

Leading for a New Era of Sustainability



GRI's Combined
Report 2014–2015

LEADING FOR A NEW ERA OF SUSTAINABILITY

GRI's Combined Report 2014–2015

DESIGN AND LAYOUT

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GRI thanks its supporters for helping it work towards its vision to create a future where sustainability is integral to every organization's decision making process. GRI would like to express its appreciation to members of the Board Sub-group, Mrs. Özlem Denizmen and Mr. Paul Boykas, for their valuable contributions in the preparation of this report. GRI would also like to thank the members of the Sustainability Management and Reporting Team (SMART), the Communications Team and all of the colleagues who provided input for the report.

GRI

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Leading for a New Era of Sustainability

GRI's Combined Report 2014–2015

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Since the late 1990s, GRI has pioneered sustainability reporting, transforming it from a niche practice to one now adopted by a growing number of organizations. Our key purpose is to help businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues. These issues span climate change, human rights, anti-corruption and many others.

GRI's most significant contribution to creating a sustainable economy and world is through the development and use of GRI Sustainability Reporting Standards (GRI Standards) across our diverse multi-stakeholder network. With thousands of reporters in over 90 countries, GRI provides the world's most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

The sustainability reporting landscape is evolving, and so too is GRI. There is great potential for the reporting process to be used as a tool for strategic decision making for leaders of organizations, and also for all stakeholders to understand an organization's risks and opportunities in relation to important sustainability issues.

As sustainability reporting practice evolves, we are seeing companies utilizing sustainability data far beyond the confines of the report. This shift towards an internally-focused process is driving better management, better thinking, and better results. We are now seeing an emerging trend where more focus is placed on the use of sustainability (or non-financial) information to inform better decision making. One example is the increase in different types of principles-based approaches to creating and managing a responsible business. These are valuable management approaches but rely on a globally accepted standard for the actual data, which can be created, verified, and assured, to ensure confidence in the information. In this emerging landscape, GRI Standards act as the engine for this important data, powering the transition to a more sustainable economy and world.

GRI is adapting as an organization to ensure GRI Standards – designed to enhance the international comparability and quality of sustainability information – are easily accessible and useable in more ways than just sustainability reports. We have strengthened our governance structure to meet expectations of standard setting in the public interest, creating the Global Sustainability Standards Board (GSSB) which has sole





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responsibility for developing and approving GRI Standards.

Our new vision, mission and logo announced in June 2015 speak to this important transition towards the next era of sustainability. As an organization we are adapting to this change in context, putting a future where sustainability is integral to every organization's decision-making process at the heart of everything we do. Our network engagement services have seen the most successful quarters in the organization's history, a trend that will continue in the future as we focus on bringing businesses and policymakers together on critical sustainability issues around the world.

As with any change process, alignment and engagement are crucial to success. We have made significant changes to our strategic model, launching a five-year strategy that builds on GRI's expertise in policy and reporting, but also looks to the future to ensure that sustainability information

is included in all decision making to build better organizations and better policies around the world. We are focusing our work on four key areas: Enabling Smart Policy; More Reporters, Better Reporting; Moving Beyond Reports; and Innovation & Collaboration. With these alignment and engagement efforts now well underway, through our dedicated employees and across our diverse multi-stakeholder network, GRI is entering a growth phase to ensure it can achieve its goals as laid out in our 2015-2020 five year focus. This is an exciting yet challenging time for the organization. Top priorities include staying true to our multi-stakeholder foundations, maintaining and evolving our fundraising strategy, leading collaborations within the reporting ecosystem, and implementing a global and regional strategy that supports these priorities.

COMMITMENT TO SUSTAINABLE DEVELOPMENT

In this new sustainability era, corporate actors and the private sector are crucial in creating green

G4-I

growth outcomes and sustainable development. This is where GRI serves as a powerful agent for change. GRI's overall sustainable development goal is to foster inclusive development and sustainable, green, economic growth through transparent corporate sustainability reporting.

Since 2003, GRI has been a signatory of the UN Global Compact (UNGC). In 2013, UNGC invited all non-business participants to issue a Communication on Engagement (COE) every two years. GRI recognizes the importance of “non-businesses” (academia, business association, cities, NGOs, labor and public sector organizations) towards sustainable development and the achievement of the 10 UNGC principles, and embraces this opportunity to continue to showcase the ways in which GRI supports and engages with UNGC through this combined report. We fully support the UNGC principles and we will continue to promote the initiative.

LOOKING AHEAD

This report is both a reflection on the previous year at GRI, and a guide for the future – an

overview of the risks, challenges, and opportunities facing the organization, which helps us to build a better institution, fit for the next era. This report is not only a window to GRI and our work, it's a strategic document for ourselves, our stakeholders, and our network, and demonstrates the true value of sustainably reporting. This report will help us build a better organization to advance GRI's mission of empowering decision makers everywhere, through our sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy and world.



Christianna Wood,
*Chairman, Board of
Directors*



Michael Meehan,
Chief Executive

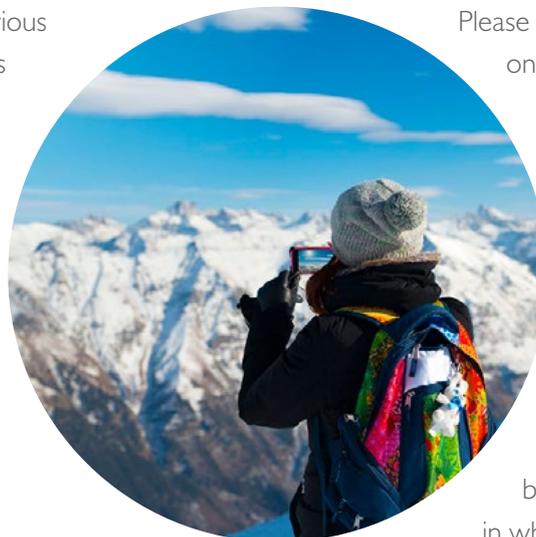
About this Report

G4-3 **G4-7** **G4-17** **G4-22** **G4-28** **G4-29** **G4-30** **G4-32** **G4-33**

As a registered foundation under Dutch law, GRI's full legal name is 'Stichting Global Reporting Initiative'.

This annual combined report covers the period 1 July 2014 to 30 June 2015. GRI's previous combined report was issued on 3 December 2014. There were no restatements necessary from information provided in previous reports. This report also acts as GRI's Communication on Engagement (COE) which is required every two years since GRI is a "non-business" signatory of the UNGC.

This report has been prepared 'in accordance' with GRI's G4 Sustainability Reporting Guidelines' Core option and uses the NGO Sector Disclosures. The GRI Content Index on pages 92-95 indicates the reported disclosures, the location of information in this report and for which disclosures external assurance has been sought. This is the first year that we have sought external assurance of the sustainability-related information in our combined report and we will continue to do so in the future. The external assurance has been conducted in accordance with the methodology of assurance provider ERM CVS, which is based



on ISAE 3000 and provides a limited level¹ of assurance. ERM CVS was selected as the assurance provider through a competitive tendering process which was aligned with our procurement policy. ERM CVS is independent from GRI and therefore able to publish objective and impartial opinions and conclusions on the report.

Please see the assurance statement on pages 96-98 for more details on the scope and basis of the external assurance provided.

The General Standard Disclosures, Indicators and Disclosures on Management Approach (DMA) are stated at the beginning of each section in which they occur. Externally assured disclosures are highlighted in **GREEN**, noting that, where relevant, prior years' data have not been assured. The non-assured disclosures are highlighted in **PURPLE**.

The entities included in GRI's financial statements are GRI's main office in the Netherlands, the Regional Hubs of Africa, Brazil, China, Hispanic America, North America, Oceania and South Asia. This report covers information on all of them, unless stated otherwise.

¹ Level of assurance indicates the extent and depth of the work the assurance provider undertakes in relation to sustainability disclosures. Most assurance providers offer two levels: reasonable assurance (i.e. high but still involving some risk of inappropriate conclusion) and limited assurance (i.e. moderate).



G4-17 **G4-31** **G4-33** **G4-48**

The Regional Hub Australia was no longer staffed as of 31 May 2015. All disclosures in this report include Australia up to and including that date. In addition, the report covers information on the North America Regional Hub, although GRI's consolidated financial statements do not include the North America Regional Hub, as legally it is an independent public charity.

GRI's Executive Management Team (EMT) was involved in seeking assurance for GRI's sustainability related information in this report. The EMT was informed about the selection process regarding assurance, and selected members of

the EMT were interviewed as part of the external assurance process. They also participated in the final meeting to discuss the results and feedback on the external assurance.

The Board of Directors, represented by a Board Sub-group consisting of two members of the Board of Directors – Paul Boykas and Özlem Denizmen – has formally reviewed and approved this report and ensured that all material Aspects are covered.

We value feedback on this report and welcome comments and questions at grisownreports@globalreporting.org. The feedback will be taken into account when preparing next year's report.

Empowering Sustainable Decisions

G4-5 G4-6

For information from the sustainability reporting process to truly empower decision makers, it must be easily accessible, comparable and available in real-time. Our vision is a future where sustainability is integral to every organization's decision-making process. Our mission – to empower decision makers everywhere through our sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy and world – focuses on the development of GRI Standards and encouraging their use by tens of thousands of organizations across the world through training and engagement programs.

We believe:

- In the power of a multi-stakeholder process and inclusive network
- Transparency is a catalyst for change
- Our standards empower informed decision making
- A global perspective is needed to change the world
- Public interest should drive every decision an organization makes

To achieve our mission, we have operations in eight countries: the Netherlands, Australia, Brazil, China, Colombia, India, South Africa and the USA. The activities of the Regional Hubs extend beyond the countries in which they are located, to provide greater regional support. Further, with

our services, we cater to stakeholder needs in every country.

GRI's main office in Amsterdam is comprised of seven departments to carry out its work:

- The GRI Standards Division is responsible for the ongoing maintenance, development, implementation and enhancement of GRI Standards, under the governance of the GSSB.
- The Operations Department is responsible for the day-to-day management of main office operations, which include finance, governance, human resources and ICT. The Department is also responsible for finance and human resource management of Regional Hubs.
- The Governments, International Organizations, Sustainable Development and Advocacy (GIDA) Department focuses on governmental relations, sustainability reporting policy development, governmental fundraising, stock exchange engagements and other projects.
- The Regional Network & Sustainable Development Department coordinates the Regional Hubs, each of which advance GRI's mission locally through private sector engagement, policy advocacy, and knowledge sharing. Working in conjunction with development agencies, the team also conducts activities to empower report users and increase capacity for reporting organizations in developing countries and emerging markets.



