connect them with their peers. GRI held over 25 online OS-exclusive sessions, many focused on major thematic changes in G4, such as developments in the supply chain and governance.

Beyond the online format, 19 OS-exclusive



Organizational Stakeholders are GRI's core supporters – they play an important governance role and provide key funding for GRI's activities. GRI's Organizational Stakeholder Program connects nearly 600 organizations from more than 60 countries – including 32 developing countries – committed to advancing sustainability reporting. Companies and organizations in the program are drawn from civil society, business, mediating institutions, investors, labor, public agencies and intergovernmental bodies, and range from thought-leading multinationals to small enterprises.



'ORGANIZATIONAL STAKEHOLDERS ARE ABSOLUTELY ESSENTIAL TO GRI'S SUCCESS AS AN ORGANIZATION. SINCE GRI'S INCEPTION, THEY HAVE DEMONSTRATED REAL LEADERSHIP IN SUPPORTING US TO MEET OUR VISION OF A SUSTAINABLE GLOBAL ECONOMY'

CHRISTIANNA WOOD, CHAIRMAN GRI

events were held in diverse locations, from Abu Dhabi to Australia, from Germany to Indonesia, all aimed at equipping OS with a good understanding of G4, and facilitating peer-to-peer discussion.

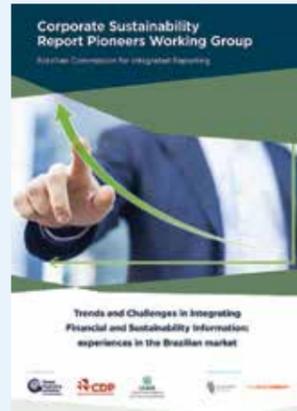
G4 PIONEERS

Always at the forefront of developments in sustainability disclosure, it was no surprise that the OS-exclusive G4 Pioneer Program, developed in conjunction with the *Organizational Stakeholder Program*, was oversubscribed from the initial 50 slots. In the end, it almost doubled to 98! Those organizations represented more than 34 different sectors, with a huge

variation in reporting experience, but with one common aim of making the transition to G4 in their next reporting cycle. In fact, 48 G4 pioneer reports have already been published.

This content-rich program of 18 sessions was designed with two aims: for GRI to get feedback on reporters' experience of making the transition to G4 and for those reporters to get additional information and opportunities for peer-to-peer collaboration and support from GRI.

Pioneers discussed all the latest updates of G4, with topics such as "defining



WORKSHOPS, DISCUSSIONS AND WHITE PAPERS IN BRAZIL

In the past year, GRI's Focal Point Brazil has worked intensively to increase the quantity of reports as well as improving the quality of reporting. With new reporters in mind, introductory workshops were delivered with the support of GRI's OS such as SulAmérica, São Paulo Stock Exchange, Petrobras, and Banco do Brasil. Workshops were also held in cooperation with BM&F BOVESPA (Brazil's stock exchange) in order to engage more publicly listed companies to report on economic, environmental, social and governance (EESG) issues.

Following on from the success of GRI's Global Conference on Sustainability and Reporting in Amsterdam last year, Focal Point Brazil organized a local event to introduce and explain the content of the conference to people who were unable to travel to the Netherlands.

The Focal Point engaged with existing companies to explain areas in the reporting process – for example, in-depth discussions about GHG emissions, and materiality. It also partnered with local branches of CDP and the World Business Council for Sustainable Development (WBCSD) to encourage pioneer companies to work further on integrated reporting. Four workshops were organized with 17 leading companies to discuss the steps, challenges and opportunities offered by integrated reporting, which resulted in a white paper entitled *Trends and Challenges in Integrating Financial and Sustainability Information: Experiences in the Brazilian Market*.

report content", "encompassing boundary setting", "identifying material issues", "prioritizing stakeholders" all generating substantial discussion.

Many OS who did not participate in the Pioneer Program and who are now preparing their G4 report have asked for a repeat of the program. While GRI considers this option, it will share experiences (see opposite page for one example – UPS) from those pioneers, to help give practical insights and advice on how to make the transition.

BEYOND G4

Whilst G4 has provided the backbone for the OS Program in 2013-2014, other discussion topics have continued, including a successful Indicator Insights project which asked 11 featured companies to investigate the "nuts and bolts" of reporting by showing how they tackled some of GRI's most popular Indicators. GRI has also been delighted to welcome new OS from countries such as Chile, Colombia, Kenya, and Turkey, emphasizing its position as a truly global network organization. •



On the road with G4 pioneer UPS

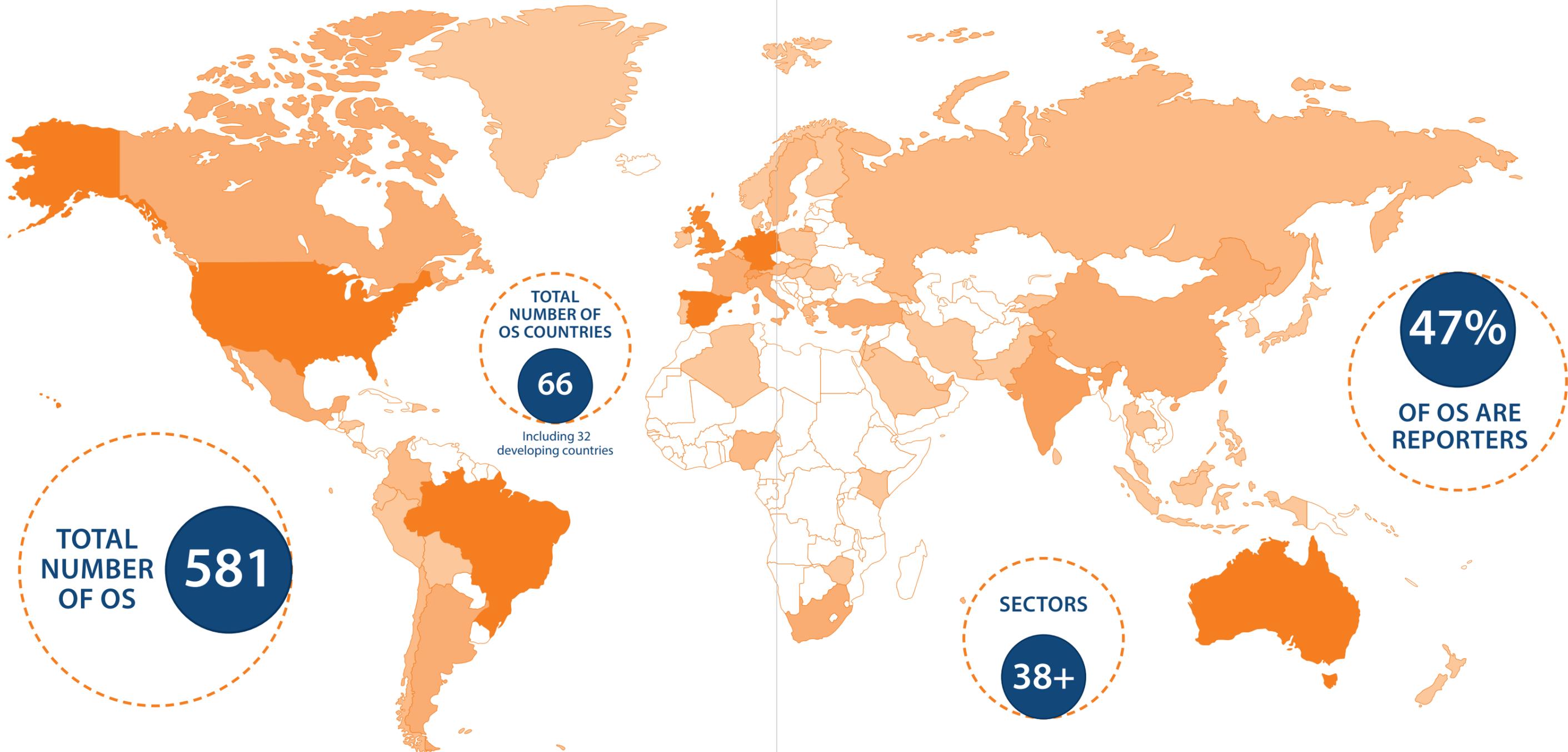
UPS was already a seasoned reporter when it embarked on its pioneer G4 reporting excursion. It had issued a sustainability report every year since 2003, and was one of the first in the transport and logistics sector to adopt the GRI Framework. The organization's venture into G4's new terrain was in many ways a voyage of discovery. "It was the natural next step in our broader journey to be a more sustainable and transparent company," says Patrick Browne, UPS Corporate Sustainability Manager. "For us, it is all about comprehensive and transparent reporting. We know that our stakeholders use the information we publish so it is vital we provide them with a full and accurate story."

During its reporting journey, UPS identified three areas which generated the most internal discussion: how to define – and present – the materiality matrix; how to match these areas to a set of G4 material Aspects; and defining boundaries. Obtaining outside assurance for its reports was also a priority, as was taking the organization's supply chain into consideration.

UPS offers advice for other G4 pioneers: "Be as inclusive as possible in your materiality; it's also important to get involvement from all the functions in your organization. You need to understand what is going on in the different regions where you operate. Our sustainability journey doesn't end, it just resets for the next year. Feedback is vital to ensure that we continue to evolve to meet the needs of our stakeholders."



GRI's Organizational Stakeholders – Global Reach



Nearly 600 organizations in 66 countries participate in GRI's OS Program.

They range from multinationals to small enterprises, drawn from civil society, business, mediating institutions, investors, public agencies, and intergovernmental bodies.

Common aim – a commitment to the advancement of sustainability reporting.



Guidance along the way

GRI's Business Transparency Program has continued to help SMEs to become more sustainable, by taking charge of their own sustainability performance rather than simply complying with the demands of their clients.



HELPING TO BUILD REPORTING SKILLS

Many organizations have realized the benefits of [GRI's Business Transparency Program \(BTP\)](#), which introduces sustainability reporting to small and medium-sized enterprises (SMEs), groups in a company's supply chain, and/or companies that want to enhance their sustainability reporting skills.



The BTP – which usually lasts 10-12 months – offers training, guidance and support to build sustainability reporting skills, from introducing and explaining sustainability and transparency, right through to the publication of an 'in accordance' Core GRI sustainability report. It uses the services of GRI Certified Training Partners in relevant countries



or regions followed by ongoing support through coaching workshops and one-to-one sessions addressing specific issues in finalizing the report.

SECO

GRI is currently running a number of BTP projects worldwide, with the support of various organizations. For example, in Peru no less than 21 SMEs, drawn from a wide range of sectors, are receiving training and coaching from [PERÚ 2021](#), a GRI Certified Training Partner. The funding for this project has been generously provided by [SECO](#).

SECO has also made possible a GRI BTP project in Indonesia, where 15 SMEs received a "Sustainability Compass



Workshop", as well as training and coaching support from GRI Certified Training Partner [YPB](#) (Yayasan Pembangunan Berkelanjutan; website in Indonesian only).

Other SECO-funded BTP projects currently in operation include training and coaching support programs for five companies in Vietnam, conducted by GRI Certified Training Partner [PricewaterhouseCoopers Vietnam](#), and for nine companies in the automotive sector in South Africa, conducted by [Environmental & Sustainability Solutions \(ESS\)](#).

SIDA

[Sida](#) has provided funding for a BTP project in India. Under the guidance of GRI Certified Training Partner [KPMG](#), 15 SMEs from the automotive and financial services

sectors have received their training course and part of the coaching support during 2013-2014.

EU

The "Scaling Up Sustainable Development of MSME Clusters In India" project is led by the Foundation for MSME Clusters and funded by [SWITCH-Asia](#), a European Commission program to support Asian companies in their sustainability performance. It intends to support around 100 Indian micro, small and medium enterprises (MSMEs) in the foundry sector in the states of Punjab and Rajasthan.

The project aims to enhance the competitiveness of these companies and improve their environmental and social impacts within three and a half

years. GRI is one of five partners in this project, the others being the Foundation for MSME Clusters (FMC), the Indian Institute of Corporate Affairs (IICA), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the United Nations Industrial Development Organization (UNIDO). GRI's role is to coordinate the training and coaching support to approximately 100 clustered MSMEs on sustainability reporting using GRI G4 Guidelines. The aim is to have aggregate reports from the participating companies. The reporting process will enable the clustered MSMEs to measure and manage their sustainability impacts, disclose them to stakeholders, and improve their access to potential business opportunities and public support schemes. Currently, two groups of more than 50 MSMEs have been coached and trained →



"THE SMES INVOLVED IN THE PROGRAM SEE A VARIETY OF BENEFITS AS A RESULT OF THE PUBLICATION OF THEIR FIRST SUSTAINABILITY REPORT. MOST OF THEM BELIEVE IT WILL PROVIDE THEM WITH ADDED VALUE WHEN IT COMES TO PRESENTING THEMSELVES TO PROSPECTIVE CLIENTS"

CECILIA RIZO PATRÓN PINTO, PROJECTS DIRECTOR, PERÚ 2021



BTP in Peru

Cecilia Rizo Patrón Pinto is the Projects Director at PERÚ 2021, a GRI Certified Training Partner organization, and GRI's main contact point for the implementation of the BTP in Peru, under SECO's funding. Here, she describes how GRI's BTP has further enhanced understanding of the importance of sustainability – and reporting – for SMEs in her region.

"The SMEs in the BTP were not acquainted with the theory and practice of sustainability. After a series of workshops and close support, this level of understanding is now more profound and detailed, as they comprehend that their material Aspects can be seen throughout the company, at both internal and external levels, and that these can affect them negatively or positively. They have acquired a new mindset related to sustainability, and see the publication of their first sustainability report as an opportunity to measure and integrate sustainability into their operations. It has been very fulfilling to observe that the management and measurement tools that were provided to the SMEs are now being used by them.

"The SMEs involved in the program see a variety of benefits as a result of the publication of their first sustainability report. Most of them believe it will provide them with added value when it comes to presenting themselves to prospective clients. They also believe that it will make them stand out when competing against others providers to their umbrella companies.