- The GRI Services Department develops, coordinates, and implements all the services and tools that GRI offers to guide and support GRI reporters and report users. The department consists of two teams: The Report Services (RS) team and the Training and Coaching Programs (T&C) team.
- The Corporate & Stakeholder Relations (C&SR) Department is responsible for GRI's corporate engagement as well as raising awareness, and building relationships with key partner organizations and stakeholders globally.
- The Marketing and Communications Department develops all campaigns and promotes GRI's work externally, liaises with the media, organizes GRI's events, manages web design and editorial content.

GLOBAL SUSTAINABILITY REPORTING STANDARDS

G4-8

We are committed to providing robust global standards for sustainability reporting. GRI Standards are designed to enhance the global comparability and quality of sustainability information, resulting in greater transparency on economic, environmental and social impacts.

By 30 June 2015, over 19,100 GRI reports had been published by organizations around the world using GRI Standards. The USA, Brazil and Taiwan were the top three reporting countries/regions producing the highest number of GRI reports in the [Sustainability Disclosure Database](#) for 2014 as per 30 June 2015. The majority of reporters are from the Financial Services, Energy, and Food and Beverage Products sectors, and

most of them are public companies, private companies or state-owned enterprises.

Strengthening GRI's role and credibility as a public standard setter is a key organizational priority. Since January 2015, we began implementing changes to our governance structure to recognize the importance of standard setting being a public interest activity, and to further strengthen the independence of GRI's standard-setting activities. Upholding our unique global multi-stakeholder principle was a key criteria within the changes. A separate governance body – the Global Sustainability Standards Board (GSSB) – was created to develop and approve GRI Standards going forward. The GSSB replaces the former Technical Advisory Committee (TAC).

GRI Standards are developed according to a formally defined 'Due Process Protocol', which is overseen by the Due Process Oversight Committee (DPOC). The Due Process Protocol sets forth the process for the development of the GRI Standards and is designed to ensure that this promotes the public interest and is aligned with GRI's vision and mission. It ensures that GRI Standards move through a clearly communicated process from project identification, prioritization and commencement through to content development, including public exposure and consideration of feedback received, concluding in the final release.

The G4 Guidelines will remain in effect until the GSSB approves the first version of GRI Standards, which will be based on the G4 Guidelines.

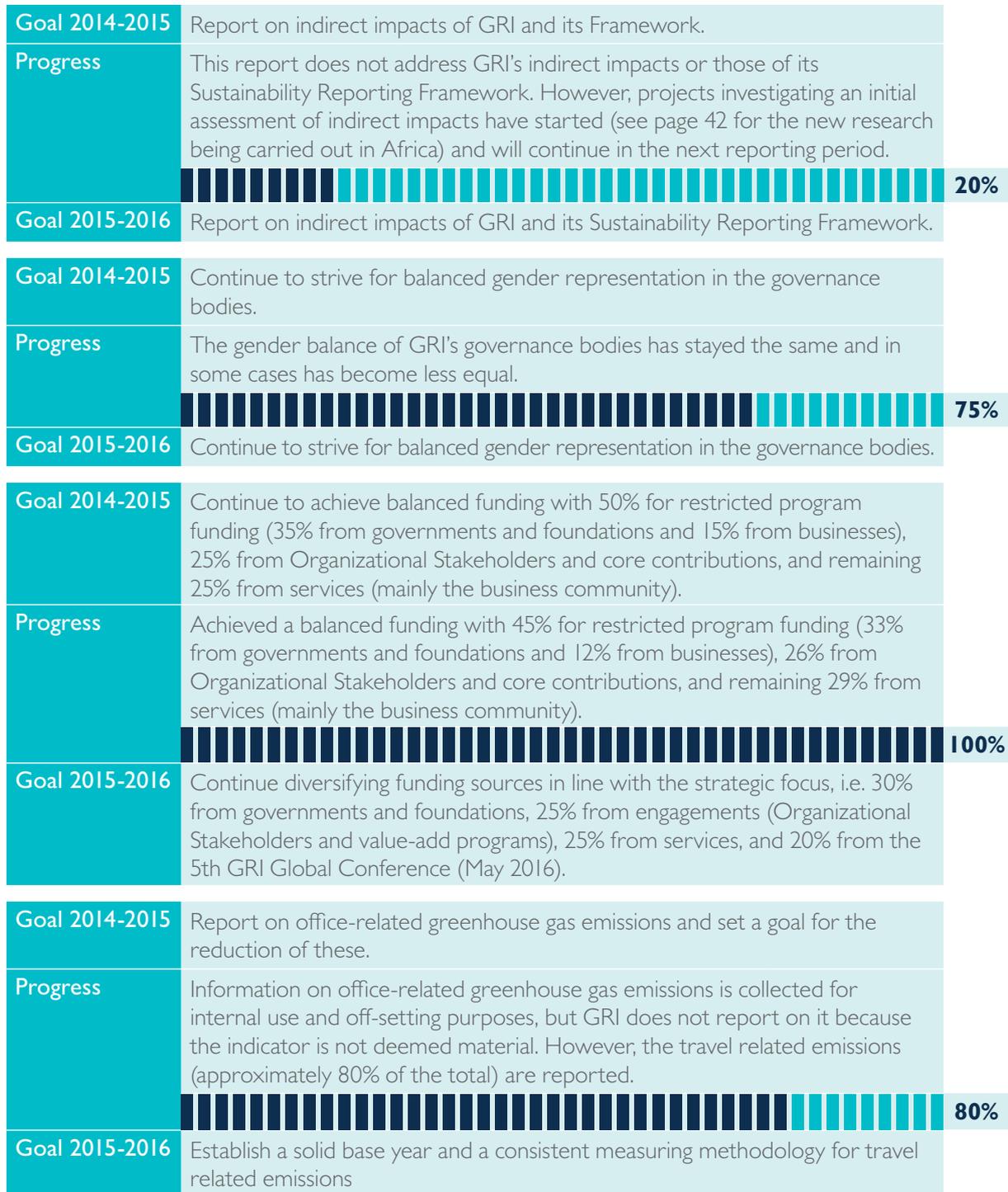




FIG. I

GRI'S OPERATIONAL SUSTAINABILITY GOALS AND PROGRESS

As part of our sustainability strategy, we set a number of operational goals for 2014–2015. Figure I shows the progress we have made towards these goals, and the new goals we have set for 2015–2016.





GRI SUPPORT SUITE

G4-4 **G4-9**

As part of our commitment to empowering sustainable decision making, we offer a range of programs, tools and services for report preparers and report users, covering the whole reporting cycle. These services are, in principle, available to organizations in all countries and sectors.

Our service offerings (see Figure 2) are arranged in four categories: Preparation, Alignment, Communication and Analysis. Seven products and services are free public goods and 15 involve a fee² (these are indicated with an asterisk). See pages 33-47 to find out more about the new initiatives created during this reporting period to help enable more reporters and better reporting. Detailed information on the various services offered in each of the categories can be found on GRI's [website](#).

CORPORATE ENGAGEMENT

Our global community spans thousands of reporters, experts and advisers in sustainability reporting around the world. Among this diverse community we have hundreds of core members – known as “Organizational Stakeholders”, or “OS” – who work directly with us to champion our mission. As per 30 June 2015, we had 568 members in 68 countries (including 34 developing countries) participating in the OS Program and we aim to grow this number substantially to 6000 members by 2020. It is our continued mission to improve the OS experience and to support the organizations in their reporting processes.

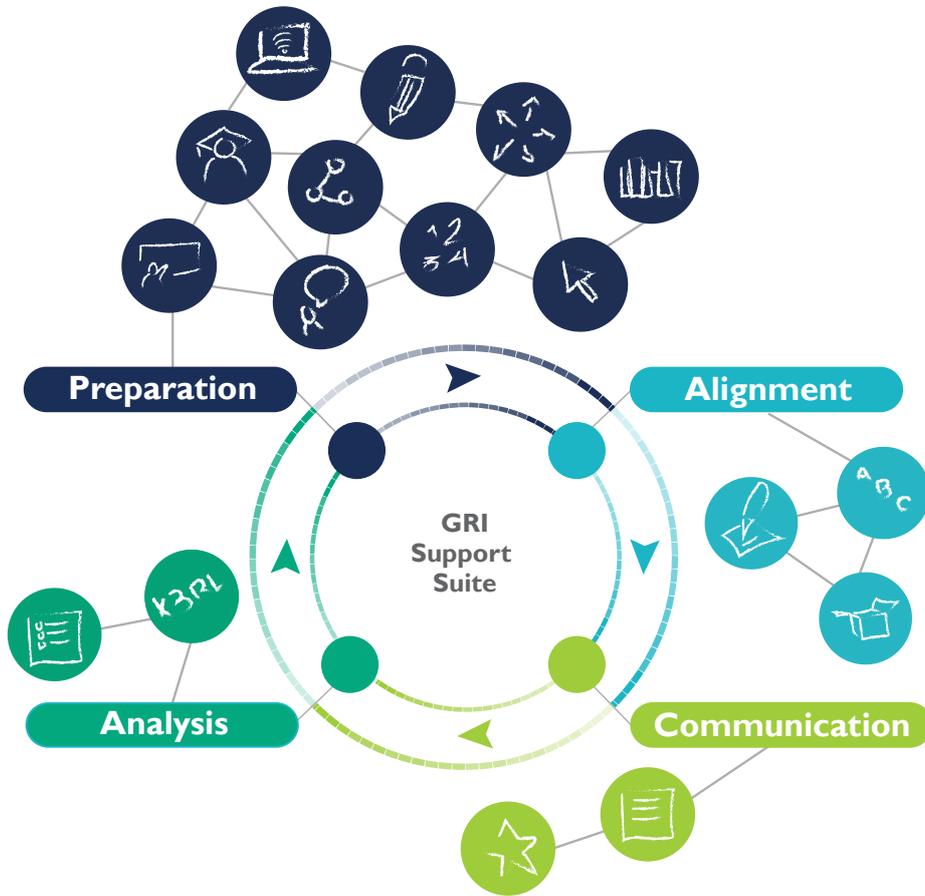
We do this by facilitating peer-to-peer learning, giving exclusive access to the GRI Standards Division, and providing valuable publications and webinars to inspire reporters to create better quality reports (see an overview of all GRI publications from this reporting period on pages 25-26).

In early 2015 we launched a “Community Leader” pilot program. GRI Community Leaders are an extension of GRI – organizations with a commitment to advancing sustainability and a belief that sustainability reporting creates real value for organizations. GRI Community Leaders give regional advice to GRI, provide feedback from their local networks and help us extend our community through joint events and other activities. Seven Community Leaders in countries from Turkey to Argentina are participating in the pilot program so far, and the pilot will extend into 2016.