"As advisors throughout the sustainability reporting process, we foresee that these SMEs will serve as case studies, allowing further SMEs and companies in Peru and throughout the region to implement similar programs, and strive for sustainability within their supply chains. This program improves the measurement of KPIs, as well as stakeholder engagement. By involving sustainability practices locally and regionally, SMEs will definitely be an asset for the local economy."



↓
by GRI Certified Training Partner, [CII-ITC Centre of Excellence for Sustainable Development](#).

PRIVATELY FUNDED PROGRAMS

SMEs in Brazil are also benefitting from training and coaching under GRI's BTP from Brazil-based GRI Certified Training Partner [Aberje](#). They include two suppliers to AES Eletropaulo, a major power distributor in the state of São Paulo, and three suppliers to the cosmetics manufacturer Natura. Participants are expected to publish their first sustainability reports, based on GRI's G4 Guidelines, in June 2015. In addition, three medium and large companies in the automotive sector in South Africa, members of Imperial Holdings' supply chain, are participating in a BTP project, supported by GRI Certified Training Partner ESS. Also in the automotive sector, two large enterprises are following a BTP under the guidance of GRI Certified Training Partner KPMG in India. •



PROJECTS UNDER THE BUSINESS TRANSPARENCY PROGRAM

GRI Certified Training Partners involved: 7
SMEs involved in training and coaching: **up to 130 globally**
Average GRI sustainability reporting process: **10-12 months**
First GRI sustainability reports based on G4 Guidelines expected by June 2015

State Secretariat for Economic Affairs (SECO) funded projects

- Indonesia (15 SMEs)
- Peru (21 SMEs)
- South Africa (9 SMEs)
- Vietnam (5 SMEs)

Swedish International Development Cooperation Agency (Sida) funded project

- India (14 SMEs)

EU funded project

- SWITCH-Asia India (more than 50 SMEs trained in 2013-2014)

Privately funded projects

- Brazil (5 SMEs)
- India (2 SMEs)
- South Africa (3 SMEs)



'AFTER THE SESSIONS, THE SMES WERE FULLY CONVERSANT ABOUT WHAT SUSTAINABILITY STOOD FOR, AND HOW IT COULD RELATE TO THEIR IMPACTS AND PERFORMANCE'

SANTOSH TANEJA, EXECUTIVE OFFICER,
CII-ITC CENTRE OF EXCELLENCE FOR SUSTAINABLE DEVELOPMENT



BTP in India

Santosh Taneja is the Executive Officer for GRI Certified Training Partner CII-ITC Centre of Excellence for Sustainable Development, based in India. She enthuses about the effects that GRI's BTP has had on MSMEs.

"After the sessions, MSMEs were fully conversant about what the term 'sustainability' stood for, and how it could relate to their impacts and performance. Some of the participants have become so passionate about the subject that they have convinced their other network colleagues that not only is it an important factor in generating income but that it is also essential for ensuring future sustainability as well. People had differing views on sustainability and did not know that environmental and social issues were also important for a business to grow.

"MSMEs feel that sustainability reporting should help them attract new markets. The focus should be directed towards market analysis in order to assess the demand for their products. This could also mean knowledge and skill upgrading for venturing into the manufacture of new products rather than just processing improvements for existing ones. Another benefit that they see from sustainability reporting is the retention of staff, by adopting better techniques and improving workforce culture."



Service-oriented

During the reporting period, GRI offered services for both G3/G3.1 and G4. The Application Level Check (ALC) service for G3/3.1 continued to be very popular. In December 2013, GRI launched a new G4 service for reporters, the 'Materiality Matters' check, which verifies that, at the time of publication, the disclosures on defining report content and stakeholder engagement are clearly located in a report. G4 includes 11 different General Standard Disclosures related to this, divided into two sections: "Identified Material Aspects and Boundaries" and "Stakeholder Engagement" (G4-17 – G4-27). Reports published after 31 December 2015 should be prepared 'in accordance' with the G4 Guidelines. The ALC will cease to exist from this date.

SOFTWARE AND DATA

GRI's partners in the Certified Software and Tools Program also started moving towards G4, and by June 2014 almost all of the software providers had added G4 content to their software/tools, while continuing to provide G3 and G3.1

versions. In addition, there are several new language versions of software with GRI content in the pipeline – German, Brazilian Portuguese and French. The numbers of reporters registering their reports in

GRI's Sustainability Disclosure Database has also continued to increase. Most of these reports are registered through GRI's global network of data partners, which numbered around 40 in June 2014. •



CHINA ROLLS OUT G4 IN TWO LANGUAGE VERSIONS

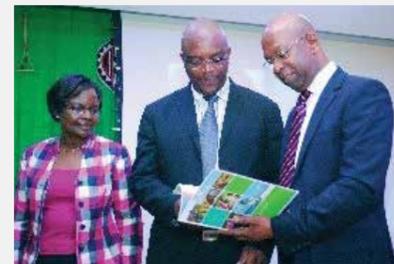
After the launch of G4 in May 2013, the G4 Chinese translation project (Simplified and Traditional Chinese versions, launched in January and May 2014 respectively) started with a series of G4 roll-outs all over the Great China Region, including mainland China, Hong Kong, and Taiwan. The two versions of G4 Chinese translation have received generous support from WBCSD regional branches in mainland China and Taiwan, as well as valuable contributions from reviewers drawn from the worlds of business and academia, and from intermediary companies and capital market regulators.





Raising awareness of GRI's mission in South Africa – and beyond

GRI Focal Point South Africa continued to drive for the uptake of reporting outside the region. In January 2014, a Sustainability and Reporting Dialogue event was held in Lagos, Nigeria. Local stakeholders debated with GRI's Focal Point about what role reporting can play in promoting discussions around the social, economic and environmental impacts of growth and wealth creation. Focal Point South Africa also engaged with the Nigeria Stock Exchange (NSE), the latest exchange to have joined the United Nations Sustainable Stock Exchanges (SSE) Initiative, pledging to promote sustainability among NSE-listed companies.



A collaboration was set up with the Kenya Bankers Association (KBA) to drive a Sustainable Finance Initiative (SFI) that promotes best practice in Kenya and the East Africa region. With support from UNEP Finance Initiative, KBA is spearheading the introduction of sustainability within the finance sector. Focal Point South Africa and KBA hosted a half-day workshop on the SFI, and sustainability reporting for member banks. The focus of the seminar was to introduce sustainability reporting as well as practical exercises to aid further understanding of some key sustainability reporting principles, such as determining what material issues to include in reports.



Training and coaching were among the many activities that Focal Point South Africa focused on during the last year.

GRI opened a call for training partners covering 21 countries in the sub-Saharan region and pre-selected 12 organizations or consortiums. Under the proposed agreement(s), the successful training partners will be free to conduct training workshops in any of the countries covered by the call. By expanding its network of

trainers, GRI aims to enhance access to locally available technical resource capacity, and also lower training costs for participants.

In South Africa, nine SMEs now participate in GRI's BTP under SECO funding. The SMEs, members of the supply chain of Imperial Holdings, are attending training and coaching sessions offered by GRI Certified Training Partner, Environmental & Sustainability Solutions (ESS).



Ensuring a smooth transition

Over the past reporting year, GRI has been working to provide a number of key resources to help reporters in their move to G4.

STRUCTURING THE SECTORS

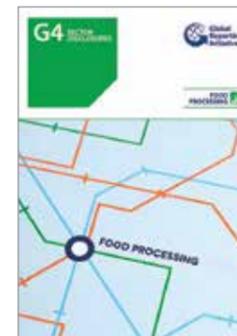
GRI's Sector Supplements – versions of the G3 and G3.1 Sustainability Reporting Guidelines tailored for certain sectors – have been reorganized to fit the structure and content of the G4 Guidelines. The Sector Disclosures, as they are now called, include the same content from the Sector Supplements, presented in a new document format to facilitate use in combination with G4.

Many sectors face unique sustainability issues that may not be covered in the Guidelines but that should be captured in sustainability reports as they constitute key impacts. The increased emphasis on materiality in G4 is also evident in the Sector Disclosures. This is in recognition of the fact that sectors are becoming increasingly complex and diverse, and a one-size-fits-all approach to sectors may not be appropriate.

Reporters using G4 are able to take ownership of the process for defining the content of their reports, including the selection of their material Aspects and related impacts. The G4 Guidelines and the Sector Disclosures provide guidance to make informed choices about the relevant information to disclose.

A USEFUL ADDITION

Unlike the Sector Supplements for G3 and G3.1 – which contained the Guidelines text plus additional sector content – the G4 Sector Disclosures do not replace the Guidelines, but are rather used in addition to them. They therefore serve as complementary material for G4 reporters and constitute a key component of the 'in accordance' criteria. The Sector Disclosures are presented in tables and include useful cross-references to the Guidelines.





A firm link with UNGC

GRI and the United Nations Global Compact (UNGC) have a long-standing collaboration, dating back to 2010 when both organizations committed to align their work in advancing corporate responsibility and transparency. As part of this agreement, GRI worked collaboratively with UNGC to develop guidance connecting the two initiatives. Additionally, GRI integrated UNGC issue areas into its Guidelines and, in turn, the UNGC has adopted GRI as a recommended reporting framework for the more than 8,000 businesses that have joined the world's largest corporate responsibility platform.

Ana Maria Blanco, UNGC's Reporting Manager, describes the benefits of the cooperation between the two organizations and how their linkage document *Making the Connection: Using the GRI G4 Guidelines to Communicate Progress on the UN Global Compact Principles* has proved to be an invaluable reference tool for reporters.

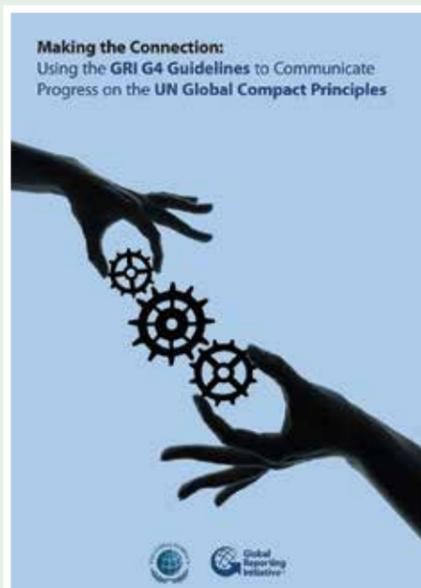
"We welcomed the launch of G4 and promote its use every time we can," enthuses Ana. "It forms part of a logical chronological process in sustainability reporting for our businesses and participants. The UNGC is a 'point of entry'

for many companies. When the time comes for them to submit their annual Communication on Progress (COP), we can direct them to GRI's Guidelines for help and to take their disclosure practices to the next level.

"In particular, we like the way supply chain topics are interwoven through the Guidelines. In our own framework, supply chains are a vital component for companies pursuing the GC Advanced level, so the inclusion of this area in G4 will help us both to align even more and provide a more common narrative for our participants.

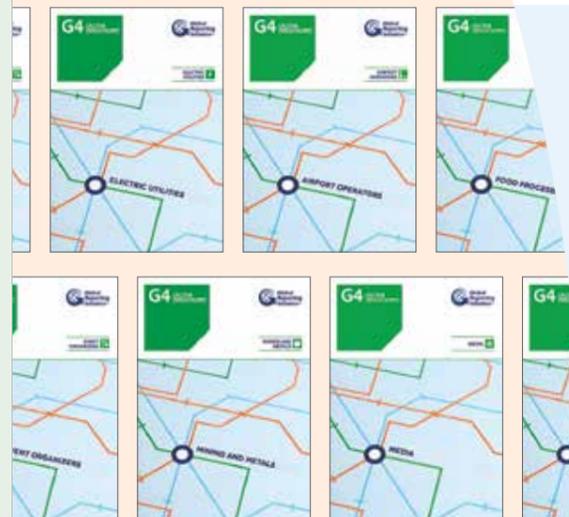
"We also recommend to our companies GRI's approach to stakeholder engagement and materiality. Our framework does not dive deep into materiality or stakeholder engagement, for which we rely on GRI's Guidelines. For me, I have total confidence in telling my participants: 'The best resource you can use for guidance on materiality and stakeholder engagement is G4'.

"The linkage document that UNGC and GRI have prepared together demonstrates that our Principles are totally linked to GRI's own Framework. GC participants can better report on their implementation of



our Principles by using this publication and identifying the applicable GRI disclosures to report against.

"It is a very visual and user-friendly tool to help businesses connect our two initiatives. When they start reporting, it can be quite daunting for some companies when they are confronted with different frameworks and initiatives. But when they see this document they say 'OK, now I get it. I can do this!'"



THE TEN G4 SECTOR DISCLOSURES



While the Sector Disclosures are tailored to specific sectors, organizations in other sectors may also benefit from the reporting guidance they provide. Examples of the issues covered in the Sector Disclosures include noise measurement for airports, the resettlement of people for mining and metals companies, animal welfare for the food processing industry, and program effectiveness for non-governmental organizations.

Details on the Sector Disclosures currently available can be viewed on GRI's [website](#).