To capitalize on the knowledge and ideas of sustainability leaders, we launched two separate Corporate Leadership Groups in spring 2015. Twenty sustainability leaders are exploring two strategic topics: integrated reporting and Sustainability and Reporting 2025 (the future of sustainability and reporting). The corporate sustainability leaders participating in these two groups are helping GRI and each other move beyond reporting to talk about the transformational change necessary to create a sustainable global economy. Read more about the Groups and the topics they cover on pages 50-51.

² 12 products are shown in the list of products and services overleaf, and the additional two (Corporate Leadership Groups and Organizational Stakeholders Program) are excluded from the list as they do not belong to the Support Suite, but are explained in more detail above.

FIG. 2 GRI SUPPORT SUITE **G4-4**



Preparation

- Business Transparency Program*
- Certified Software and Tools Program*
- Certified Training Program*
- G4 Content Index Tool
- G4 Exam*
- G4 Online
- GRI Introductory Workshops*
- GRI Seminars*
- GRI Taxonomy (G4, G3.1 and G3)
- Learning publications*
- Linkage documents
- Research and Development publications

Alignment

- Application Level Service*
- Content Index Service*
- Materiality Disclosures Service*

Communication

- Featured Reports Service*
- Sustainability Disclosure Database

Analysis

- Reports List (limited version)
- Reports List (complete version)*
- XBRL Reports Program



COMMITMENTS TO EXTERNAL INITIATIVES

G4-I4 **G4-I5** **G4-I6**

We use the precautionary approach to address potential environmental impacts through our environmental programs and focus on employee safety. Risk management in operational planning is conducted through a Risk Inventory and Evaluation (RIE) assessment of our main office in the Netherlands and work circumstances, which are reviewed annually and amended when needed. The RIE assessment covers, for example, health and safety for staff working at the main office.

As an organization, we do not subscribe to, nor endorse, any externally developed economic, environmental or social charters, principles, or other initiatives. GRI is not a member of any associations, national or international advocacy organizations. However, collaboration is of high importance to us, and we have long-standing global strategic partnerships with the following:

- CDP
- Group of Friends of Paragraph 47
- International Integrated Reporting Council (IIRC)
- International Labour Organization (ILO)
- International Organization for Standardization (ISO)
- Organisation for Economic Co-operation and Development (OECD)
- United Nations Environment Program (UNEP)
- United Nations Global Compact (UNGC)
- UN Working Group on Business and Human Rights

In addition, we have established alliances with the

Earth Charter, International Finance Corporation (IFC), and United Nations Conference on Trade and Development (UNCTAD). The goal is to foster sustainable development in developing countries and transition economies, and to facilitate investment and business linkages.

GRI'S SUPPLY CHAIN

G4-I2

Our supply chain is focused around the office operations and the projects we generate, therefore, supply chain reporting is not a key focus area for GRI. Products for maintaining office operations, such as energy, water and paper are purchased from, where possible, suppliers producing sustainable products and services. For our projects, we work with external consultants and working group members who provide intellectual support.

WORKFORCE PROFILE

G4-9 **G4-10** **G4-11**

As a reflection of our ambition to grow as an organization and to channel our focus on both GRI Standards (through the GSSB and Standards Division) and all other operational activities, the number of staff working for GRI increased by 14.5% compared to the previous reporting period. The majority of new hires were within the Services Department, which reflects our ongoing mission to provide support to organizations to encourage more reporters and better reporting. On 30 June 2015, we had 74 employees and 13 interns in total working across our eight³ offices.

No volunteers worked at GRI during the reporting period 2014-2015, and none of GRI's employees

³ As per 30 June 2015 there were no employees working at the Regional Hub Oceania, and as such the numbers are based on the number of employees at the main office and six other Regional Hubs.

G4-I0 **G4-I1**

are covered by collective bargaining agreements. Figure 3 provides an overview of the employee and workforce profile by employment contract, employment type, region, and gender.

None of GRI's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers.

FIG. 3 **OVERVIEW OF GRI'S EMPLOYEE AND WORKFORCE⁴ PROFILE**
(AS PER 30 JUNE 2015) **G4-I0**

		 Total	 Male	 Female
Employees by type of employment contract	Indefinite period	48	11	37
	Fixed-term period	26	5	21
	Internship	13	3	10
	Volunteer	0	0	0
	Total	87	19	68
Employees by type of employment	Full-time	64	15	49
	Part-time	10	1	9
	Total	74	16	58
Workforce	Employees	74	16	58
	Supervised workers	2	2	0
	Total	76	18	58
Workforce by Regional Hub	Main office, the Netherlands	64	16	48
	Africa	2	1	1
	Brazil	1	0	1
	China	3	1	2
	Hispanic America	3	0	3
	North America	1	0	1
	Oceania	0	0	0
	South Asia	2	0	2
	Total	76	18	58

⁴ The term 'workforce' refers to employees and supervised workers. The total workforce is the total number of persons working for the organization at the end of the reporting period (30 June 2015), that is, the sum of all employees and supervised workers. A supervised worker is an individual who performs regular work on-site for, or on behalf of, the organization but is not recognized as an employee under national law or practice.

GOVERNANCE

G4-I3 **G4-34**

As an innovator in the sustainability reporting field, we have a duty to adapt to the rapidly changing external landscape in a way that continues to fulfill our vision of creating a future where sustainability is integral to every organization's decision-making process. We have strengthened our credibility and role as a standard setter by implementing significant changes to our governance structure from January 2015 onwards. This reinforces our commitment to providing a global standard for sustainability reporting. The five main features of the governance changes are:

- Creating an organizational firewall between standard-setting activities and all other organizational activities.
- Establishing a separate governance structure

for standard setting, which was approved by the GRI Board of Directors (Board).

This includes the creation of a new Global Sustainability Standards Board (GSSB), a Due Process Oversight Committee (DPOC) and an Independent Appointments Committee (IAC). Implementation of the governance structure started in this reporting period and will continue on into the next reporting period.

- Safe guarding the global multi-stakeholder principle.
- Strengthening the Due Process Protocol for GRI Standards development.
- Making all Standards development processes as transparent as possible (meeting agendas, papers and minutes related to the Standards development processes are being made available on GRI's website).





GRI BOARD OF DIRECTORS

G4-34 G4-38 G4-39

GRI's governance bodies are designed to maintain multi-stakeholder representation. The GRI Board of Directors (Board) has the ultimate fiduciary, financial and legal responsibility for GRI. The Board is also entrusted with the management of the organization. Board members are non-executive directors, with the exception of GRI's Chief Executive who is a non-voting member of the Board. A sub-group formed of members of the Board is responsible for decision making on economic, environmental and social impacts. They do this through their involvement in GRI's sustainability reporting process.



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 GRI Board member, all Board members must agree on and sign a Conflict of Interest Policy and Statement annually.

On 30 June 2015, the Board had 15 members, 11 men and four women. The Chair of the Board of Directors is not an executive officer.

A member's term on the Board is three years, with a maximum of two consecutive terms. Thereafter, a member may be considered for re-election after being off the Board for at least

one year. The Chairman 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 Chairman position, periods served as regular Board member are not counted towards the term limitation. An 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 other GRI governance bodies, is designed to maintain multi-stakeholder representation. It is composed of members from the

following constituencies: four members from business, four from civil society, two from labor and four from mediating institutions. The Board members are selected based on their experience and knowledge of economic, environmental and social issues and impacts. None of the members of the Board belong to an under-represented social group.

The Chief Executive leads the GRI main office, and, in collaboration with the EMT, implements the strategic work plan of the Board. The Chief Executive takes management decisions related to the efficient and effective implementation of the work plan. Delegation of authority to the Chief Executive and/or other executives is handled through passing a Board resolution on a case-by-case basis.

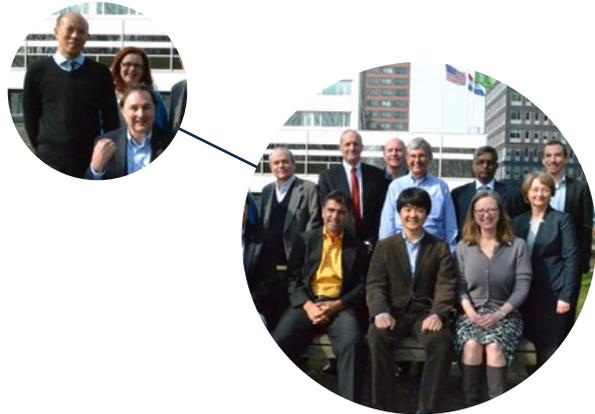


GLOBAL SUSTAINABILITY STANDARDS BOARD (GSSB)

G4-34

The GSSB is formed of 15 members (13 members were elected during this reporting period and two further members were added later) who represent the best available combination of multi-stakeholder perspective, technical expertise and diversity of experience. The GSSB oversees the Standards Division in the creation of GRI Standards.

Current GSSB members were asked to transition to the GSSB from GRI's former Technical Advisory Committee (TAC) to ensure consistency.



stock exchanges or other financial regulators, we want to emphasize the importance of the independence that the GSSB now has in developing GRI Standards.

We carried forward the constituencies that have been very valuable and important to GRI up until now and used them in the creation of the GSSB. The voices of labor, civil society, business, investors, and mediating institutions are all represented on the GSSB. In this way we can continue the important legacy that GRI has set of being highly inclusive in the development of its Standards.”



Eric Hespeneide, GSSB Chair:

“In forming the GSSB we wanted to demonstrate that the sustainability reporting standards are being developed in an objective and independent manner. This is important, not only for organizations to understand that they are objective measurements, but also for regulators and legislators and others who might want to reference GRI Standards as a point of departure for their reporting requirements – mandatory or otherwise. Whether it be for

THE STAKEHOLDER COUNCIL (SC)

G4-34 G4-40

The Stakeholder Council (SC) is a central part of GRI's multi-stakeholder governance structure, appointing Board members and providing strategic advice to the Board. The SC comprises up to 50 individuals from all United Nations-defined regions: Africa; Asia Pacific; Eastern Europe; Latin America and Caribbean; and Western Europe and others (North America, Australia). Council members represent core

G4-34 G4-40

constituencies in GRI's network. The GRI Board and other governance bodies, as well as the GRI main office, draw on the Council Members' extensive and active involvement in developing sustainability reporting worldwide.

implementation of the new governance structure, on the Organizational Stakeholder Program, on knowledge management, on development of services, and on regional activities."

SC members are partly elected by GRI's Organizational Stakeholders and partly by the SC itself, in an annual election.



Helena Barton, SC Chair:

"We all have a 'finger on the pulse' in the regions where we work, and we convert our collective insights into recommendations for GRI. During the year, we have engaged with the GRI Board and the main office on a range of matters, including

THE GRI NOMINATING COMMITTEE

G4-34 G4-40

The GRI Nominating Committee is composed of three members of GRI's Board of Directors and three members of the SC, and reviews all the nominations made by the interested candidates to become a Board member. Thereafter, it presents its recommendation(s) to GRI's SC. In order to ensure fairness, equity and objectivity in the Board nomination process, impartiality is deemed an essential component of the process.



Highlights of the Year

ADOPTION OF THE EU DIRECTIVE ON DISCLOSURE OF NON-FINANCIAL AND DIVERSITY INFORMATION

GRI played an important role in advising on the new robust policy for the EU which was adopted by the Council of the EU on 29 September 2014. The new directive will ultimately increase the number of organizations reporting on their sustainability impacts paving the way for a sustainable global economy. In February 2015, GRI released a new linkage document, 'Making headway in Europe', detailing how companies can use the G4 Guidelines to comply with the new Directive.



NEW GOVERNANCE STRUCTURE

A new structure was created including the Global Sustainability Standards Board (GSSB), a Due Process Oversight Committee (DPOC) and an Independent Appointments Committee (IAC), in order to meet expectations of standard setting in the public interest. An organizational firewall between standard-setting activities and all other organizational activities was created.



SUCCESSFUL AFRICA CONFERENCE: TRANSFORMATION THROUGH TRANSPARENCY

The GRI Africa Regional Conference brought together 175 leaders and practitioners from 14 countries for a day of exchange and dialogue on how sustainable economic transformation in Africa can be achieved. One conference participant commented: *"The event paved the way for me to meet, share, get new insights around sustainability reporting and forge strategic links with professionals from several countries."*





GRI SUPPORT SUITE LAUNCHED

Our products and services were categorized under a new GRI Support Suite to make our support services more accessible to reporters and report users.

TRUST AND CREDIBILITY EVENTS HELD IN USA, TAIWAN, CHINA, INDIA AND EUROPE.

In May and June 2015, we held a number of events to enable discussions about enhancing credibility and trust of sustainability reporting. Experts on assurance, including assurance providers, report preparers, report readers, specific issue level interest groups and regulators, took part in these events.



NEW BRAND AND UPDATED VISION UNVEILED

In June 2015, we launched our new brand to capture our vision, mission, and beliefs. The connected dots of the GRI logo, which form the shape of the world, symbolize the important elements of our organization – connectivity and collaboration. We believe that we need a global perspective to change the world, and in the power of a multi-stakeholder process and inclusive network. Our new logo is an amalgamation of all those beliefs and values.

The Year in Numbers

SUSTAINABILITY REPORTS*

4,203  GRI Reports added during the year

19,192  GRI reports in total on 30 June 2015

STAFF EMPLOYED

87  in total

14.5%  increase on previous reporting period

GRI REFERENCES IN NEW POLICIES

4  new

27  in total on 30 June 2015

FUNDING RECEIVED

 **EUR 4,474,809**

CERTIFIED TRAINING PARTNERS

19%  increase in Certified Training partners from previous reporting period

TOP 3 REPORTING COUNTRIES/REGIONS*

producing the highest number of GRI reports in 2014

 **1 USA**

2 BRAZIL

3 TAIWAN

PUBLICATIONS PRODUCED

18 

TOP 3 REPORTING SECTORS*

producing the highest number of GRI reports in 2014

 **1 FINANCIAL SERVICES**

 **2 ENERGY**

 **3 FOOD & BEVERAGE PRODUCTS**

EVENTS ATTENDED

605+  by GRI representatives

OS MEMBERS ADDED

21%  increase in OS members

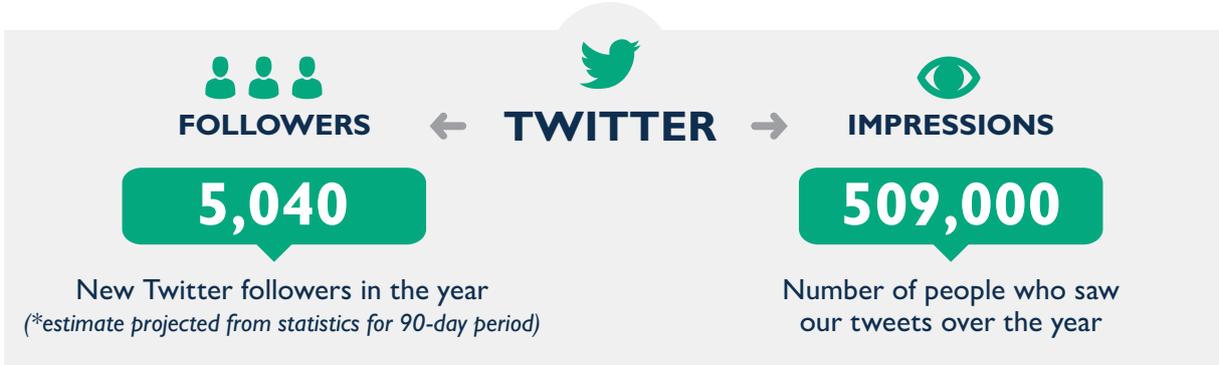
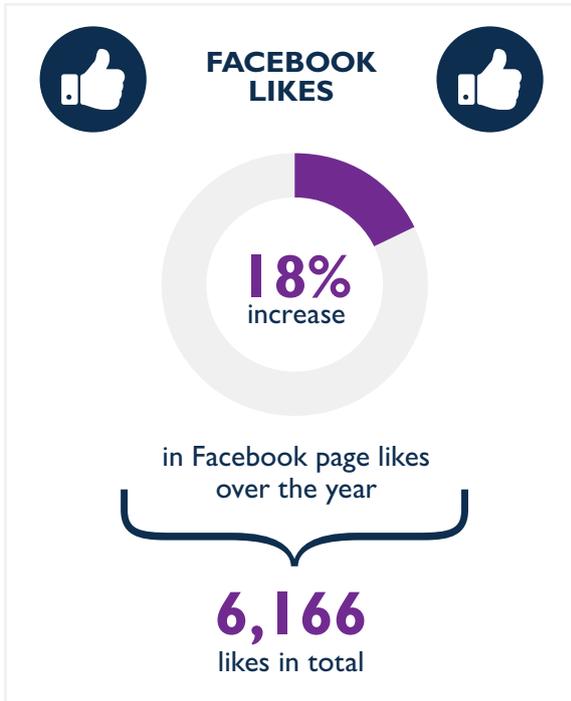
568  total members

KNOWLEDGE SHARING

500+  organizations reached through data users workshops

* The data represented here is based on GRI's Sustainability Disclosure Database as of 30 June 2015. The data available in the database is collected by GRI in collaboration with our data partners and therefore captures all reports of which GRI is aware.

GRI in the media



LINKEDIN FOLLOWERS



NUMBER OF PRESS RELEASES



NUMBER OF GRI NEWS ITEMS



GRI Publications

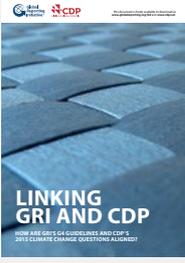
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1. 'Corporate Water Disclosure Guidelines: Toward a Common Approach to Reporting Water Issues', the CEO Water Mandate and its Co-Secretariat, the Pacific Institute, in collaboration with GRI, CDP, PricewaterhouseCoopers, and World Resources Institute
- 

2. 'Defining Materiality: What Matters to Reporters and Investors'
- 

3. 'Disability in Sustainability Reporting' developed with Fundación Once
- 

4. 'Informing Decisions, Driving Change', GRI and Oxfam Novib
- 

5. 'Linking CASS-CSR 3.0 and GRI's G4 Sustainability Reporting Guidelines' GRI Regional Hub China and the Chinese Academy of Social Sciences Research Center for Corporate Social Responsibility
- 

6. 'Linking GRI and CDP: How are GRI's Guidelines and CDP's 2015 climate change questions aligned?' developed with CDP
- 

7. 'Linking GRI and CDP: How are GRI's G4 Guidelines and CDP's 2015 water questions aligned?' developed with CDP
- 

8. 'Linking GRI and IRIS: How to use the IRIS metrics in preparation of a sustainability report based on the GRI G4 Sustainability Reporting Guidelines' developed with GIIN



9. 'Making headway in Europe: Linking GRI's Guidelines and the European Directive on non-financial and diversity disclosure'



13. 'From Tactical to Strategic: How Australian businesses create value from sustainability'
GRI Regional Hub Australia, CPA Australia and KPMG Australia



10. 'Moving Beyond Disclosure: Leveraging Sustainability Reporting to Drive Change'
GRI Regional Hub South Asia and Tata Consultancy Services (TCS)



14. 'GRI Africa Regional Conference Report 2015'



11. 'Sustainability and Reporting Trends in 2025'



12. 'Sustainability Reporting for Sustainable Development: The Conference (Mumbai) in Review'

New Strategic Focus

GRI's work is already embedded in different types of decision making across the world, whether through businesses using the sustainability reporting process to understand, manage and communicate their impacts on critical issues, or governments using this reported information to build smarter policy.

Yet we believe there is even more value to

capture from the sustainability reporting process. Across our organization, we are focusing on four strategic areas, as shown in Figure 5, to ensure that sustainability reporting empowers sustainable decisions in all kinds of ways. Consequently, GRI's activities between July 2014 and June 2015 have been categorized into these four areas for this report.

FIG. 5 GRI'S FOUR STRATEGIC FOCUS AREAS





Enabling Smart Policy

Our global community spans thousands of reporters but our scope extends beyond geography and into diverse fields of work. We work with governments, international organizations and capital markets. As a result of this work, 27 countries and regions (as per 30 June 2015) use GRI Standards in their sustainability policies and look to us for guidance as developer of the world's most widely used sustainability reporting standards.

Policy makers, regulators and legislators considering policies on sustainability reporting need sustainability reporting guidelines that are

considered a standard global public good – a tool that companies in the various jurisdictions are familiar with and are already using to communicate relevant sustainability information with investors and other stakeholders. Most independent researches and surveys confirm that GRI Standards are this tool.⁶ Thanks to this acknowledgement, the number of references made to GRI in public policies has steadily increased in the past year. In this respect, the adoption of the EU Directive on disclosure of non-financial and diversity information has been an important development.



Adoption of the EU Directive on disclosure of non-financial and diversity information

Sustainability reporting for a smart, sustainable and inclusive European Union

On 6 December 2014, the [*Directive on disclosure of non-financial and diversity information by certain large companies and groups*](#) (Directive 2014/95/EU) entered into force. EU Member States have two years to transpose it into national legislation. It requires companies to disclose information on policies, risks and outcomes related to environmental matters, social and employee aspects, respect for human rights, anti-corruption and bribery issues, and diversity in their governance. To do so, companies rely on recognized frameworks such as GRI Standards.