LINKAGES AND ALLIANCES

In order to align best practice and avoid duplication of efforts with other international initiatives and frameworks, GRI has established global strategic partnerships and alliances with other organizations (see page 11). GRI's Guidelines, which have been designed as a consolidated framework for reporting

performance against different codes and norms for sustainability, are compatible with many other widely recognized frameworks and initiatives, and include references to them. In addition to aligning and harmonizing the contents of its Guidelines, GRI also produces linkage documents to highlight the connections. The aim of these linkage documents is to ease the reporting burden and avoid duplication of disclosure efforts for the thousands of companies that use them. →



'THE NEW GUIDELINES HAVE BROUGHT IMPORTANT CHANGES TO THE WAY SUSTAINABILITY REPORTS ARE CARRIED OUT AND PRESENTED. AS A STAKEHOLDER-BASED ORGANIZATION, IT'S IMPORTANT FOR GRI TO UNDERSTAND HOW G4 IS PERCEIVED BY USERS. WE WANT TO HEAR FROM GRI REPORTERS ABOUT HOW THEY ARE FINDING THE G4 REPORTING PROCESS. THIS WILL HELP US IN DECIDING WHERE FURTHER SUPPORT IS NEEDED'

BASTIAN BUCK, DIRECTOR REPORTING STANDARD, GRI



In tune with ISO



The first ever ISO guidance standard on social responsibility, ISO 26000, was published in November 2010. It represents an important new level of international attention to the issue of reporting, and is aligned with GRI's mission to make sustainability reporting standard practice. GRI participated in the development of ISO 26000 and, following the launch of the standard, published a linkage document that highlighted the synergies between the GRI G3 and G3.1 disclosures and the ISO subject areas. The document has since been updated to align with the G4 Guidelines, in which the feedback and input of experts involved in the development of both frameworks was sought. [‘How to use the GRI G4 Guidelines and ISO 26000 in conjunction’ can be downloaded free of charge from GRI's website.](#)

Feedback on the document has been extremely positive. For example, Pierre Mazeau, CSR Manager at EDF, and Chair of the AFNOR CSR/ISO 26000 committee says: “The linkage document between GRI G4 and ISO 26000 is an important achievement as it really shows the convergence between the two frameworks. “It is not just an exercise in style, it really shows how complementary the two are. Even if ISO decided not to use the term ‘materiality’, when you are looking at clause 5 of ISO 26000 you can see that focusing on the relevant and important impacts an organization has on society and the environment is what is expected. Isn't that what materiality is about?”

Staffan Söderborg, Vice-Chair of the ISO 26000 Post Publication Organization, says: “At the moment I am involved in a project where I help more than 30 organizations – companies, NGOs and government agencies – in the Middle East to use ISO 26000 in developing new sustainability strategies. When we come to clause 7 of ISO 26000, where we have to discuss sustainability communication and reporting, the linkage document is a great help.”

In addition, José Alcorta, Technical Group Manager at ISO, says: “The linkage document is a very useful tool for any organization using ISO 26000, who then wishes to report on how their social responsibility efforts contribute to sustainable development. A number of organizations have said that it provides a useful detailed mapping of ISO 26000 clauses to the G4 reporting principles, as well as a good overview of the seven core subjects of ISO 26000 and their 37 sub-issues.

“Its clear language and structure makes performance reporting much simpler. In addition to ISO's promotion of the document through its 166 national members, the ISO 26000 Post Publication Organization has also promoted its use through its contacts and social media.”

↓
In 2013-2014, GRI issued linkage documents in collaboration with ISO, UNGC and CDP:

- [How to use GRI's G4 Guidelines and ISO 26000 in conjunction](#)
- [Making the Connection: Using GRI's G3.1 Guidelines to Communicate Progress on the UN Global Compact Principles](#)
- [Making the Connection: Using GRI's G4 Guidelines to Communicate Progress on the UN Global Compact Principles](#)
- [Linking GRI and CDP: How are GRI's G4 Guidelines and CDP's 2014 Climate Change Questions Aligned?](#)

KEY REQUIREMENT

The inclusion of a Content Index in a GRI-based report is a key requirement for both Core and Comprehensive ‘in accordance’ options of the G4 Guidelines – enabling

stakeholders and report readers to get a quick overview of the report – and ensuring easy navigation across all GRI reports.

GRI has created a new, downloadable [Content Index Tool](#) that can be used in conjunction with the G4 Guidelines. It enables reporters to generate a customized Content Index template based on their preferred ‘in accordance’ option, together with their selected material Aspects. This ready-made format will enable consistency across reports.

RELIABLE RESOURCE FOR BEGINNERS

A new G4 brochure for use by those new to sustainability reporting and/or GRI, is now available. The brochure, entitled [An introduction to G4. The next generation of](#)

[sustainability reporting](#), provides a brief introductory overview of G4 and GRI's Framework in general, and guides new reporters on how to get started on their sustainability reporting journey.

USEFUL USER FEEDBACK

As companies start moving from the G3/ G3.1 Guidelines to G4, a key priority for GRI is to gather user feedback – to support and learn from organizations as they begin to implement the new Guidelines in their reporting cycles. The [G4 Monitoring Program](#) (see page 51) is one of the core means by which GRI is going about gathering all of this information. •





Transparency on the table for GRI in USA and Canada

In March 2014, over 1,800 delegates from 45 countries convened in Vancouver, Canada, for GLOBE 2014 – North America’s largest sustainable business summit – to share insights and identify new opportunities. GRI North America played a major role at the summit by hosting the ‘Transparency Track’ – four sessions within the three-day event – which brought the topic of corporate transparency to the table for the first time in GLOBE’s 24-year existence.

Christianna Wood, GRI’s Chairman of the Board, opened the Transparency Track with a keynote speech about the drivers of non-financial disclosure, the strategic value of sustainability reporting, and

why sustainability is a boardroom issue – together with outlining how these all relate to G4. She included one significant message: “The external forces of technology, public policy, and investors leave companies little choice in moving to greater and enhanced transparency.”

Henry Stoch, Partner Climate Change and Sustainability at Deloitte, emphasized the need for boardroom members, employees, consumers, policy makers and activists to speak the same language and work together towards a healthier global economy.

This was a sentiment which mirrored why GRI brought the topic of corporate



transparency to the agenda at GLOBE for the very first time: to advance literacy around the economic, environmental, social, and governance impacts of business today, and to accelerate the change towards a more sustainable and inclusive global economy for tomorrow.

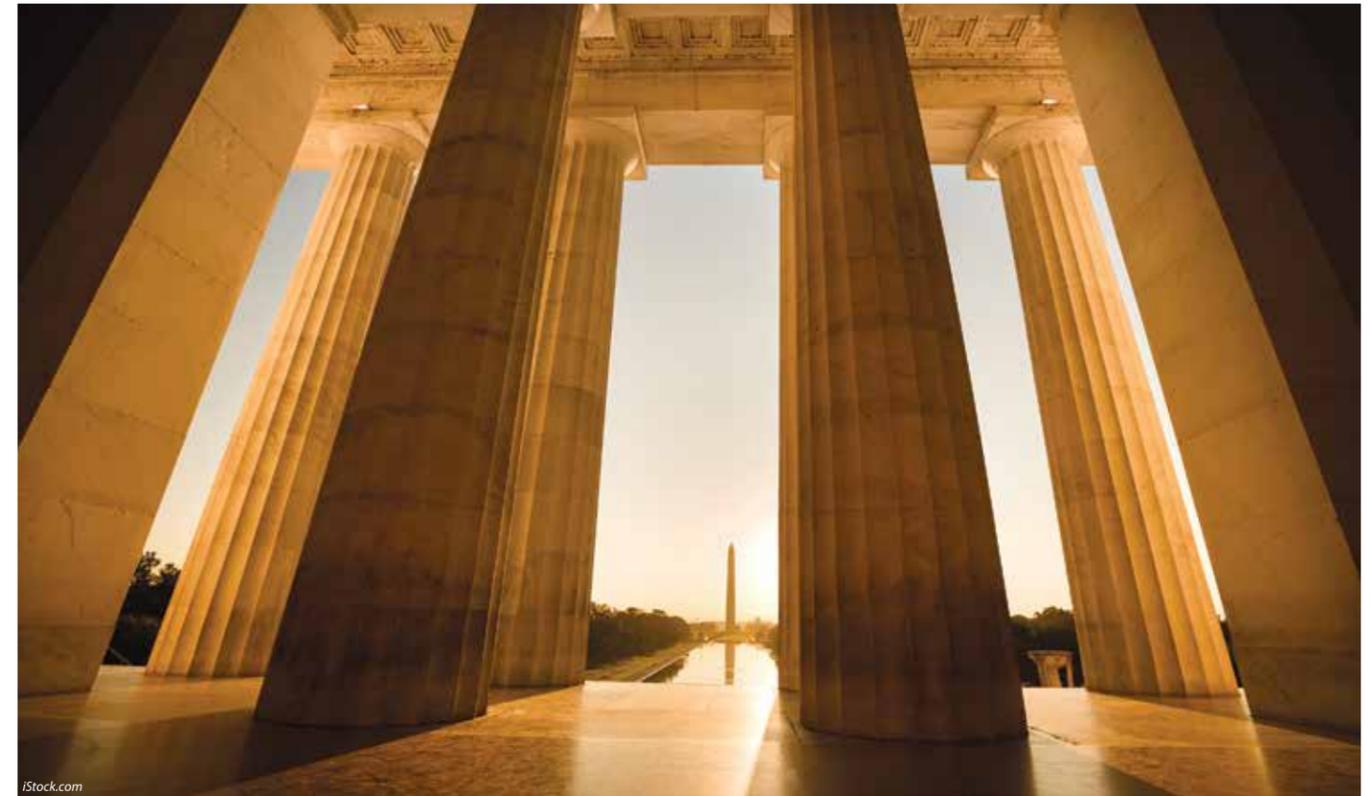


GRI North America and KPMG in Canada polled participants at GLOBE 2014 to capture their perspectives on corporate transparency – why it matters, what the drivers are, and the impact it has on businesses today and in the future.

The feedback and information received has now been summarized in a report titled *Spotlight on Corporate Transparency: Insights from GLOBE 2014*, which includes the following key findings:

- **Transparency is critical to building trust between business and society**
75% of respondents indicate that corporate transparency is “largely effective” in building trust between business and society.

- **Reputational risk is driving the business case for transparency**
47% of respondents cite “reputational issues and media coverage” as driving the “business case” for corporate transparency.
- **Governments and securities regulators can play a leading role in enhancing transparency**
58% of respondents feel that governments and securities regulators are most likely among market oversight bodies to take global actions to mandate corporate responsibility disclosures.
- **CEOs are actively involved in shaping corporate sustainability strategies**
51% of respondents believe that CEOs play an active role in shaping corporate sustainability strategies.



Strong presence on a global platform

GRI has exerted a powerful influence on decisions regarding sustainability reporting made by the world’s top sustainability organizations and governmental bodies. GRI has worked closely with the increasing number of policy makers and regulators developing policy on sustainability reporting, and provides support in ensuring harmonization and ease of implementation for organizations.

GRI PIVOTAL IN MOMENTOUS EU DIRECTIVE

The positive vote in April 2014 in the European Parliament on the disclosure of non-financial and diversity information by certain large companies demonstrated the European Union’s strong commitment and leadership on corporate sustainability and transparency. It also shows the results that



can be achieved through productive and cooperative processes.

GRI played a central role throughout the years that saw the development of the directive, providing expertise, facilitating dialogue and raising awareness. Specifically in 2013-2014, GRI actively engaged with the key relevant stakeholders including EU institutions, national governments, business associations and NGOs to ensure a positive outcome of the process which would culminate in the final adoption of the directive by the Council of the European Union in September 2014, marking the beginning of a new era for transparency and sustainable

and inclusive growth in the EU.

GRI enjoys several partnerships and collaborations in its global and national efforts. The organization’s work and results achieved in the EU context was made possible by its invaluable partnership with *Weber Shandwick* (Brussels), which has continually provided GRI with senior policy counsel on EU affairs and processes, media and PR recommendations, as well as event support. Specifically, Weber Shandwick has offered crucial help in delivering political intelligence and advice for engagement with EU institutions, and making its network and vast experience in this area available to GRI.



CONSTRUCTING A BUSINESS ARCHITECTURE FOR SDGS

In the framework of an alliance to build an “architecture” of private sector engagement in the post-2015 development agenda, the UN Global Compact (UNGC), GRI, and the World Business Council for Sustainable Development (WBCSD) have agreed to develop a guide to support companies in measuring and communicating their impacts and contribution to the proposed Sustainable Development Goals (SDGs).

The implementation guide will include general advice on impact measurement, and a list of commonly accepted

indicators aligned with global sustainable development goals, among which companies can select the most relevant for measuring and communicating their impact. The “commonly accepted” indicators will be based on, and aligned with existing standards and frameworks, and avoid creating metrics or indicators in areas where they already exist. “Additional suggested” indicators will rely on GRI’s Guidelines, which will be further developed to allow companies to measure and report their contribution to business-relevant SDGs.

A SUCCESSFUL CONFERENCE IN INDIA

On 11 and 12 June, 2014, the

Sustainability Reporting for Sustainable Development conference was held in Mumbai, bringing together over 200 thought leaders from business, civil society, social service, the fields of academia and government. While the majority of the participants were from India, sustainability leaders from Bangladesh, Brazil, Bhutan, Australia, Sri Lanka, the Netherlands and Sweden were also present. GRI was represented by Dr. Aditi Haldar, Director Focal Point India, Glaucia Terreo, Director Focal Point Brazil, and Teresa Fogelberg, GRI Deputy Chief Executive.

The conference was made possible →



‘THE EVENTUAL ADOPTION OF THE EU DIRECTIVE ON NON-FINANCIAL INFORMATION DISCLOSURE BY THE COUNCIL OF THE EUROPEAN UNION REPRESENTS THE CONCLUSION OF AN INSPIRING PROCESS IN WHICH GRI AND OTHER STAKEHOLDERS PLAYED A CRUCIAL ROLE’

TERESA FOGELBERG, GRI DEPUTY CHIEF EXECUTIVE



Universal goals within a universal framework

Georg Kell, Executive Director United Nations Global Compact (UNGC), is one of the key architects in the engagement of businesses in the post-2015 development agenda. To what extent does he envisage the SDGs helping companies in their sustainability reporting ambitions and processes?

“The SDGs will offer a historic opportunity to scale up environmental, social and good governance activities both within companies and by way of collaborating with others. They will offer the corporate community universal goals. To the extent that companies can identify their own sustainability goals aligned with the SDGs, this new universal framework will offer great robustness and focus and thereby amplify sustainability efforts while showing how corporate goals also advance global goals. We also believe that the SDGs will help to drive sustainability practices into broader market segments, by way of demonstrating how business – either through their own actions or in collaboration with others – can deliver solutions.