The aim of this directive is to strengthen transparency and accountability and ensure a level playing field across the EU, increase the relevance, consistency and comparability of information disclosed in the EU, and enhance transparency regarding the diversity policies applied by companies.

Being involved in the development of this Directive, and in light of our commitment to supporting companies in their reporting processes, we developed a linkage document, 'Making headway in Europe', which was released in February 2015. This linkage document details how companies can use the G4 Guidelines to comply with the new European Directive.

⁶ See: [KPMG Survey on Corporate Responsibility Reporting 2013](#) and [World Federation of Exchanges ESG Survey and Report](#).



CASE STUDY

Sustainable Development Goals

Over the past year (and longer) we have been pooling our expertise and experience in order to act as a knowledge broker of business engagement in the UN Sustainable Development Goals (SDGs). We have developed strategic partnerships with UN agencies, UN missions, and governments, and have continued our collaboration with the World Business Council for Sustainable Development (WBCSD) and the United Nations Global Compact (UNGC).

The SDGs call for a global partnership for sustainable development, and recognize that all actors in society are responsible for making it happen. The role of companies in particular is stressed. Target 12.6 under Goal 12: Sustainable Consumption and Production, encourages companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycles.

With this global target, the international community has formally recognized that sustainability reporting is one tool which can lead

to greater human development and environmental protection. Corporate sustainability reporting provides both decision-making value to investors, customers, employees and other relevant stakeholder groups, and also provides a framework for companies to self-assess their commitments to sustainability and human rights. It demonstrates that companies assume greater responsibility for their actions. Moderate estimates show that

currently, more than 4000 companies develop sustainability reports in which they disclose non-financial information on their environmental, social and economic impacts annually. Developing countries have experienced a particular rise in this trend: from six GRI Reports submitted in 2000 from developing regions to almost 5000 GRI reports (from over 2000 organizations) by 30 June

2015. However impressive the trends seem, less than 10% of the more than 45,000 publicly traded companies report on their sustainability performance. Likewise, awareness of sustainability reporting is still low, particularly in developing countries where other safety nets might not be in place for communities and workers affected by private sector actions. These challenges provide a benchmark for the global community to monitor their progress on Target 12.6. Each country will





CASE STUDY CONTINUED

prepare a national plan to achieve this target, and in turn, they will have to report on their progress to the international community. We are keeping a close eye on this evolution, and have positioned ourselves as being the global monitoring agency tracking this target.



As part of our sustainability efforts, we collaborate with a number of organizations including the aforementioned UNGC and WBCSD, and many others including the OECD UN Working Group on Business & Human Rights. We work on global leading-edge

initiatives tackling some of the world's most pressing challenges such as climate change, human rights and corruption. Through this type of collaboration we are finding innovative ways of using sustainability reporting information to help support businesses in particular. GRI Standards, combined with the wealth of GRI data from corporate reporting, provide the technical backbone and expertise to our sustainable development program of work, which runs as a thematic stream through GRI's overarching strategic plan.

Our collaboration with UNGC and WBCSD has led to the development of an innovative tool, the **SDG Compass** – a guide for businesses in assessing their impacts, aligning their strategies with the SDGs, setting company goals and ultimately managing their contributions to the SDGs. GRI Standards have been fully integrated into the **SDG Compass**, enabling companies to report using a robust and globally recognized framework.



During a side event at the 2015 Annual OECD Global Forum on Responsible Business Conduct, together with WBCSD and UNGC we organized a consultation with businesses on the **SDG Compass**. The audience warmly welcomed the **SDG Compass**, viewing it as a constructive and practical tool to drive the business engagement on the SDGs and global development forward. The **SDG Compass** was released at the UN Private Sector Forum in September 2015.

GRI'S SUSTAINABLE DEVELOPMENT STRATEGY

Every year we help developed countries invest millions in sustainable development activities in emerging markets to address poverty-related issues such as water use, land use and gender equality. Through GRI Standards, we will continue to play an important role in these types of investment flows ensuring that sustainability issues are taken into consideration by organizations as they enhance their competitive edge in local and international markets. This is a key part of our sustainable development strategy which focuses on the following:

- Sustainable development policy
- Increasing and improving reporting in developing countries
- Transformative capacity building
- Innovation in emerging issues.

In the coming five years, we have the ambition to contribute to, and influence corporate practice and public policy on the following emerging themes:

- Gender equality
- Climate change
- Human rights
- Health and safety
- Biodiversity
- Good governance and anti-corruption
- Awareness and capacity building among Small and Medium Sized Enterprises (SMEs)
- Trade facilitation and sustainability
- Capital markets/market regulators.

Other issues that we will seek to concentrate on

include: supply chain reporting, disability rights, water, land use/land tenure, integrated reporting, and corporate risk and liability.

GOVERNMENTAL RELATIONS

Governments can promote a culture of transparency, stimulating public debate. They are well positioned to invite businesses to support specific initiatives and activities, promote and support research, build practical capacity, enter into public-private partnerships, and promote and support multi-stakeholder initiatives. Over the past year, we have been working hard to engage with various governments around the world to further one of our key focus areas: Enabling Smart Policy.



REGIONAL HUB CHINA

Deepening engagement in China

GRI's Regional Hub in China has worked hard to develop a much welcomed strategic collaboration with the Chinese Government, establishing a direct relationship with the Ministry of Industry and Information Technology (MIIT) over the past year. The overall aim is to encourage MIIT to use GRI Standards as a retrofit instrument in order to renew supply chains of certain sectors typical to China.

We were also invited by the United Nations Development Programme (UNDP) to participate in a joint project in partnership with the Ministry of Commerce of the Government of the People's Republic of China (MOFCOM) and the State-

owned Assets Supervision and Administration Commission of the State Council (SASAC). The project involved a study of sustainability performance of overseas Chinese state-owned enterprises (SOEs). We have also been in talks with SASAC on further promotion of reporting among SOEs.

During the event, company representatives discussed their motives for investing in education and job training abroad. Inspiring stories were shared of companies embracing sustainability because it fits with their corporate ideals and is increasingly demanded by employees, investors, and customers. Many of the company representatives also revealed that while sustainability was somewhat of a challenge to initiate, it ultimately enhanced their profitability and formed a key part of their business strategies.



**REGIONAL HUB
NORTH AMERICA**

Uniting business and government

In June 2015, we hosted a Responsible and Transparent Business Leadership Roundtable in Washington D.C., together with the US State Department. The Roundtable brought together the U.S. Government and GRI Organizational Stakeholders to collectively discuss how the private sector is contributing to the global development agenda.



Ambassador Lisa J. Kubiske, Deputy Assistant Secretary of State, International Finance & Development:

“The private sector is a key player in advancing development. This is why it is so important that GRI brought together such innovative and dynamic U.S. companies so that we in the U.S. government can learn from and capitalize on your experiences and best practices.”





More Reporters, Better Reporting

We are best known for leading the development of the sustainability reporting process and over the past year we have continued to build our global community which includes thousands of trained practitioners and reporters.

As an international independent organization, our global network extends far and wide. Our Regional Hubs enable us to meet unique needs across geographies and establish a truly global presence. We work with our growing community to develop industry-leading activities to further the value of sustainability reporting. We encourage and enable those organizations that don't currently report to do so, specifically promoting the uptake of reporting among SMEs. We motivate and support those that already do report to strive for a better quality of reporting through our training and knowledge sharing activities. And for those that are leading the way, we work in collaboration to explore and envision big picture challenges such as the future of reporting through our corporate leadership engagement activities.

G4 REVIEW

With any new offering we develop, we strive to gather as much feedback as possible to enable us to uphold our commitment of encouraging more and better reporting. Since the launch of

G4 in 2013, the Standards Division has created a Monitoring Program to help identify the strengths and weaknesses of G4; to highlight areas that may require further explanation, clarification and/or improvement; and to understand users' experiences of G4.

We reviewed 100 reports in the first year of G4 and we are continuing this research effort in the second year of application. The findings will inform future decisions on content development by the GSSB.



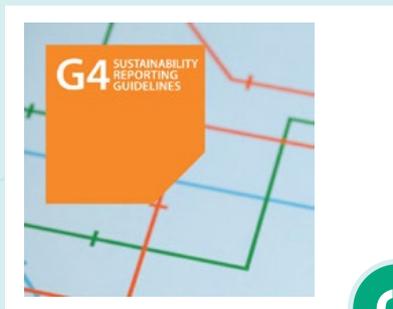
CASE STUDY/QUOTES

G4

A key difference in G4 from previous versions of the Guidelines is the greater focus on Materiality – focusing on what matters, where it matters. The feedback we've had from organizations has been very positive regarding this new focus.

“GRI is the internationally accepted standard for non-financial reporting. Siemens applies the GRI Guidelines now for years, as it helps us to provide a comprehensive picture on our sustainability engagement to all our stakeholders and to fulfill global and national reporting requirements.” –

Jochen Schweitzer, Corporate Strategy - Sustainability Management, Siemens AG



“The guidance that G4 offers on materiality is very valuable and helped us a lot. The challenge was to place that guidance into the context of our own business. But, again, G4 is excellent at providing the procedure for doing this. Potential content for our report was identified by comparing the Aspects contained in the G4 Guidelines and the Food Processing Sector Disclosures document with the results of the Sustainable McDonald’s Germany research project carried out in collaboration with the Wuppertal Institute for Climate, Environment and Energy.” – Diana Wicht, Senior Team Manager Corporate Responsibility, McDonald’s Germany



G4 Developments Over the Year



The G4 Guidelines were translated into Turkish taking the total number of language versions of G4 to 15.

2014

JULY



SEPT

Publication *Linking CASS-CSR 3.0 (Chinese Academy of Social Sciences 3rd edition of guidelines on Corporate Social Responsibility Reporting for Chinese enterprises)* and GRI's G4 released.



We hosted the 'G4 Early Adopters Experience' session in Taipei with support from the Taiwan Stock Exchange and the Business Council for Sustainable Development of Taiwan.

NOV



We published the latest version of the GRI Taxonomy, developed in collaboration with Deloitte. This version makes it possible to tag the GRI disclosures for the financial services sector. The World Bank used the latest version of the GRI Taxonomy for its 2014 G4 sustainability report.



We launched a new 'how to' handbook, 'Introducing the GRI Sustainability Reporting Process' for all G4 reporters which provides a step by step approach to the five-phase sustainability reporting process based on G4.

G4 Developments Over the Year *Continued*



The 'G4 Forward Program' was translated into Spanish to enable deeper understanding and engagement with G4.