“Our collaboration with GRI and WBCSD is of great importance. Based on the document *Building the Post-2015 Business Engagement Architecture*, welcomed already by over 1,000 CEOs, the alliance aims to produce the tools required to achieve business engagement. The guide that we are developing (see page 38), will produce a full set of practical elements that will enable businesses large and small to align with the SDGs, using well-established Indicators and measurement tools. It is our hope that this cooperation will lead to a significant advancement of the sustainability agenda for both private actors and the public interest.”

↓ through generous support from Sida, BSI, ERM, KPMG, and the Institute of Company Secretaries of India (ICSI). Members of GRI India's Sustainability and Transparency Consortium also played an important role in the conference's success.

A special ceremony of gratitude to the (more than 100) sustainability reporters currently reporting in South Asia was included in the conference. In addition, all participants were able to enjoy a visit to *Seeds of Hope*, an exhibition organized in partnership with Bharat Soka Gakkai (BSG), and created by SGI and Earth Charter International.

The conference took place during a particularly eventful period in the history of sustainability reporting and related

matters. In several key economies, like India, business and national governments are developing new practices and policies to embrace their corporate responsibilities in combatting poverty, inequality, and tackling huge sustainability and human rights challenges. The day before the conference, the newly elected Indian government presented its agenda to the Indian parliament. Part of this agenda included new CSR guidelines requiring companies in India to spend 2% of their net profit on social development. In the global arena, the upcoming SDGs were being negotiated in New York by a UN-member state Open Working Group. Three days before the conference, a 'zero draft' of the SDGs was launched, which underlined the important role of the business sector as far as contribution and accountability

are concerned. The draft included goals and targets, which businesses are expected to implement, monitor, measure and report on from 2015 onwards.

After two days of inspiring presentations, dialogues, best practices, dilemma sharing, and lively and fruitful discussions, the participants issued an eleven-point *Mumbai Declaration on Sustainability Reporting for Sustainable Development*, which received substantial attention in the media. •



CLOSE CORPORATE COOPERATION IN AUSTRALIA

During the reporting year, GRI Focal Point Australia, in partnership with Sustainable Business Australia (the country's WBCSD host), spearheaded a campaign aimed at ensuring that sustainability disclosures were recognized within reporting requirements for the Australian Securities Exchange (ASX) and within Australia's Corporations Act.

In October 2013, the Australian Securities Investment Commission, the regulators of the Corporations Act, released the revised *Regulatory Guide 247*, targeted at listed companies, which, for the first time included the provision that companies

disclose their 'environmental and other sustainability risks'.

The ASX Corporate Governance Council went a step further. In their third edition of *Principles and Recommendations*, the Council introduced Recommendation 7.4 which requires companies to disclose their environmental, social and economic risks, or explain why not. GRI's G4 Sustainability Reporting Guidelines is recommended within this guidance.

These two actions are small but important steps in the recognition of the role of sustainability impacts in company valuations and performance.



Collaboration in China

2013-2014 witnessed a series of fruitful outcomes of a joint project implemented by GRI and the State Information Center (SIC) of China. This Sino-Dutch CSR Project is a bilateral aid venture between the Dutch and Chinese governments, and is funded by the Royal Netherlands Embassy in China. From November 2013 to June 2014, GRI worked closely with the SIC on different components under the Sino-Dutch CSR project:

- The CSR Index Model
- 8 pilot SMEs recruitment
- Sino-Dutch CSR International High-Level Forum (see below)
- GRI G4 Certified Training Program for SMEs in Shanxi Province.



GRI Focal Point China partnered with the SIC in the preparation of the Sino-Dutch CSR International High-level Forum, which took place on 18 June 2014

At the forum, Eszter Vitorino Fuleky, GRI Manager Government Relations, shared the latest development of governmental policies and market regulations on sustainability reporting and non-financial information disclosure across the globe. As one of the key developments this year, the EU directive on non-financial reporting (see page 37) aroused strong interest and attention from Chinese CSR and sustainability practitioners. In addition, Timothy

Hui, Director of GRI Focal Point China, outlined the major changes in the G4 Guidelines, which is of great interest for the reporting community in China.

Behind the scenes GRI worked closely with SIC on the promotion of the forum. Invitations were sent to around 1,500 contacts within GRI's network in China, some of which are international organizations. Constituency organizations which have their own networks, such as Syntao, Securities Times and the China Committee of Corporate Citizenship were also approached to further promote the forum.



The main events

As the landscape of business and sustainability changes, so GRI is looking into new approaches to the organization of events whilst still ensuring they are accessible, engaging and add value.

Among the events during the reporting year was the official opening of the Focal Point in Colombia, the Sustainability Reporting for Sustainable Development Conference in Mumbai, and an impressive number (58) of G4 local launches. The latter were held in collaboration with local partners to introduce the main features of the G4 Guidelines, and delivered to a total of 4,710 participants.

The events were intended to successfully disseminate the newest edition of GRI's Sustainability Reporting Guidelines, whilst also strengthening GRI's network, engaging the reporting community and motivating the wider sustainability stakeholders through GRI's work. Planning multiple events in various countries, cultures, markets and with multiple stakeholders, provides a great learning experience. Sustainability has been

factored into the planning and execution for each of the events as outlined below.

THE IMPORTANCE OF INTEGRITY

Registration fees were not required for the events, so funders and hosting organizations provided the facilities and services as part of an in-kind service. GRI's events team has created a list of actionable sustainability recommendations for GRI-organized events, demonstrating a number of practical efforts and steps that can be taken to reduce the impact and increase the legacy and integrity of a sustainable event:

Recommendations for the host

- Aim to produce as little waste as possible
 - No paper hand-outs in promoting the event
 - Create minimum branded materials

- Separate waste streams
 - Recycling should be available and promoted
- Conference accessibility
 - Availability of convenient public transport links to the venue
 - Venue itself is accessible for all ability and disability levels
- Offer sustainable catering
 - Food and beverages to be fresh, local, organic, seasonal and/or sustainable (FLOSS)
 - Advise against the use of disposable materials, such as plastic cutlery and water bottles

Considerations for GRI

- Sustainable travel
 - Provide information on public transport links. →



Celebration in Colombia

The official launch of GRI Focal Point Colombia was celebrated with two events: in Bogotá on 4 June 2014, and in Medellín on 6 June 2014

Both events (in Medellín by invitation only) were hosted in collaboration with both the Dutch and Swiss embassies without charge. They were also co-organized by Vincular and Centro RS with the support of multiple sponsors and network partners.

The Bogotá event drew an audience of 271 participants from across Colombia. An additional 230 people watched it online as it was streamed live and viewed in seven countries. Speakers in the half-day program included ambassadors from the Netherlands and Switzerland, the then CE of GRI Ernst Ligteringen, the Director of Focal Point Colombia and sustainability leaders from across thw region. The Medellín launch was designed as a more intimate breakfast event, with 44 participants at a senior/executive level.



FIGURE 2 - TOTAL SUSTAINABILITY RATINGS OF G4 LOCAL LAUNCHES ORGANIZED BY GRI'S SECRETARIAT

	Minimal paper hand-outs		Recycling of event waste		Availability of public transport to venue		Venue accessibility at all (dis-)ability levels		Catering FLOSS*		Minimal use of disposable materials	
	#	%	#	%	#	%	#	%	#	%	#	%
Very good	246	43.8	108	20.0	227	40.2	182	32.6	124	22.5	160	28.8
Good	185	32.9	137	25.4	202	35.8	217	38.8	185	35.5	214	38.5
Fair	95	16.9	209	39.8	116	20.5	141	25.2	191	34.6	132	25.7
Poor	30	5.3	65	12.1	17	3.0	17	3.0	35	6.0	41	7.4
Very poor	6	1.1	20	3.7	3	0.5	2	0.4	19	3.4	9	1.6
Total	562	100.0	539	100.0	565	100.0	559	100.0	552	100.0	556	100.0

*FLOSS = Fresh, Local, Organic, Seasonal and/or Sustainable

↓
 ○ Aim to capture the GHG emissions and offsetting from participants; measure the distance of travel involved in attending the event, including the main method of transport and whether GHG emissions were offset.

STEERING STEWARDSHIP

One important sustainability recommendation at the G4 local launch events was to enforce stewardship by aiming to produce as little waste as possible. This meant that, in most cases, no printed hand-outs were made with programs and other information being displayed electronically or projected on screens. At the conference in Mumbai (see page 38), USB pens were loaded with materials and shared with participants. Separating waste streams was also a simple measure undertaken at venues, where both organizers and participants had access to recycling bins, contributing towards the promotion of a responsible legacy and message.

INCLUSIVITY AND ACCESSIBILITY

All of the 58 G4 local launch events, and the Colombia Focal Point inauguration, were held free of charge, in an effort to encourage inclusivity and integrity. The physical accessibility of the building was taken into account when selecting a venue, along with access to public transport. Directions to the venue and links to public transport were advocated in communications prior to the events and on the online registration platforms. When possible and applicable, the event material and online registration platform was translated into German, Spanish and French, as an additional step towards inclusivity.

TARGETING TRANSPARENCY

The G4 local launch events received a positive response, not only in achieving their objective of disseminating the new Guidelines, but also in how sustainability was addressed. At the 22 local launch events organized by GRI's Secretariat, participants were asked to complete

a feedback survey with the aim of encouraging transparency. From the 2,658 people that attended these particular events, 568 people filled out the survey (a 21% response rate). The results can be seen in Figure 2. In addition, a total of 85% of responses indicated that participants felt (very) positive about the G4 Guidelines after the events. ●



Andrea Pradilla, Director Focal Point Colombia, looks back at a successful launch in her region

“By gathering such a broad network of individuals, the launch of the Focal Point Colombia was able to set the tone for what our work in the country will be like. We presented our work plan for the upcoming years, highlighting opportunities for engagement. The Bogotá event was also a platform to present different views on the ‘mandatory vs. voluntary reporting’ debate, showing inclusiveness for stakeholders by addressing the different approaches to sustainability reporting.

“We recorded a set of video messages, featuring different stakeholders expressing their expectations and wishes regarding GRI's work, its engagement in Colombia, and impact in the wider Latin

American region. This was a very inclusive exercise that allowed CEOs of companies, directors of NGOs, government representatives, and our colleagues from other CSR initiatives, to share their views on GRI.”

Planting trees for carbon neutrality

“Portafolio Verde, a GRI OS, calculated the carbon emissions associated with the event in Bogotá by analyzing different factors, including means of transportation and energy and water consumption. The event footprint was calculated as 7.48 tonnes CO₂. According to Portafolio Verde, compared to similar events, this was a low figure. Nevertheless, we chose to offset this by planting 19 trees in a strategic area of the country. Thus, the launch

was effectively ‘carbon neutral’ or ‘zero-emission’.

“Participants were given a gift of a local plant seed germinator of local plants, with information on how to plant them, in order to offset their own carbon footprints. In addition, the gifts for speakers consisted of locally sourced coffee, native Colombian handcrafts, and a book featuring Colombian culinary traditions. ‘FLOSS’ catering (see Figure 2) was followed throughout: for the networking cocktail, non-alcohol local and fresh fruit beverages were provided, with all snacks being locally sourced and seasonal.”



‘OUR STAKEHOLDERS WILL HAVE A CLEAR UNDERSTANDING OF OUR PRIORITIES AND THE OPPORTUNITIES THAT WILL ARISE FROM HAVING AN OFFICE HERE. I AM CERTAIN THAT SEVERAL ORGANIZATIONS WILL BECOME FIRST-TIME REPORTERS, AND THOSE THAT ARE ALREADY PILOTING THE IMPLEMENTATION OF G4 WILL KEEP IMPROVING THE QUALITY AND IMPACT OF THEIR REPORTS’

ANDREA PRADILLA

GRI's own sustainability year

As with its previous stand-alone sustainability report published last year, GRI has followed its own G4 Guidelines in the preparation of this report. The subsequent sections present sustainability information and data collated for the financial year 2013-2014, relating to the organization's core activities.



What matters most and where it matters

With the help of inclusive stakeholder engagement, GRI has identified the material topics that form the foundational elements of this year's sustainability report. This has enabled further classification into eight material Aspects and their Boundaries, divided into "mission-critical" and "operational-effectiveness".

TOPICS FOR INCLUSION

In line with G4, this report focuses on the topics that matter most regarding GRI's sustainability impacts and performance.

Stakeholder inclusiveness is at the heart of all GRI's activities. Stakeholders that GRI engaged with for its previous report (2012/13 Sustainability Report) and the three additional stakeholder groups

engaged during this reporting period, are presented in Table 4.

GRI defines stakeholders as entities or individuals that can reasonably be expected to be significantly affected by GRI's operations, or whose actions can reasonably be expected to affect GRI's operations, especially its ability to implement its strategies and achieve

its objectives. The stakeholder groups are defined by GRI through internal consultation with the Secretariat and Focal Point staff, SMART, GRI's Executive Management Team and members of the Board, and divided into internal and external stakeholders. These stakeholder groups are then prioritized to determine which groups to engage with. ^{G4-25}

TABLE 4

STAKEHOLDERS ENGAGED ^{G4-24}



INTERNAL

- Board of Directors
- Focal Point staff
- Secretariat staff
- Stakeholder Council
- Technical Advisory Committee



EXTERNAL

- Certified Software and Tools providers
- Certified Training Partners
- Data Partners
- Donors
- Financial markets' representatives*
- Government Advisory Group members
- NGOs*
- Organizational Stakeholders
- Regulators/governments*
- Reporting organizations
- Suppliers
- Working Group members

* For this combined report GRI has engaged with these three stakeholder groups. The other stakeholder groups were part of the stakeholder engagement for the previous report, 2012/13 Sustainability Report.

GRI engages with its stakeholders for the purpose of the development of its sustainability report usually every other year, in the form of a survey and individual (phone) consultations with key stakeholders. For the development of the Sustainability Reporting Framework, GRI uses a multi-stakeholder approach to capture essential input from all stakeholders. See the Affected Stakeholder Engagement section (page 51) for more information on GRI's management approach to stakeholder engagement. ^{G4-26}

For its previous report, GRI connected with its stakeholders in late 2013 to update the list of its most relevant sustainability topics. GRI reached out to more than 450 stakeholders through an online survey, which included all the Aspects from the G4 Guidelines and the sector-specific Aspects from the NGO Sector Disclosures. Stakeholders also had the opportunity to suggest topics not covered in the survey and to provide related comments. There were 131 responses to the survey. For the list of the prioritized topics from the

stakeholder survey, see page 23 of the *2012/13 Sustainability Report*. ^{G4-27} GRI reviewed the survey results and the highly ranked Aspects based on the significance of their economic, environmental and social impacts, as well as their influence on broad stakeholder assessment and decisions. The list of prioritized topics was used to consult with GRI's Executive Management Team and four members of the Board – the Board Sub-group – responsible for providing feedback on GRI's sustainability reporting process. This was done in order to validate the final topics for inclusion in the sustainability report. For more details on GRI's stakeholder engagement, see pages 21-24 of the *2012/13 Sustainability Report*.

For this report, GRI decided not to conduct a new stakeholder engagement, but instead connected with three additional groups, namely NGOs, financial markets representative and regulators/ governments. The aim of this engagement was to get a better understanding of whether the interests of these stakeholder

groups vary significantly from the general views. This was done following a recommendation received from the Board Sub-group to broaden the coverage of the stakeholder engagement. In total, nine organizations were contacted via email, and asked for their feedback on what sustainability information they thought would be important for GRI to disclose. The organizations were presented with the link to GRI's *2012/13 Sustainability Report* and given the chance to provide open feedback through a phone call or via email. Four organizations responded.

GRI reviewed the responses and identified one topic area that received most requests for increased information and transparency, namely governance-related information, which is covered by the governance-related General Standard Disclosures in G4. The rationale provided by the stakeholder groups was that GRI should be more transparent about its governance practices, as it engages in fundraising from the corporate sector and should show that it follows the principles

of best practice in financial management to ensure funds are effectively allocated to achieve the strategic objectives. In all other respects, the views of the representatives from NGOs, financial markets, and regulators/governments were in line with the views of the other stakeholder groups consulted in the previous reporting period.

The issue of reporting more governance-related disclosures was proposed to GRI's Executive Management Team and the Board Sub-group, and both bodies agreed to it. ^{G4-18} As a result, this report includes additional governance disclosures, namely G4-38, G4-39, G4-40, G4-48, G4-54, and G4-55, which are addressed on pages 8, 13 and 14. ^{G4-27}

GRI follows the four-step process of defining material Aspects and Boundaries recommended as guidance to disclosure *G4-18* (see Figure 3, opposite page), and in this process applies the reporting principles for defining report content. In all of the steps, the principle of Stakeholder Inclusiveness is applied.

In addition, each step has another specific principle to be applied. In the stakeholder engagement conducted for the 2012/13 Sustainability Report, the stakeholders were provided with a questionnaire, which described GRI's operations and its operating context to help the stakeholders evaluate the most material Aspects. In the stakeholder engagement for the 2013-2014, the stakeholder groups were provided with GRI's 2012-2013 sustainability report and they could evaluate in this context if any material Aspects or other sustainability topics were missing from the report. In



the Prioritization step, the Materiality principle was applied. A list of all Aspects in G4 Sustainability Reporting Guidelines and NGO Sector Disclosures was provided to the stakeholders together with a possibility to propose a topic not covered in the survey. In the Validation step, the principle of Completeness was applied. SMART reviewed all Aspects and other sustainability topics suggested by the stakeholders to ensure the proposed Aspects sufficiently reflected significant economic, environmental and social impacts. This was followed by the Review step, during which the principle of Sustainability Context was again applied in the review of the proposed Aspects to be reported on. ^{G4-18}

FOCUSING ON MATERIAL ASPECTS

Material Aspects are those that reflect the organization's significant economic, environmental and social impacts, or that substantively influence the assessments and decision of its stakeholders. This report covers the eight material Aspects identified through the process of defining report content. The Aspects are divided into two groups.

Mission-Critical Aspects are important to GRI's mission:

- 1 Affected Stakeholder Engagement (NGO Sector Disclosures (NGOSD))
- 2 Public Policy (G4) (reported together with Public Awareness and Advocacy Aspect)

- 3 Public Awareness and Advocacy (NGOSD) (reported together with Public Policy Aspect)
- 4 Coordination (NGOSD)
- 5 Feedback, Complaints and Action (NGOSD)

Operational Aspects relate to GRI's own operations:

- 1 Emissions (G4)
- 2 Diversity and Equal Opportunity (G4)
- 3 Training and Education (G4)

The Aspects Public Policy, and Public Awareness and Advocacy have been combined in this report. Due to the nature of GRI's activities, reporting on these two Aspects together gives the most comprehensive picture of GRI's advocacy campaigns and influence on public policy.

It is important to note that the Aspects identified as material are not the only topics upon which GRI focuses its efforts in its operations. The material Aspects receive the greatest focus, but GRI also measures and manages numerous other topics. This list of Aspects is specifically relevant to GRI and its stakeholders in relation to GRI's work and impacts. ^{G4-19}

IMPACTS AND THEIR IMPORTANCE

The material Aspects have been assessed to determine whether their impacts occur within or outside of GRI, in line with the focus of G4 to report what matters and where it matters. See Table 5 on page 50. ●

FIGURE 3

PROCESS FOR IDENTIFYING MATERIAL TOPICS



TABLE 5

MATERIAL ASPECTS AND THEIR BOUNDARIES <small>G4-20, G4-21</small>		
Aspect	Where Impacts Occur Within GRI	Where Impacts Occur Outside GRI
Affected Stakeholder Engagement	<ul style="list-style-type: none"> Governance bodies Secretariat and Focal Points 	<ul style="list-style-type: none"> GRI Certified Software and Tools partners GRI Certified Training Partners GRI strategic partner organizations Industry associations and other membership organizations that have certain GRI-related requirements for their members/participants Partners for specific activities (with whom GRI holds an MoU) Regulators
Public Policy/Public Awareness and Advocacy	<ul style="list-style-type: none"> Secretariat and Focal Points 	<ul style="list-style-type: none"> Civil society organizations and associations GRI strategic partner organizations Business associations and other membership organizations that have certain GRI-related requirements for their members/participants Partners for specific activities (with whom GRI holds an MoU) Policy makers and regulators
Coordination	<ul style="list-style-type: none"> Governance bodies Secretariat and Focal Points 	<ul style="list-style-type: none"> GRI Data Partners GRI strategic partner organizations Partners for specific activities (with whom GRI holds an MoU) Program-specific donors Regulators
Feedback, Complaints and Action	<ul style="list-style-type: none"> Governance bodies Secretariat and Focal Points 	
Emissions	<ul style="list-style-type: none"> Governance bodies Secretariat and Focal Points 	<ul style="list-style-type: none"> GRI Certified Training Partners and participants that travel to the training courses Participants that travel to conferences and events organized by GRI
Diversity and Equal Opportunity	<ul style="list-style-type: none"> Governance bodies Secretariat and Focal Points 	
Training and Education	<ul style="list-style-type: none"> Governance bodies Secretariat and Focal Points 	

How GRI aligns with its mission

Four core ‘mission-critical’ Aspects have been identified that demonstrate how GRI’s Guidelines holds itself accountable to its stakeholders, and how effective program management enables the organization to generate value.

AFFECTED STAKEHOLDER ENGAGEMENT

The *G4 Monitoring Program* is one example of how affected stakeholders are engaged throughout the different stages of a project. The term ‘affected stakeholder’ is used specifically to designate those individuals, communities, or causes that may intentionally or unintentionally be impacted positively or negatively by the work of the organization, and to whom specific accountability duties arise. The development of G4 was an extensive multi-stakeholder effort, involving hundreds of reporters, report users and professional intermediaries world-wide, but it is also important for GRI to understand how the value and use of G4 is perceived among the different stakeholders. By monitoring the use of G4 by reporters and report users, GRI is aiming to gather views on perceived strengths and weaknesses, and to identify areas that may require further explanation, clarification or improvement. The G4 Monitoring Program was designed to take into account input from different GRI departments whose work relates to G4, and GRI’s governance bodies.

Reporters participated in the two main components of the program, the G4 Pioneer Program and the Early Adopter Experience, both of which included the

completion of questionnaires, and in-person or virtual meetings. Additional feedback was sought from GRI’s Certified Training Partners and other G4 users (*G4 Feedback Form*).

In total, 98 Organizational Stakeholder organizations took part in the G4 Pioneer Program. Additionally, 84 participants shared their experiences and feedback regarding G4 at in-person meetings of the Early Adopter Experience, which was coordinated with GRI’s Focal Point teams in Brazil, South Africa and Australia.

When GRI involves external parties – such as its strategic partners – to jointly work in advancing sustainability reporting development, it closely engages with them throughout the process. For example, following the successful adoption by the European Parliament of the directive on non-financial reporting in April 2014, GRI organized a celebratory event bringing together all the partners and key stakeholders involved in its development, providing time for reflection and an informal evaluation.

GRI informs its stakeholder network on key developments that affect the sustainable development agenda and sustainability reporting community. For instance, regarding the development

of the Sustainable Development Goals (SDGs), GRI took a leading role, together with the UNGC and WBCSD, to engage with all relevant stakeholders, including governments, civil society, and NGOs. Activities were also conducted locally by GRI’s Focal Points. For example, the Sustainability Reporting for Sustainable Development Conference held in Mumbai, India in June 2014 (see page 38).

Training and capacity building, involving external stakeholders, are other ways through which GRI promotes sustainability reporting. In its *Certified Training and Business Transparency Programs* (see page 24), a range of affected stakeholders, including the Certified Training Partners and program participants, are engaged in the evaluation and updating of the programs. As part of a consultation process, which includes filling in a detailed questionnaire, Certified Training Partners are asked for their feedback on the programs.

GRI’s Report Services, including the ‘Materiality Matters’ and Application Level Checks (see page 29), aim to support consistent use of GRI’s Guidelines. For instance, if, while checking a report, it becomes clear that a different way of applying GRI’s Guidelines is required, Report Services provides feedback.



A customer satisfaction survey is regularly conducted where Report Services asks stakeholders about their experiences on its services. GRI considers the provided answers to improve its services and make them more focused on the needs of the stakeholders.

GRI's management and the Works Council – the latter elected by and representing Amsterdam-based staff members – engage the staff in internal activities and ensures that their input is considered in the projects and procedures that affect them on an ongoing basis. In November 2013, the Works Council conducted the first staff satisfaction survey, and plans to gauge staff satisfaction levels and identify the most important issues for GRI staff by conducting regular surveys. Following the annual staff survey, the management and Works Council review and discuss required clarifications regarding Human Resource policies and procedures, internal communications and potential improvements at their regular meetings.

Regarding the Performance Management Methodology (PMM), introduced in 2011, in March each year management seeks feedback from staff through a survey on how the PMM has been experienced

and to identify the need for clarification and/or potential improvements. The PMM includes, among other things, competence and remuneration schemes, annual processes for professional development, and performance measuring and evaluations.

When GRI's Secretariat moved offices in December 2013, the Works Council was actively involved in the requirements setting and took part in the viewing of over ten potential office spaces in the run-up to the move. Once the location had been selected, management and the Works Council engaged staff to obtain their input on the overall 'look and feel' of the office space, as well as to receive feedback on any additional functionality that staff would appreciate seeing in the new office. Furthermore, GRI organized office visits for staff prior to the actual move.

GRI staff are invited and encouraged to submit content for the internal newsletter (*iGRI News*) and GRI's external monthly newsletter.

They are further engaged in the use of technology, which can be a major supporting factor in improving the external and internal effectiveness and

efficiency of GRI's various programs and activities. Departments are invited to submit technology project proposals, including a description and intended outcome/solution. Project proposals are evaluated through a scoring-card process by the IT department based on various criteria, including how it best meets GRI's strategic objectives for the least cost, time, resources and risk. Once the project has been given the green light, its progress is evaluated with its intended users at regular intervals (as described in the project plan), as well as a final evaluation and a "lessons learned" session after finalization. ^{G4-DMA-a-c.}

In addition to engaging stakeholders in the development of GRI's Sustainability Reporting Framework and other related documents, GRI engages with individuals and organizations at events, and through initiatives and networks (see Table 6, opposite).

PUBLIC POLICY, AND PUBLIC AWARENESS AND ADVOCACY

In this report, GRI combines two Aspects for reporting purposes: Public Policy, and Public Awareness and Advocacy. Due to the nature of GRI's activities, a combined disclosure of the two Aspects provides the most comprehensive picture of the

TABLE 6

STAKEHOLDER ENGAGEMENT ACTIVITIES ^{G4-26}

Activity	Stakeholders involved	Frequency
GOVERNANCE		
Official meetings	Board of Directors	At least twice a year
	Stakeholder Council	At least once a year
	Technical Advisory Committee	Twice a year and conference calls as needed
FRAMEWORK DEVELOPMENT		
Meetings, calls	Working Groups	Ongoing
Public Comment Periods	All	Once in the reporting period (one-off public comment period from May 2014 to July 2014, to provide feedback on the intended new governance structure for GRI)
Surveys, research projects	All	Ongoing
INITIATIVES		
Joint development and promotion	Numerous governments, NGOs, business and multilateral groups, Government Advisory Group	Ongoing
EVENTS		
Training courses, workshops, conferences, Focal Point outreach	All	Ongoing
In-country events	Organizational Stakeholders, other interested stakeholders	Ongoing
Webinars	Organizational Stakeholders	At least once a month

organization's advocacy and public policy projects.