FEB



Two Linkage publications were released: *Linking GRI and CDP: Climate Change (2015)* and *Making Headway in Europe: Linking GRI's G4 Guidelines and the EU Directive on Non-Financial and Diversity Disclosure*



Another linkage publication was released: *Linking GRI and CDP: Water (2015)*

APR



A new section in the monthly GRI Newsletter was created – 'G4 Inside Out'. This section provides an in-depth look at specific G4 terms or concepts, giving almost 20,000 recipients an opportunity to gain a deeper understanding of our comprehensive Sustainability Reporting Standards.



The final case study from the G4 Pioneers Program was published. The program was designed to support GRI Organizational Stakeholders who had committed to producing a G4 report within their next reporting cycle. 98 companies took part in the program from 38 countries. The feedback provided by Pioneers has assisted us in monitoring how G4 works in practice, and will be shared with our governance bodies.

MAY

ORGANIZATIONAL STAKEHOLDER ENGAGEMENT

Organizational Stakeholders (OS) sit at the heart of our global network, and we work hard to ensure our OS get as much out of the OS Program as they put into it. Our calendar of online meetings is a long-established OS benefit and provides a great way for the OS community to hear first-hand about GRI developments, especially regarding GRI Standards. The meetings also allow members to connect with other experts and peers.

Building on the success of our G4 Pioneer Program which began in the previous reporting period and aimed to highlight those OS who were the first to transition from G3/G3.1 to G4, this year we offered support to the majority of our OS who made the transition. They were given an intense five-session program to help them better understand the new Guidelines. The program featured the Standards Division clarifying questions and offering additional guidance and advice from Pioneers who had already made the transition, on how to produce a G4 report.

NEW SUPPORT INITIATIVES FOR REPORTERS

As part of our ongoing mission to guide organizations along every step of the reporting journey, we developed a range of new initiatives, categorized here under the various sections of the GRI Support Suite.

PREPARATION: G4 EXAM

In February 2015, we launched the GRI G4 Exam. This is an online examination that allows all those who have successfully completed a GRI Certified Training course from one of GRI's many Certified Training Partners worldwide, to demonstrate

their knowledge of the G4 Guidelines and the GRI Reporting Process, enhancing their credibility and reputation in the sustainability field.



Alex Malouf, Corporate Communications Manager for the Arabian Peninsula, Procter and Gamble, UAE:

"I decided to go for the G4 Exam shortly after it was announced. I thought it was a great initiative by GRI to offer additional learning options for sustainability professionals, and the convenience of having testing centers nearby to me made it an easy decision. Overall, the exam has helped to reinforce my GRI learnings which I'm applying in my workplace, and it helped me focus my attention on the differences between G4 and G3.1."



Cristina Balan, Managing Partner, CSR BootIQ, Romania:

"I already had practical experience in working with the G4 Guidelines when registering for the exam. I knew the steps and the challenges involved in G4. I saw with my own eyes the

benefits (and pains) of a seriously conducted, deep stakeholder engagement process. I had the experience of prioritizing material aspects and selecting the right key performance indicators (KPIs).

There were both direct and indirect impacts on my daily work as a result of passing the exam. The direct impacts were related to professional reputation, morale, trust. The indirect ones were linked with my business plans. Whoever registers for the G4 exam must understand this is not “easy-peasy”. One has to study really hard and work even harder to be successful. I wouldn’t change anything in the way the exam is structured, but I would make it affordable to those working in less developed or developing countries/emerging economies/non-OECD countries. I would also introduce different options, basic and advanced, and have the second one open exclusively to those that have gained practical experience in using G4 and submitting their work to GRI for validation.”



Kun Kau (Joseph) Tong, Consultant, Hong Kong Productivity Council (HKPC), Hong Kong:
“As far as I know, the exam is the first-ever professional exam to test practitioners’ knowledge of the G4 Guidelines and the

GRI Reporting Process. Passing the exam demonstrates my professional skills in the field for providing related services. In addition, my employer, HKPC, always supports staff in enhancing their professional competence and pursuing professional acknowledgement. We now have four members who have passed the exam in our consulting team.”

More information on the GRI G4 Exam can be found on the [website](#).

PREPARATION: GRI CERTIFIED TRAINING PROGRAM

The GRI Certified Training Program (CTP) was established in 2007 and the first Training Partners were certified in 2008. Certified Training Partners help generate deeper understanding of the value of sustainability reporting among organizations around the world, and support organizations in getting the most out of the reporting process through their certified expertise in using GRI Standards. In this reporting period, 11 new Training Partners became certified, taking the total to almost 70 covering around 100 countries or regions. These Training Partners have collectively trained over 23,000 participants around the world.

In order to improve the CTP based on feedback gained from external and internal stakeholders in 2014, we developed a new business model which was unveiled in March 2015. See what some of our Certified Training Partners had to say about the CTP overleaf.



Simon Pitsillides, Owner, FBRH Consultants, Cyprus (Certified Training Partner):
“I firmly believe that GRI Standards bring a positive chain reaction that is changing our world, by concentrating, measuring and enabling action on 'what matters where it matters.' As a GRI Certified Training Partner, FBRH Consultants hopes to be a significant part of this positive chain reaction in Cyprus, by training local companies and key influencers.

Important sectors of the Cyprus economy are Financial and Banking, a newly Emerging Oil and Gas Industry and Tourism. We have varied our local training content with international examples from related sectors to address local market needs.

We plan to initially train the 20 largest organizations, the impacts of which, are the greatest on the Cyprus economy and stakeholders. During the same period we aim to train at least 20 key influencers (i.e., reporters, bloggers) so that they have the knowledge to promote GRI Standards, and, most importantly, to enable them to criticize companies whose corporate sustainability reporting approach is inconsistent and superficial.”



Dr. Leeora Black, Managing Director, Australian Centre for Corporate Social Responsibility (ACCSR) (Certified Training Partner):
“ACCSR has been a GRI Organizational Stakeholder since 2004, our first full year of operation. We became Certified Trainers in 2009 because we saw it as an important way of building capability and interest in sustainability reporting. Since becoming GRI certified, we have run 32 programs around Australia with 329 participants successfully completing the training.

Being certified trainers has helped us to stay at the forefront of trends in reporting. We have been able to help many reporters prepare their first sustainability report and improve their reports over time. We were very pleased with the changes to the CTP program introduced in March 2015. They allow us to spread payments to GRI over the year, which helps us better manage cash flow. The introduction of a payment per attendee as part of the overall license arrangements has also helped to reduce the risk associated with running training programs in a field for which there are no regulatory drivers in Australia. Sustainability reporting remains voluntary here. Attendance at courses is therefore very



variable. The new CTP arrangements introduce an element of flexibility that encourages us to keep on investing in promoting better reporting practices in our market.”

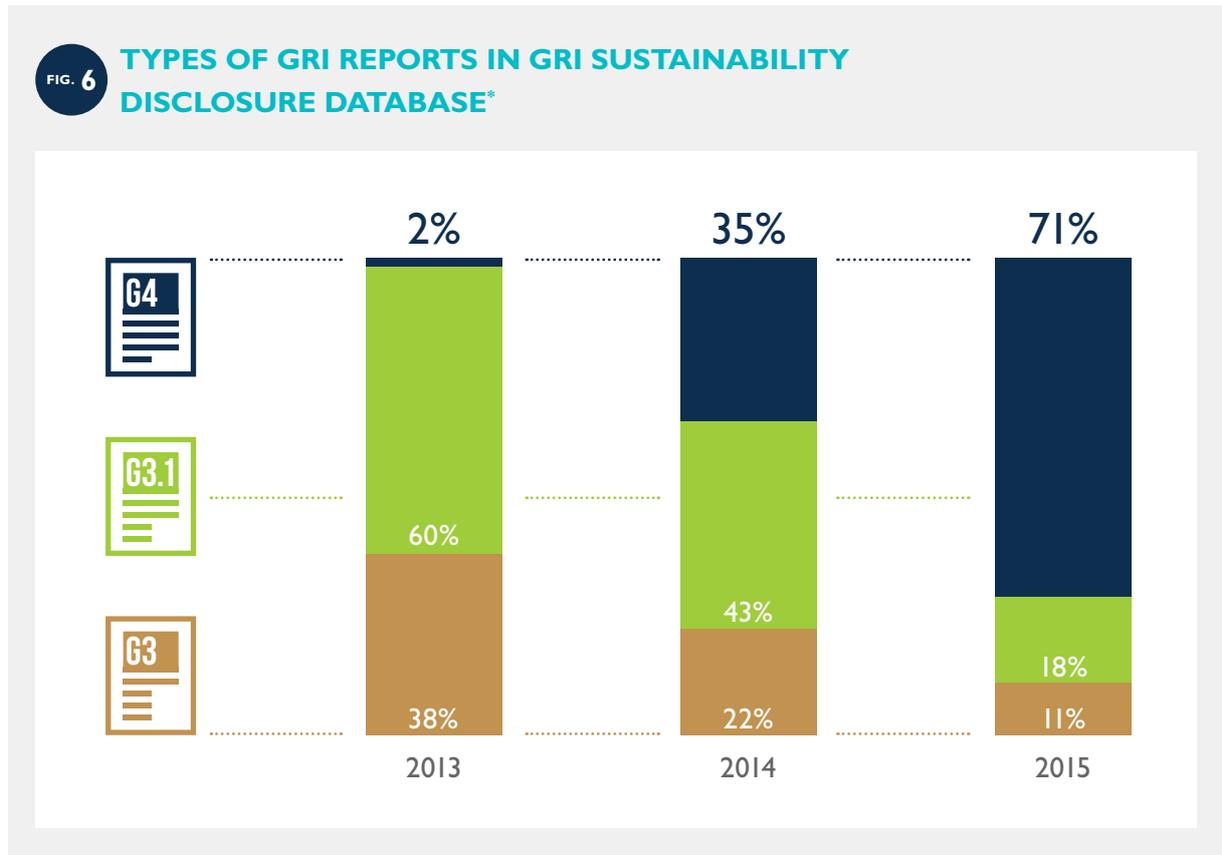
ALIGNMENT: CONTENT INDEX SERVICE

As part of our ongoing efforts to support higher quality reporting, in December 2014, we introduced the Content Index Service, a new Alignment Service that helps report preparers improve the accuracy and usability of the GRI Content Index and ensure its alignment with G4. The Content Index Service is more elaborate and in-depth than the Materiality Disclosure Service (launched in December 2013). More information on our Alignment Services can be found on our [website](#).