GRI's mission to make sustainability reporting standard practice is strongly supported by GRI's efforts through its organizational structure (for example, the Government Relations, International Organizations, Development and Advocacy (GIDA) team, Network Relations

and Focal Points) and its governance bodies. GRI regularly engages with governments worldwide, providing guidance, support and advice regarding sustainability reporting and related sustainability initiatives by, for example, closely following policy developments in these areas. Its stakeholders include, but are not limited to, governments, policy makers, regulators and companies which

either develop, influence or comply with policy on sustainability reporting. The organization has a crucial international role in increasing the number and effectiveness of policies and regulations on sustainability reporting worldwide. **G4-DMA-a.**

In the last financial year, these outreach efforts have been focused on working on supporting the advancement of a robust policy on transparency and sustainability reporting in the European Union (see page 37) and, globally, by contributing to the development and implementation of the SDGs (see page 38). GRI has also stepped up its collaboration with exchanges and multipliers, such as the Sustainable Stock Exchanges Initiative and the World Federation of Exchanges.

GRI provides an information hub on sustainability reporting policies worldwide and, to this end, has developed and maintains an [online database](#) which keeps track of all policy developments and which contributes to raising awareness globally about existing initiatives in the field and supporting knowledge sharing.

A large part of GRI's policy activities and projects are directly linked, or made possible by, the support of (inter-) governmental donors such as the Swedish International Development Cooperation Agency (Sida), the Dutch Ministry of Foreign Affairs, the Swiss State Secretariat for Economic Affairs (SECO), and the Norwegian Ministry of Foreign Affairs.

GRI also seeks advice from governmental bodies, for example via its Governmental Advisory Group, a high-level group that provides GRI's Board with a direct source of advice. Formed in 2008, it is an informal body without a constitutional role and consisted of 17 members at the end of the reporting year 2013-2014. **G4-DMA-b.**

The number of policy makers and regulators that use GRI as reference in their policy initiatives continues to increase, having reached 24 policy instruments (target number for the financial year). **G4-DMA-c.**

Among other tools, GRI management uses a dashboard system to track performance indicator progress on a quarterly basis.

GRI does not make any financial and in-kind contributions to political parties, politicians and related institutions. **G4-S06**

COORDINATION

GRI, as a network-based organization, sees coordination with other actors as an integral part of its operations, in order to enhance impact and avoid duplication in GRI's mission to make sustainability reporting standard practice.

This approach is particularly evident in GRI's strategic external engagements with businesses, governments, civil society and other stakeholders. The development of the EU directive on non-financial reporting, where GRI joined forces with

the key actors involved in the debate (see page 37), is one example of this coordination.

GRI also engaged in global debates, to raise the voice and role of business in advancing sustainability. In the process of the development of the UN Sustainable Development Goals (SDGs), it played a key role by raising awareness for the inclusion of targets that directly address the involvement of businesses and other key stakeholder groups in advancing sustainable development. GRI is building on the outcomes of Rio+20 – the United Nations Conference on Sustainable Development. One of the main coordination mechanisms is the UNGC-GRI-WBCSD collaboration on building business engagement (see the interview with Georg Kell, page 39).

In addition to aligning and harmonizing the contents of its Guidelines with other widely used reporting frameworks and initiatives, GRI produces linkage documents to highlight the connections between these (see page 35).

Evaluating the experiences and outcomes of the different coordination projects is an integral part of the work in GRI's different departments. GRI is proud to have many longstanding and successful relationships with external partners. These relationships have grown, based on the sharing of knowledge and experiences, and mutual learning processes. **G4-DMA-a-c.** →



Let's work together: collaboration and partnerships are essential in achieving a European action plan

During the development period of the European directive on non-financial information disclosure (see page 37), GRI engaged in collaborations and partnerships with a range of stakeholders. Particularly in the final stages of the directive's preparation, GRI, together with a few key partners, identified the need to provide support to companies following the final adoption of the directive, and to ensure an effective and efficient move towards its implementation.

For this reason GRI, together with CSR Europe, the International Integrated Reporting Council (IIRC), the World Business Council for Sustainable Development (WBCSD) and the Climate Disclosure Standards Board (CDSB) agreed to further collaborate with each other and other partners to further engage with EU institutions, national governments and interested stakeholders, in order to develop a European Action Plan on Integrated Performance and Non-Financial Reporting.

The partners – acting as an open platform, and as independent experts in sustainability and non-financial reporting – are developing practical ideas and options to be put forward to EU institutions to support the implementation of the new reporting requirements. This collaborative approach brings together each organization's individual resources, tools and expertise for the public good.



'WE ADVISE COMPANIES THAT GRI IS ONE OF THE RECOGNIZED FRAMEWORKS TO REPORT NON-FINANCIAL INFORMATION, AND THAT REPORTING WILL GAIN IN GLOBAL BUSINESS VALUE IF YOU APPLY RECOGNIZED GLOBAL STANDARDS SUCH AS THOSE OF GRI'

VICTOR KJÆR, VICE DIRECTOR, DANISH BUSINESS AUTHORITY

↓ FEEDBACK, COMPLAINTS AND ACTION

GRI is a network hub that provides a collective space for people to promote the sustainability reporting agenda. It is open to ideas and feedback from any interested party. Different projects and publications offer publicly available contact addresses that invite questions and feedback. In addition, more structured feedback collection mechanisms are in place.

An example of this are the questionnaires for participants in GRI's Certified Training Program, which provides feedback on the course that they have attended. This complements the work undertaken by independent quality control consultants. In addition, GRI's Training and Coaching Team gathered additional extensive feedback during the reporting period from GRI Certified Training Partners about the program. GRI welcomes the opportunity to learn about what external stakeholders

think about GRI. For example, a survey was conducted to provide feedback on GRI's external newsletter. Internally, the Works Council conducts annual surveys on work-related policies and staff satisfaction, and an anonymous feedback and suggestions box is available for all staff to use.

GRI provides services and programs to a large audience and, although it strives for excellence, complaints can occur. Following a successful pilot period, GRI's new Complaints Policy was approved in January 2014. This sets out a procedure that allows for complaints GRI staff may receive from external stakeholders to be properly collected, registered and addressed. For the purpose of this policy, a complaint is defined as "an expression of dissatisfaction to an activity or service not conducted as committed to by GRI and where a response or resolution is explicitly or implicitly expected." Based

on this definition, GRI has received one complaint during the reporting period which was successfully addressed. GRI automatically informs enquirers that questions or requests sent to the guidelines@globalreporting.org inbox are responded to within five business days. In one case, where this timeframe was not met, an enquirer complained that they had not received an answer. Where stakeholders voiced dissatisfaction, which did not meet the complaints criteria, they have been dealt with on a case-by-case basis. ^{G4-DMA-a-c.}



In the workplace

Three "operational-effectiveness" Aspects have been identified which are directly relevant to GRI's employee diversity, staff development and greenhouse gas emissions.

DIVERSITY AND EQUAL OPPORTUNITY

GRI places great importance on diversity in the workplace. The organization believes that, because of its mission and due to the nature of its global network, it is crucial to attract employees with a wide range of backgrounds and viewpoints. In addition, GRI encourages a culture that respects and celebrates diversity. ^{G4-DMA-a.}

The Operations department within GRI's Secretariat is responsible for diversity and equal opportunity issues, the

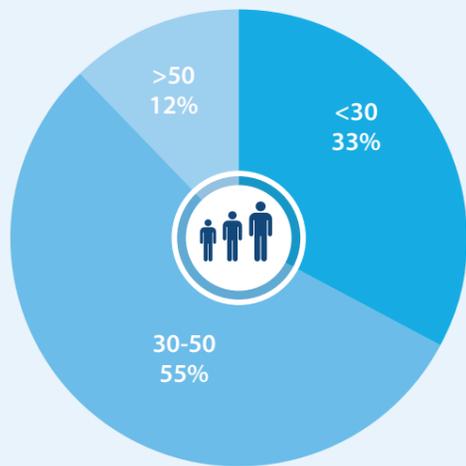
development and implementation of the diversity policy, as well as related internal procedures. In this way, GRI seeks to reflect in its staff composition the diversity of the local and global communities in which it operates. ^{G4-DMA-b.}

GRI is an equal opportunity employer and is committed to providing career advancement on the basis of ability, qualifications and suitability for work regardless of gender, age, civil status, sexual orientation, color, race, creed, religion, and national or ethnic origin. In addition, GRI fairly considers the particular aptitudes and abilities of disabled persons seeking employment. This same consideration applies should a current employee become disabled. An equitable workplace extends beyond the hiring process to all areas of employment at GRI, including training, promotion, transfer, compensation and benefits, working conditions, social and recreational programs, and grievance procedures.

The monitoring of adherence to GRI's diversity policy is done on an informal basis. Measuring the gender diversity within GRI's operations is one way of evaluating the organization's performance against its commitments. The members →



EMPLOYEES BY AGE GROUP

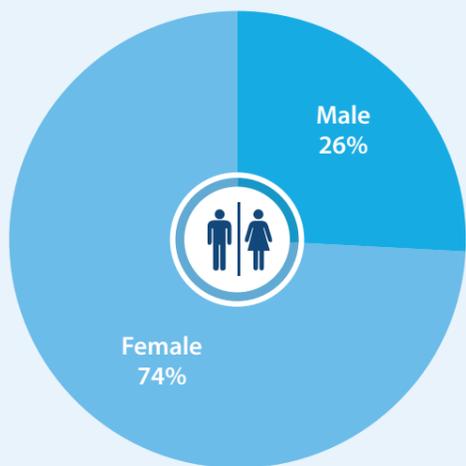


↓
of the Board of Directors and the Technical Advisory Committee are predominantly male, yet among the total numbers of GRI staff there is a strong female majority. The trend in past years, however, show marked improvements in female representation in all GRI governance bodies. The gender balance in GRI's workforce has remained constant over the past years. During the reporting period, 26% of GRI's workforce was male, and 74% female. ^{G4-DMA-c}

Another measure of workforce diversity is the age distribution. The majority of GRI's workforce is in the age group 30-50 years, which makes the workforce significantly younger than other organizations¹. A blend of younger and more experienced employees generates diverse ways of thinking. In the reporting period, 33% of GRI's workforce was under the age of 30, and 88% under 50. Further demographic breakdowns of GRI's workforce and governance bodies can be found in the section **Performance in figures**, page 66. ^{G4-DMA-c}

Having a more balanced workforce while observing the principle of offering equal opportunity to all applicants continues to be a significant challenge. During the reporting period, GRI's Executive Management Team consisted of five members, three women and two men.

EMPLOYEES BY GENDER



TRAINING AND EDUCATION

Employee development and education not only help GRI to retain its staff, but also contribute to maximizing their potential, which is also in the best interest of the organization. GRI thus places great importance on the training and education of its employees. This Aspect is important to GRI's staff and is always ranked as one of the most material ones in stakeholder engagement surveys. ^{GRI-DMA-a}

GRI aims to help staff achieve professional growth and greater job satisfaction. It bases this career path development on the results of the yearly Performance Appraisal and the provision, as far as possible, of training opportunities. These are provided by GRI where relevant to the respective job responsibilities, within budgetary boundaries. In addition, training and education is one of the subjects that has been included in GRI's human resources policy. The Operations department continues to be responsible for training and education, policy development and the implementation of internal procedures. ^{G4-DMA-b}

GRI focuses on attracting, retaining and developing staff in alignment

¹) Based on statistics from the Centraal Bureau voor de Statistiek (CBS) on the average age of the working population in the Netherlands, which shows that in 2012 the average age was 41.4 years.

with the organization's values, mission and vision. It also aims to provide equal opportunity for job growth, employment security, and career advancement. As professional development very often leads to higher levels of job satisfaction, training and education are an integral part of GRI's human resources policy.

The annual Performance Appraisal is part of a broader Performance Management Methodology (PMM), and assesses employees against jointly set objectives. As part of this process, GRI employees are expected to have annual discussions with their managers about work objectives and career development. This discussion is also aimed at providing constructive feedback on employees' performance during the past year. Each employee, in close coordination with the line manager, is expected to identify training and education needs to further improve skills and knowledge in order to fulfill the job requirements adequately. A number of training sessions took place during the reporting year, focusing on the website Content Management System, situational leadership training, finance, and the Works Council, as well as courses for professional skills (including fundraising, sales skills, speech writing, networking, language skills and IT).

A formal evaluation process for GRI's management approach to training and education is currently not in place, but an informal evaluation is undertaken on a regular basis. Measurement of employee training and Performance Appraisal helps GRI evaluate its performance against its commitments. ^{G4-DMA-c} In addition, the Works Council started measuring staff satisfaction with regards to career advancement in 2013. The results of this survey showed that there is still much room for improvement in

this area. The Works Council and management are collaborating on how this topic can be addressed over the next reporting year.

The set training target of an average of eight hours per employee for the entire workforce has only been achieved by the employee category "support staff". The average number of training hours for the whole staff was 7.2. ^{G4-DMA-c}

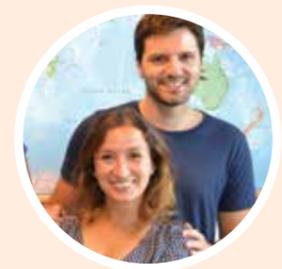
Further data on employees, the annual performance evaluation, and employee training is available in the section **Performance in figures**, page 66.