COMMUNICATION

A big focus of GRI over the past year has been to encourage more organizations to transition to G4. We have highlighted the benefits of G4 through the G4 Pioneers Program, and we have supported organizations in the transition through the training and workshops provided on G4 around the world. Our efforts have had a positive effect on the uptake of G4 reporting, as can be seen from Figure 6 below, which shows that the uptake and transition to G4 was greater in 2015 compared to 2013 and 2014.

More information on the GRI Certified Training Program can be found on our [website](#).



* The data represented here is based on GRI's Sustainability Disclosure Database as of 30 June 2015. The data available in the database is collected by GRI in collaboration with our data partners and therefore captures all reports of which GRI is aware.





ANALYSIS

With thousands of sustainability reports registered in the GRI Sustainability Disclosure Database, there is a wealth of valuable and powerful data that can strengthen sustainability strategy, improve reporting and provide research insights. This, in turn, can enable informed decision-making. The GRI Reports List gives an aggregate overview of all centrally collected data points, thus is especially useful for analyzing and understanding the reporting trends for enhanced decision-making processes. In April 2015, we offered the GRI Reports List in two versions: the limited version is publicly available as a free download, and includes a list of all reports published in the GRI Sustainability Disclosure Database over the past two years. The complete version contains all available data points per each registered report, and is available for purchase from our [E-shop](#).

COVERING NEW GROUND

Take a look at our expanding reach in various parts of the world over the past year.



REGIONAL HUB LATIN AMERICA

Active engagement in Latin America

The launch of our regional office in Colombia in June 2014 marked a milestone in the field of sustainability in the region. The presence of a representative of GRI in Colombia and Hispanic America was welcomed by the network, as it reinforces the message about the importance

of sustainability reporting, seeks to create networks of practice and exchanges between organizations and brings other instruments to strengthen GRI Standards in the exercise of accountability.

We extensively collaborated with the UNGC local office in Colombia, and joined their fourth and fifth conferences, reaching out to over 1,000 participants to reinforce the idea of transparency and accountability as catalyzers for change and sustainable development.

In September 2014, together with UNICEF we held an event at the Second Conference on Children's Rights and Business Principles in San José, Costa Rica, to encourage companies in Latin America to incorporate children's rights in their sustainability reporting efforts. At the event we presented the Spanish version of the 'Children's Rights in Sustainability Reporting' guide.

During the reporting year we held a side event at The 20th meeting of the Conference of Parties (COP20) in Peru on 'The power of Sustainability Reporting to Address Climate Change'. We conducted G4 workshops in many cities across Colombia and also conducted workshops in partnership with the local network of the UNGC to teach people how to make a communication on progress (COP) aligned with G4. We also had a full week of events in Peru, with support from the Swiss State Secretariat for Economic Affairs (SECO). Through engagements with our network, we were also able to visit Argentina, and Mexico.



**REGIONAL HUB
AFRICA**

Increasing transparency in Africa

Launched in February 2013, the African Regional Hub has strengthened its presence and increased its reach within sub-Saharan Africa over the past year. The positive impact of GRI Regional Hub Africa's mission to promote the importance of transparency for markets and develop sustainability reporting in target countries is already evident, not least with regard to its growing influence within the sustainability space in the region. The Regional Hub spearheaded GRI's mission through speaking engagements, knowledge share, training and capacity building events in Ethiopia, Ghana, Kenya, Namibia, Nigeria, South Africa and Zimbabwe (see Figure 7). Broad engagement with private sector companies, business leadership, market regulators and operators, government agencies, academic institutions, NGOs and sustainable development practitioners was undertaken to identify opportunities to leverage and draw synergies.

We also increased the pool of Certified Training Partners licensed to offer GRI Certified Training Courses in Africa from two organizations to seven, covering 21 countries in sub-Saharan Africa (see Figure 7).

In an effort to gain better insights and understanding of our positioning and the impact of sustainability reporting in the region, a three-year study to assess the impact of GRI reporting on the sustainability performance of South African companies is currently underway. The study aims to provide a benchmark for measuring the contribution that sustainability reporting has made to reporting companies. Preliminary survey results reveal that GRI Standards have had a positive impact on the sustainability performance and management practices of companies. Several respondents highlighted the positive role that GRI Standards have played in stimulating useful internal discussion and debate, enhancing understanding of environmental, social and governance issues among executives and management, and contributing to improved management of non-financial issues.



FIG. 7 GRI EXPANDING PRESENCE IN AFRICA FROM 2014–2015

The Africa Regional Hub celebrated its second full year of operation in South Africa this year, and expanded its strategic programming into Ghana, Nigeria and Kenya. In addition, over the past year, GRI has also been active in many other countries such as Ethiopia, Mauritius, Zimbabwe, Namibia and several others. The GRI Certified Training Partners program also expanded significantly to include 17 new countries in Africa.

● GRI Priority Countries ● Certified Training Partner





Transformation through transparency

GRI Africa Regional Conference

Africa is emerging as an exciting area for investment, yet despite the growth opportunities, significant social, economic and environmental challenges throughout the region continue to present risks and barriers, both to business investment and to the longer-term well-being of the continent and its people.

While environmental, social and governance issues are increasingly being incorporated into organizational strategies in key economies across the region, there remains significant scope for further improvements in both performance and disclosure. Promoting greater corporate transparency on the business response to societal challenges will form the cornerstone of sustainable development in Africa.

It was with this in mind that GRI Regional Hub Africa marked its second anniversary by organizing the inaugural 'Transformation through Transparency' GRI Africa Regional Conference. The conference, held in May 2015, brought together 175 leaders and practitioners from 14 countries for a day of exchange and dialogue on how sustainable economic transformation in Africa can be achieved. The conference provided participants a platform to share ideas and practical experiences to foster a climate of corporate transparency and trust to help overcome some of the barriers facing long-term sustainable growth for stakeholders in Africa.

Topical issues discussed included the role of business accountability as a means of achieving national and



regional development goals, the concept of shared value as practiced by leading companies on the continent, and reporting as a facilitator of trade and investment. A panel comprising representatives from three major corporate accountability initiatives namely GRI, CDP and IIRC, and joined by Sasol and KPMG representatives, shared insights and best practice on navigating multiple reporting frameworks. Participants also shared insights on future reporting trends – issues that companies will or should consider material to report on in ten years’ time.

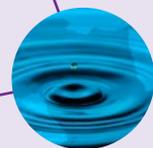
Key insights from the *Conference Report*:

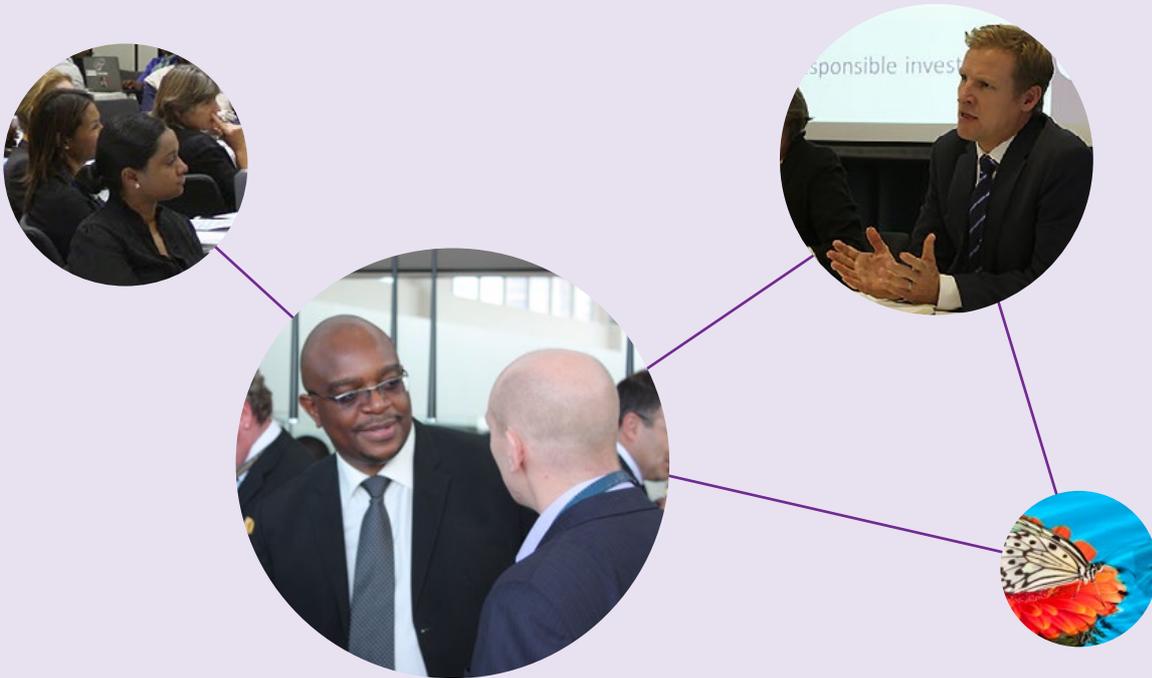
- Sustainability reporting can play a pivotal role in linking Africa’s economic growth to social development and environmental stewardship.
- While stakeholders value concise reports, they still want detailed data on material aspects of sustainability performance.
- Africa is giving rise to exciting examples of shared value innovation across a range of sectors, including agriculture, food and beverage, education, retail, finance and ICT.
- More companies, particularly multi-national corporations, are exploring the potential of value chain reporting which highlights the critical relationship between transparency and trust.
- Responsible investment is gaining traction within the investment community. However short term performance still predominates investment analysis over longer-term risk.
- Attitudes need to be underscored by realities. If development is to happen sustainably, the value needs to be experienced locally.

The main conference was preceded by four half-day Master Classes, providing 160 participants with specific practical guidance on important issues:

- Implementing GRI sustainability reporting in the supply chain/value chain
- Beyond the report: maximizing value from the reporting process
- Defining the meaning of materiality in the context of reporting integration
- Stakeholder engagement

Two other events were held on the eve of the conference: The Embassy of Sweden in Pretoria hosted a roundtable dialogue for around 40 Swedish and African companies, policymakers and practitioners to discuss the tough challenges surrounding increasing transparency in the value





chain. In contrast to high interest and engagement from consumers and investors in Europe for sustainably sourced products, this level of pressure does not yet exist in Africa. This causes a disconnect between what African companies sell and what European companies want to buy. Sara Norell from Systembolaget in Sweden gave the example that South African wineries were diminishing in competitiveness because they do not yet offer organic products which are in high demand in Sweden. Monique Van Zijl from Oxfam 'Behind the Brands' Campaign pointed to the need to build capacity of civil society and consumers to engage with companies and hold them accountable for what they publish in reports. Smaller enterprises struggle to keep up with buyer requirements for speed and quality – capacity and investment will be necessary if

credible sustainability data is required from these entities as well.