EMISSIONS

Greenhouse gas emissions (GHG) are a major contributor to climate change and GRI's most significant environmental impact is in this area. GRI's work involves a lot of travelling by its employees and stakeholders, which accounts for the largest share of the organization's GHG emissions. ^{G4-DMA-a}

GRI has an environmental policy in place which supports its commitment to continually improve the ways it mitigates its negative impacts, protects the environment and manages performance. Over the years, GRI has set GHG reduction or offset goals and, since 2011, offsetting all business travel-related GHG emissions has been an ongoing goal. ^{G4-DMA-b}

Due to GRI's Secretariat's office move in December 2013, the systems to collect GHG emissions information for the new office were re-assessed. In this reporting period, GRI was unable to accurately report on achieved reductions. The next report for the period 2014-2015 will use the current reporting period 2013-2014 as a base year to calculate

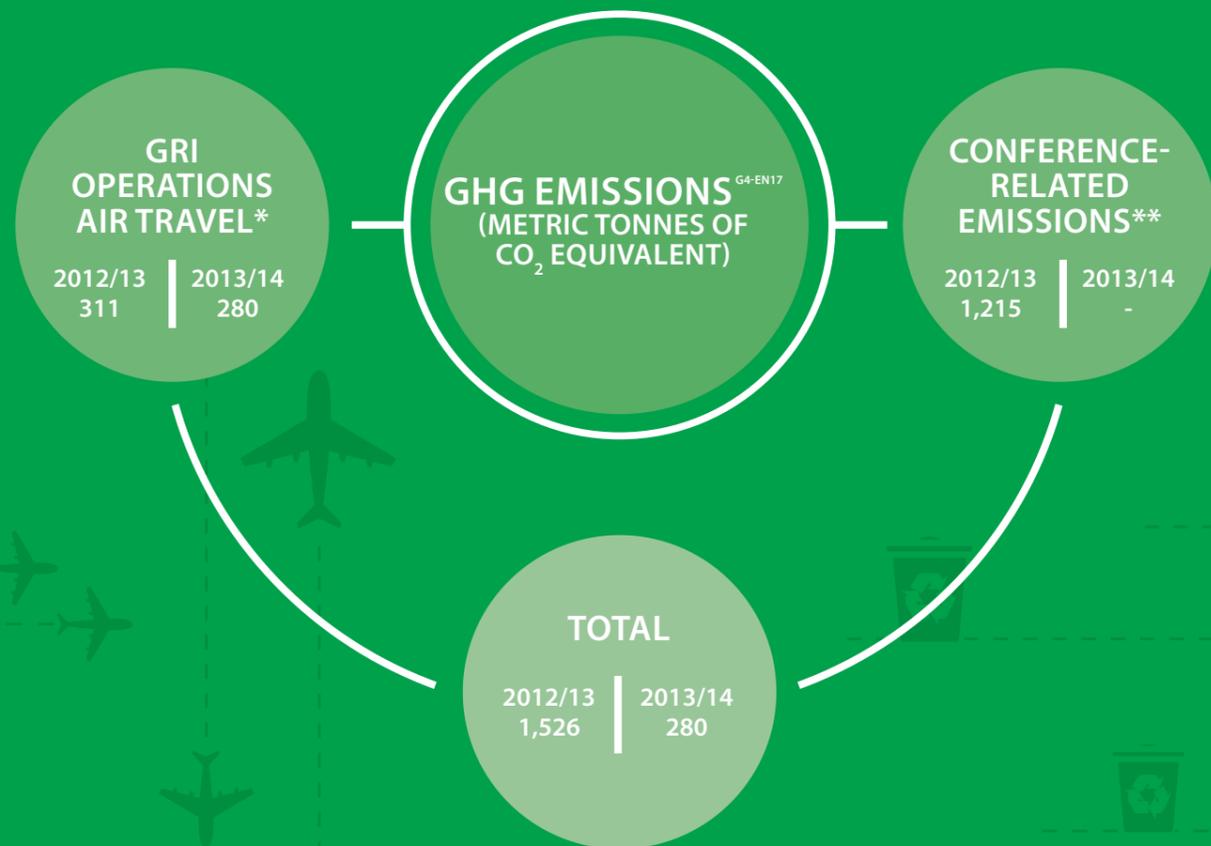


reductions or increases in GHG emissions. **G4-EN19** The goal of reducing office-related GHG emissions will be re-evaluated and adjusted to suit the consumption in the new office environment.

In the 2013-2014 reporting period, GRI reduced its other indirect GHG emissions (also called Scope 3 emissions) created by GRI operations air travel, by 31 tonnes or 10%. One of the initiatives towards reducing travel-related GHG emissions in the future reporting periods was to implement an in-house videoconference system at GRI's Secretariat office. This contributes to a reduction in the amount of travel made by GRI employees.

GRI does not currently have a formal mechanism in place to evaluate the effectiveness of the management approach to emissions. However, measurement of GRI's performance against its GHG reduction goals is one way to evaluate effectiveness. **G4-DMA-c.**

GRI determines its GHG emissions by using a calculation base provided by the Climate Neutral Group. In GRI's tracking system for travel-related GHG emissions, the place of origin, destination, and, for flights, the travel class (economy or business) is included, and the system automatically calculates the GHG emissions for the specified trip. •



* Includes air travel by GRI Secretariat and Focal Point employees. GRI fully offsets these CO₂ emissions.

** Conference-related emissions include attendee travel, venue, hotels, food production, and paper- and waste-related GHG emissions. These CO₂ emissions were fully offset by GRI.

Financials

GRI's Sustainability Reporting Guidelines continue to be the most widely used in the world, with thousands of organizations using them to disclose their sustainability performance.

The work over the past year in developing G4, capacity building, outreach and the provision of supporting services has focused on both increasing the number of reporters and enhancing the quality of the information they disclose. These activities and deliverables have been managed within the monetary boundaries set at the start of the year. With a total income of € 6,661,848, the financial year closed with a deficit of € 252,266. The cumulative reserves decreased to €857,648 by year-end.

Relative to budget, there was a shortfall in project and program incomes, as some of these activities were delayed or deferred, but associated delivery cost savings largely

protected the contribution margin. Income from the Organizational Stakeholder Program remained relatively stable and continued to be a robust income stream for the organization. The income from support and services showed consecutive growth and consequently further added to the diversity of income streams.

The Board and management will continue to monitor GRI's financial position closely, and consult on a regular basis to achieve an optimal balance between the program goals and the need to further strengthen the organization's financial position.



INCOME AND EXPENDITURES				
	2013-2014		2012-2013	
	€	%	€	%
INCOME				
OS income	1,727,367	25.9%	1,777,374	22.3%
Unrestricted donations	307,756	4.6%	353,142	4.4%
Program income	1,897,938	28.5%	598,838	7.5%
Project income	554,270	8.3%	1,037,193	13.0%
Support and services	2,017,074	30.3%	2,069,794	25.9%
Conferences and events	49,070	0.8%	1,985,450	24.9%
Other	108,373	1.6%	159,717	2.0%
Income	6,661,848	100.0%	7,981,508	100.0%
OPERATING EXPENSES				
Personnel costs	3,642,522	54.7%	3,214,669	40.3%
Social security	373,371	5.6%	360,145	4.5%
Programmatic costs	1,703,612	25.6%	2,938,052	36.8%
Office expenses	302,842	4.6%	257,391	3.2%
Operational expenses	402,587	6.0%	371,249	4.7%
General expenses	281,014	4.2%	290,086	3.6%
Depreciation	166,841	2.5%	145,716	1.8%
Total operating expenses	6,872,789	103.2%	7,577,308	94.9%
Operating surplus/(deficit)	(210,941)	-3.2%	404,200	5.1%
Income from interest	4,790	0.1%	4,648	0.1%
Exchange rate gains/ (losses)	(6,990)	-0.1%	(9,952)	-0.1%
Other financial income/ (cost)	(33,280)	-0.5%	(116,044)	-1.5%
Ordinary surplus/(deficit) before taxes	(246,421)	-3.7%	283,212	3.6%
Taxation	0	0.0%	0	0.0%
Ordinary surplus/(deficit) after taxes	(246,421)	-3.7%	283,212	3.6%
Result participations	(5,845)	-0.1%	8,339	0.1%
Surplus/(deficit) for the year	(252,266)	-3.8%	291,551	3.7%

INCOME BREAKDOWN FOR THE YEAR 2013-2014		2013-2014
		€
Organizational Stakeholders		1,727,367
RESTRICTED PROGRAM INCOME RECOGNIZED		
Regional Networks		1,066,598
Transparency in the Supply Chain		346,567
Building Learning Capacity		151,539
Translations and Publications Development		256,881
(Topic) Research		46,402
Other		29,951
Total Restricted Program Income		1,897,938
RESTRICTED PROJECT INCOME RECOGNIZED		
Standard Development		432,222
Research		79,113
Other		42,934
Total Restricted Project Income		554,270
UNRESTRICTED DONATIONS		
Governments, Corporate foundations		307,756
Total Unrestricted Donations		307,756
SUPPORT AND SERVICES		
Learning Publications / Brochures		17,406
Training Partner Certification		398,650
Software & Tools Certification		175,781
Application Level & 'Materiality Matters' check		1,395,037
Featured Reports		30,200
Total Support and Services		2,017,074
Conferences and Events		49,070
OTHER		
In-kind Support (Hardware/Software)		79,729
Reimbursements, Honorarium and Miscellaneous		28,645
Total Other		108,373
Total Income		6,661,848

INCOME BY FUNDING SOURCE

	2013-2014		2012-2013	
	€		€	
PROJECTS AND PROGRAMS				
Governments and international organizations	2,009,448		729,713	
Corporate and foundations	2,477,883		3,036,834	
Subtotal	4,487,331		3,766,547	
SUPPORT AND SERVICES				
Support and services	2,017,074		2,069,794	
Conferences and events	49,070		1,985,450	
Other	108,373		159,717	
Total	6,661,848		7,981,508	

TOP LARGEST DONORS 2013-2014

Who	What	2013-2014	
		€	%
Swedish International Development Cooperation Agency (Sida)	Programs	842,747	12.7
State Secretariat for Economic Affairs (SECO) Switzerland	Programs	787,363	11.8
Norwegian Ministry of Foreign Affairs	Institutional	159,402	2.4
Itaipu Binacional	Programs	80,000	1.2
Foundation for MSME Clusters (FMC)	Programs	79,197	1.2
Dutch Ministry of Foreign Affairs	Programs	78,853	1.2
Subtotal		2,027,562	30.5
Other donors		2,459,769	36.8
Subtotal		4,487,331	67.3
Support and Services		2,017,074	30.3
Conferences and events		49,070	0.8
Miscellaneous		108,373	1.6
Total		6,661,848	100.0

BALANCE SHEET

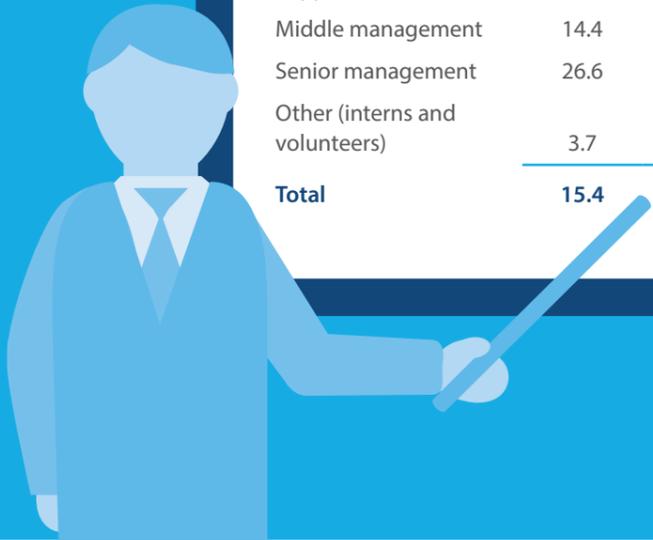
	30 June 2014		30 June 2013	
	€	%	€	%
NON-CURRENT ASSETS				
Furniture and IT costs	702,450	24.3%	155,620	4.5%
Equity investments	10,768	0.4%	6,481	0.2%
CURRENT ASSETS				
Receivables	1,159,267	40.1%	1,121,598	32.1%
Cash	1,015,139	35.2%	2,210,821	63.2%
Total	2,887,624	100.0%	3,494,520	100.0%
CAPITAL AND LIABILITIES				
Reserve Account	857,648	29.7%	1,109,914	31.8%
Provisions Affiliates	21,132	0.7%	10,822	0.3%
Long-term liabilities	0	0.0%	0	0.0%
Short-term liabilities	2,008,844	69.6%	2,373,784	67.9%
Total	2,887,624	100.0%	3,494,520	100.0%

Performance in figures

EMPLOYEE TRAINING ^{G4-LA9}

Average hours of training per employee by gender and employee category

	2012-2013			2013-2014		
	Male	Female	Total	Male	Female	Total
Support staff	15.6	24.0	13.1	8.5	7.8	8.7
Middle management	14.4	15.5	13.7	5.4	5.5	5.4
Senior management	26.6	40.9	17.6	6.2	6.7	5.7
Other (interns and volunteers)	3.7	2.8	4.0	3.9	2.9	5.3
Total	15.4	22.8	12.4	7.2	6.2	7.5



EMPLOYEES RECEIVING PERFORMANCE REVIEWS ^{G4-LA11}

Employees receiving regular performance reviews by gender and employee category

	Support staff	Middle management	Senior management	Other (interns and volunteers)	Total
Male	90%	100%	100%	-	95%
Female	98%	92%	92%	-	96%
Total	100%	88%	88%	-	96%

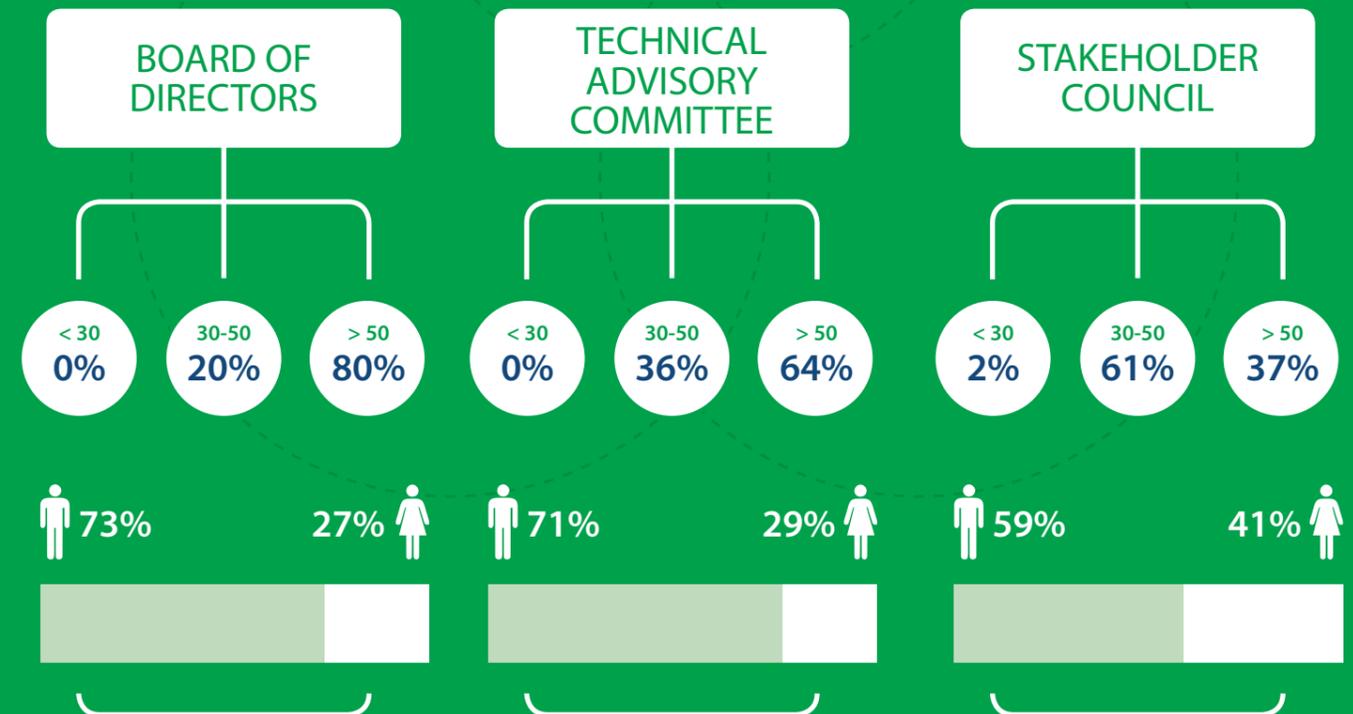
Note: GRI has started to collect information on the percentage of employees receiving performance reviews by employee category from this reporting year onwards. The information is not comparable with previous years. During the reporting period, two staff members were on long-term leave (maternity leave and parental leave). In addition, one staff member announced their intention to leave GRI in early February 2014, and opted out of the performance review system at their own request.

WORKFORCE AGE COMPOSITION AND GENDER DIVERSITY ^{G4-LA12}

	AGE GROUP			GENDER	
	< 30	30-50	> 50	Male	Female
SUPPORT STAFF	42%	51%	7%	19%	81%
MIDDLE MANAGEMENT	0%	92%	8%	15%	85%
SENIOR MANAGEMENT	0%	62%	38%	46%	54%
OTHER (INTERNS AND VOLUNTEERS)	100%	0%	0%	57%	43%

NOTE: GRI has started to collect information on the breakdown of employees per employee category according to gender and age group from this reporting year onwards. The information is not comparable with previous years.

GOVERNANCE BODIES' AGE COMPOSITION AND GENDER DIVERSITY ^{G4-LA12}



Content Index

This report has been prepared 'in accordance' with GRI's G4 Sustainability Reporting Guidelines' Core option. The below Content Index indicates the reported disclosures, the location of information in this report and if external assurance has been sought. ^{G4-32}

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link)	External Assurance
STRATEGY AND ANALYSIS		
G4-1	4, 5	No
ORGANIZATIONAL PROFILE		
G4-3	9	No
G4-4	9	No
G4-5	9	No
G4-6	9	No
G4-7	9	No
G4-8	10	No
G4-9	9, 10	No
G4-10	10, 11	No
G4-11	11	No
G4-12	14	No
G4-13	8	No
G4-14	11	No
G4-15	11	No
G4-16	11	No
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	8	No
G4-18	49	No
G4-19	49	No
G4-20	50	No
G4-21	50	No
G4-22	8	No
G4-23	8	No

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link)	External Assurance
STAKEHOLDER ENGAGEMENT		
G4-24	47	No
G4-25	47	No
G4-26	48, 53	No
G4-27	48, 49	No
REPORT PROFILE		
G4-28	8	No
G4-29	8	No
G4-30	8	No
G4-31	8	No
G4-32	8	No
G4-33	8	No
GOVERNANCE		
G4-34	13	No
G4-38	13	No
G4-39	13	No
G4-40	13, 14	No
G4-48	8	No
G4-54	14	No
G4-55	14	No
ETHICS AND INTEGRITY		
G4-56	11	No

SPECIFIC STANDARD DISCLOSURES					
DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
CATEGORY: ENVIRONMENTAL					
Material Aspect: Emissions					
G4-DMA	59, 60				No
G4-EN17	60				No
G4-EN19	59, 60				No
CATEGORY: SOCIAL					
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK					
Material Aspect: Training and education					
G4-DMA	58, 59				No
G4-LA9	66				No
G4-LA11	66				No
Material Aspect: Diversity and equal opportunity					
G4-DMA	57, 58				No
G4-LA12	67				No
SUB-CATEGORY: SOCIETY					
Material Aspect: Public Policy					
G4-DMA	52, 54				No
G4-SO6	54				No
SUB-CATEGORY: PRODUCT RESPONSIBILITY					
Material Aspect: Affected stakeholder engagement (NGO Sector Disclosures)					
G4-DMA	51, 52				No
Material Aspect: Feedback, complaints and action (NGO Sector Disclosures)					
G4-DMA	56				No
Material Aspect: Public awareness and advocacy (NGO Sector Disclosures)					
G4-DMA	52, 54				No
Material Aspect: Coordination (NGO Sector Disclosures)					
G4-DMA	54				No

Glossary

The following definitions of terms used in this report are taken from existing GRI publications or sources. Terms marked * have been adapted from the G4 Sustainability Reporting Guidelines.

BOUNDARY

The range of entities and impacts within an organization and its supply chain which are expressly covered in a sustainability report. Boundary-setting is the process used by organizations to establish the boundary for a report.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

CSR is generally understood to mean how companies manage the business processes to produce an overall positive impact on society.¹ Definitions of CSR vary internationally. The European Commission definition is “the responsibility of enterprises for their impacts on society.”² In India and Indonesia, the concept of CSR includes environmental, social and governance elements, but also refers to charity and investment in community activities.

EESG

A term used to describe the four main areas of concern – **economic, environmental, social, and governance** – that have developed as the central factors in measuring the sustainability and ethical impact of an investment in a company or business.

G4

The fourth generation of the GRI Sustainability Reporting Guidelines

was launched in May 2013. The aim of G4 is simple: to help reporters prepare sustainability reports that matter– and to make robust and purposeful sustainability reporting standard practice. See this [link](#).

G4 MONITORING PROGRAM

This program’s objective is to understand user experiences of G4; to gather views on perceived strengths and weaknesses, and to identify areas that may require further explanation, clarification or improvement.

G4 PIONEER PROGRAM

Developed in conjunction with the GRI Organizational Stakeholder Program, this program has enabled 98 organizations, representing more than 34 different sectors, to make the transition to G4 in their next reporting cycle.

GRI BUSINESS TRANSPARENCY PROGRAM

Builds sustainability reporting skills within groups of companies – from introducing them to sustainability and transparency to publishing their first report.

GRI CERTIFIED TRAINING PARTNERS

Implemented by GRI Certified Training Partners worldwide. GRI selects these partners following an application ‘open call’ application process. All GRI Certified Training Partners undergo careful selection and a certification procedure.

GRI CERTIFIED TRAINING PROGRAM

For organizations and individuals worldwide who are interested in sustainability reporting, and who want to learn more about it. The Program consists

of a number of GRI Certified Training Courses and Modules.

GRI FOCAL POINTS

GRI Focal Points are national offices that drive GRI activity in particular countries and regions. GRI currently has Focal Points in a number of strategic countries and territories: Australia, Brazil, China, Colombia, India, South Africa, and the USA and Canada.

GRI MISSION

To make sustainability reporting standard practice by providing guidance and support to organizations.

GRI ORGANIZATIONAL STAKEHOLDER PROGRAM

Connects nearly 600 organizations from over 60 countries, committed to advancing sustainability reporting. OS are GRI’s core supporters – they play an important governance role and provide key funding for GRI’s activities.

GRI SOFTWARE AND TOOLS PROGRAM

Confirms that GRI content in software and digital tools is being used accurately. After completing the certification process, GRI authorizes the use of its content in the software or digital tool and issues a Permission Letter authorizing the content for 12 months.

GRI SUSTAINABILITY DISCLOSURE DATABASE

Stores and tracks critical reporting and associated organizational data. Advanced search functionality allows filtering and sorting of reports and organizations by

multiple criteria, revealing trends and patterns in reporting practice.

GRI SUSTAINABILITY REPORTING FRAMEWORK

GRI produces a comprehensive Sustainability Reporting Framework to enable greater organizational transparency. The Framework, including the Sustainability Reporting Guidelines (see below), sets out the Principles and Standard Disclosures organizations can use to report their economic, environmental, governance and social performance and impacts. See this [link](#).

GRI SUSTAINABILITY REPORTING GUIDELINES

Assist in the preparation of sustainability reports by organizations, regardless of their size, sector or location. They have been developed through a global multi-stakeholder process involving representatives from business, labor, civil society, and financial markets, as well as auditors and experts in various fields; and in close dialogue with regulators and governmental agencies in several countries.

GRI VISION

A sustainable global economy where organizations manage their economic, environmental, social and governance performance and impacts responsibly, and report transparently.

GRI XBRL TAXONOMY

The GRI Taxonomy, developed in collaboration with Deloitte, is one of the first XBRL taxonomies for sustainability

reporting. It will help investors, auditors and analysts to access information in sustainability reports faster, and more simply.

IMPACT*

In the Guidelines, unless otherwise stated the term ‘impact’ refers to significant economic, environmental and social impacts that are: positive, negative, actual, potential, direct, indirect, short-term, long-term, intended, unintended.

‘IN ACCORDANCE’ OPTIONS*

The Guidelines offer two options to an organization in order to prepare its sustainability report ‘in accordance’ with the Guidelines: **Core** and **Comprehensive**. The Core option, used in this report, contains the essential elements of a sustainability report. It provides the background against which an organization communicates the impacts of its economic, environmental and social and governance performance.

INDICATOR*

Qualitative or quantitative information about results or outcomes associated with an organization that is comparable and demonstrates change over time

LINKAGE DOCUMENTS

GRI’s linkage documents offer guidance on how to use the GRI Sustainability Reporting Framework in combination with other reporting standards.

MATERIAL ASPECTS*

Material Aspects are those that reflect the organization’s significant economic,

environmental and social impacts; or that substantively influence the assessments and decisions of stakeholders. To determine if an Aspect is material, qualitative analysis, quantitative assessment and discussion are needed.

MATERIALITY

A principle for classifying the importance of information. Derived from a principle of financial reporting, material information is information on economic, environmental, social and governance performance or impacts that should be disclosed on the grounds that it is highly relevant to an organization and is expected by key stakeholders, as it may significantly affect their assessment of the organization.

MSME

Micro, small and medium-sized enterprises

NGO

A non-governmental organization (NGO) is the term commonly used for an organization that is neither a part of a government nor a conventional for-profit business. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations, businesses, or private persons.

SMART

The Sustainability Management And Reporting Team (SMART) implements and monitors GRI’s Sustainability Policy. Its role is to maintain and improve awareness of the sustainability impacts of GRI’s activities, and work towards improving its sustainability performance.

1) Baker, Mallen, 2004. *Corporate social responsibility – What does it mean?*

2) *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – A renewed EU strategy 2011-14 for Corporate Social Responsibility.*

SMES

Small and medium-sized enterprises are businesses whose personnel numbers fall below certain limits. The abbreviation 'SME' is used in the European Union and by international organizations such as the World Bank, the United Nations and the World Trade Organization (WTO).

STAKEHOLDERS*

Stakeholders are defined as entities or individuals that can reasonably be expected to be significantly affected by the organization's activities, products, and services; and whose actions can reasonably be expected to affect the ability of the organization to successfully implement its strategies and achieve its objectives. This includes entities or individuals whose rights under law or international conventions provide them with legitimate claims vis-à-vis the organization. Stakeholders can include those who are invested in the organization (such as employees, shareholders, suppliers) as well as those who have other relationships to the organization (such as vulnerable groups within local communities, civil society).

SUPPLIER*

An organization or person that provides a product or service used in the supply chain of the reporting organization. The supplier can have a direct or indirect relationship with the organization

SUPPLY CHAIN*

Sequence of activities or parties that provides products or services to an organization.

SUSTAINABLE DEVELOPMENT GOALS (SDGS)

A set of objectives which aim to address the broad challenges of poverty eradication, environmental protection and sustainable consumption and production. The development of the SDGs was agreed at the UN Conference on Sustainable Development in June 2012.³

SUSTAINABILITY REPORT

A sustainability report is a report published by a company or organization about the economic, environmental and social impacts caused by its everyday activities. It also presents the organization's values and governance model, and demonstrates the link between its strategy and its commitment to a sustainable global economy.

Links

- [CDP](#)
- [COP](#)
- [Dutch Ministry of Foreign Affairs \(Ministerie van Buitenlandse Zaken\)](#)
- [Earth Charter International](#)
- [Foundation for MSME Clusters \(FMC\)](#)
- [GLOBE 2014](#)
- [International Finance Corporation](#)
- [International Integrated Reporting Council \(IIRC\)](#)
- [International Organization for Standardization \(ISO\)](#)
- [Itaipu Binacional](#)
- [Organisation for Economic Co-operation and Development \(OECD\)](#)
- [State Secretariat for Economic Affairs \(SECO\)](#)
- [Sustainable Stock Exchanges Initiative \(SSE\)](#)
- [SWITCH-Asia](#)
- [The Swedish International Development Cooperation Agency \(Sida\)](#)
- [United Nations Conference on Trade and Development \(UNCTAD\)](#)
- [United Nations Environment Programme \(UNEP\)](#)
- [United Nations Global Compact \(UNGC\)](#)
- [World Business Council for Sustainable Development \(WBCSD\)](#)
- [World Federation of Exchanges \(WFE\)](#)

3) www.earthsummit2012.org/conference/themes/sdgoalsintro