GRI Regional Hub Africa also organized an exclusive briefing session with GRI Chief Executive Michael Meehan for the regional GRI community and partners. Members of GRI Governance Bodies (Board of Directors, GSSB, and Stakeholder Council), GRI Organizational Stakeholders, GRI Africa Advisory Group and supporting partners (ACCA, SECO, SIDA) attended the session. The SIDA session provided an opportunity for Michael Meehan to inform guests on our five-year focus ahead of the conference, and to discuss key sustainability topics and market dynamics. Participants appreciated the opportunity to engage with us and commended the positive energy within the organization.



**REGIONAL HUB
AUSTRALIA**

Mobilizing reporting benefits across the Indo Pacific

As part of our sustainable development endeavors, in May 2015, we formed a one-year partnership with the Australian Department of Foreign Affairs and Trade (DFAT). The program aims to deliver initiatives that will contribute to the Australian Government's economic diplomacy and sustainable economic development priorities across the Indo-Pacific Region. The goal is to mobilize the benefits of sustainability reporting to address key challenges that hinder sustainable economic development and participation by developing country entities in global value chains through:

- 1) Reducing risk and enhancing efficiency in the supply chain by building capacity for greater transparency and reporting; and conducting

- baseline research on the role of standardized sustainability information as a trade facilitator.
- 2) Maximizing the utility of data in decision making for change by increasing capacity for reporting on key aspects including gender and diversity, and governance and anti-corruption.
- 3) Improving sustainability and transparency in the extractives sector.

Activities will include the development of new learning modules and case studies on supply chain-oriented reporting for large multinationals as well as first and second tier suppliers, half-day courses on how to report on gender and diversity, and anti-corruption; research on the current role and future needs of sustainability reporting in trade mechanisms, and research and engagement with the extractives sector in particular, to take stock of reporting practices and what can be done to improve and accelerate reporting in the sector.





Moving Beyond Reports

From the use of sustainability information in business intelligence to the actual creation of new lines of business, it is clear that this information isn't just for sustainability professionals. It is for investors to enable greater trust in their investments, customers in their products and services, citizens in their governments and so on. These groups and individuals all need different information, and need to access it in different ways. Today we are seeing a wave of new ways in which information from the sustainability reporting process is being used by diverse groups of stakeholders to address their specific needs. But for this information to truly empower sustainable decisions in every organization, it must be more accessible, comparable and available in real-time. As the architect of sustainability information, our role in thinking beyond the sustainability report is to help the increasingly diverse range of users tap into the sustainability information they need, enabling them to use this information in more innovative ways.

UNTAPPED POTENTIAL – EMPOWERING DATA USERS

We are now in the age of big data, in which increasing transparency leads to vast amounts of organizational performance information being added to the growing pool of sustainability data every day. Already populated with the information from tens of thousands of sustainability reports, this pool is constantly developing, providing new

opportunities for different groups to harness the data and use it to accelerate the transition to a sustainable global economy. Organizations in developing and emerging economies are significant contributors to the growing data pool.

Sustainability reports are valuable to many different groups of stakeholders, especially in developing and emerging markets where sustainability impacts are often hardest hitting and most urgent. These groups of stakeholders could benefit greatly from a better understanding of the reporting process, and of how to use data to their advantage – be it for advocacy, partnerships, consumer action, investment decisions, or to help improve public information about sustainability issues.





CASE STUDY

Informing Decisions, Driving Change

Over the past year, we have worked hard on maximizing the potential of sustainability data to inform and empower change, contributing to tackle some of the world's most pressing sustainability challenges. To do this, we needed to understand how the sustainability data reported by companies and organizations is currently being used. In June 2015, we released a joint publication with Oxfam Novib: 'Informing Decisions, Driving Change'. The study provides important insights into how different stakeholder groups are using sustainability data. This report opened a dialogue on how to ensure that sustainability data is available, accurate, and being used to foster a sustainable future.

The study presents a baseline stock take of the ways sustainability performance data is being used by civil society, investors, business, government and market regulators, and the media. In the report, we outline ways data is being used to drive behavior change, and the impact this is having. The report features case studies of the challenges and future potential of using data. It offers great insights into how sustainability data can be used to empower stakeholders, and how it can be leveraged for change.

The study concludes with recommendations for reporting organizations, governments, report users, and GRI on how to maximize the potential

of sustainability data to inform and empower change. For example, the research suggests that reporting organizations could make data more valuable by ensuring it is accurate and honest, using standardized metrics, and considering the context.

We are confident that these recommendations will mark the first step towards empowering the use of performance data and to give it a more central role in the transition to a sustainable global economy.

Our work on data (users) is in high demand within our network; with the publication having been downloaded in 49 countries as per 30 June 2015.



MOBILIZING STAKEHOLDERS

Over the past year we have mobilized civil society, journalists and the media as well as investors around the world to encourage the use of sustainability data to foster sustainable development.

Together with institutional partners, such as the International Finance Corporation (IFC) and national stock exchanges, we developed data-user workshop materials. The materials are intended to train investors, civil society, and media on how sustainability data can empower and inform their work. In collaboration with key local partners, such as Ho Chi Minh Stock Exchange, Bombay Stock Exchange, the State Securities Commission of Vietnam (SSC), IFC, Bloomberg and Oxfam, we organized sessions all around the world, from China, Vietnam, Indonesia, India, Brazil and Colombia to Peru reaching and training over 500 organizations.

SHAPING THE FUTURE: AN INTERNATIONAL DIALOGUE

As a pioneer in the development of sustainability reporting over the last two decades, we have a central role to play and a duty to contribute actively to the international dialogue on the future of sustainability reporting. Who better to help us move the conversation beyond reports than leading companies in our community? For a long time, corporate sustainability leaders have been pushing the reporting agenda forward, looking for innovative ways of capturing and using data, implementing new sustainability measurements and performance improvements, and demanding more transparency from companies.

In spring 2015, we launched two Corporate Leadership Groups on integrated reporting and Sustainability and Reporting 2025 – the future of reporting. The Corporate Leadership Group on integrated reporting aims to take a practical look at how to leverage sustainability reporting to create an integrated report, and to examine opportunities for integrating sustainability information into the corporate decision-making cycle. The program draws on a select group of international corporate sustainability leaders from different sectors to stimulate discussions surrounding eight 'Leadership Labs', both online and in-person.



Eda Pogany, Group External Affairs Director, Coca-Cola HBC Hungary, and member of the Corporate Leadership Group on integrated reporting:

“In my view, reporting is only part of what we do. Reporting is not just about data and narratives but it is also about influencing the management and leadership of a company towards sustainability goals that will make us successful in 10, 20, 30 years from now. It is really enjoyable to be in the company of people who think very similarly to you, who have comparable issues – we really enhance each other’s thinking here.”

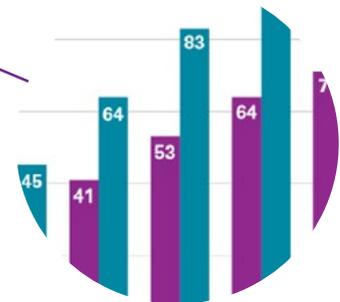
In the Corporate Leadership Group on Sustainability and Reporting 2025, participants

contributed their own interviews to our broader Sustainability and Reporting 2025 project. Alongside a variety of experts and thought-leaders, our Corporate Leadership Group members shared their views on what would be at the center of the corporate agenda in 2025. The Sustainability and Reporting 2025 interviews are being released over the course of 2015.



Sustainability and Reporting 2025

Sustainability and Reporting 2025 was launched at the start of 2015 to promote an international discussion about the purpose of sustainability and reporting looking ahead to 2025. To identify the main issues that will or should be at the center of organizations' agendas and their public reports, we have been creating videos, articles and analysis papers from interviews with thought leaders in various fields. Take a look at the [website](#) for more details.





Innovation & Collaboration

The sustainability landscape is constantly changing and we have always believed in the need for innovation. GRI Standards are a free public good which have already inspired the creation of new frameworks, organizations, policies and careers all focused on improving the value of sustainability information. We see ourselves as a launch pad for innovation and we want to build on that role to enable others to succeed based on our standards.

Architecture – a partnership that brings together GRI, WBCSD, and UNGC to support and empower businesses to take action on sustainable development. Over the course of the SDG negotiations, we held high-level official UN side events profiling our work on corporate reporting, and advocating for the involvement of the private sector as active contributors and implementers of the agenda.

Successful innovation requires a new spirit of collaboration and inclusiveness in the reporting field, ensuring organizations work together towards a common goal of building trust in businesses and governments. Over the past year, we have been building exciting new relationships with a range of organizations, both inside and outside of the reporting field, and deepening existing relationships through joint projects and initiatives to further the sustainability agenda.



OUR APPROACH TO TECHNOLOGY

GRI Standards enable the creation of incredible amounts of data around the world – but they are not the source. GRI Standards are a free public good – organizations don't report to GRI, they report using GRI Standards.

As the engine behind the world's disclosures in sustainability, we cannot simply provide GRI Standards and pull data from static reports. We have developed a comprehensive strategy that includes three concurrent efforts that aim to unlock the value of sustainability data through reporting to empower sustainable decisions: a Technology Consortium, a Sustainability Data Platform, and innovation and investment.

COLLABORATION WITH OTHERS

We engage with several organizations, both in coalitions or partnerships. Among the main partnerships is the Post-2015 Business Engagement



TECHNOLOGY CONSORTIUM

Though big data approaches are commonplace in other industries, these are still a new concept in sustainability reporting. The Technology Consortium will convene a group of high-level technology leaders to uncover new ways of using sustainability data to enable better decision making by businesses and governments. The Consortium will also provide invaluable and ongoing feedback necessary for the development and purpose of the Sustainability Data Platform.

SUSTAINABILITY DATA PLATFORM

In collaboration with partner organizations, we

are developing a data and services platform to enable organizations to more easily utilize GRI Standards, ultimately enabling us to capture more data deriving from the reporting process.

INNOVATION & INVESTMENT

Using both existing data and the data available from the Sustainability Data Platform, we will convene targeted innovation events and initiatives around the globe. One example will be “hackathons”, where developer communities will be invited to create new innovations to demonstrate the full potential of sustainability data.

Facing Future Challenges

We are constantly scanning the horizon to determine where we should focus our outreach and our efforts in the future. Capital market engagement and stock exchanges, human rights issues, climate change, and impact investing are some of the areas we will continue to focus on going forward.

CAPITAL MARKET ENGAGEMENT

Corporate value, like share price, is not determined by financial performance alone. It is determined by a wide range of factors, both financial and non-financial, and by the interpretation of these factors by market actors such as long-term institutional investors, market operators, market regulators and the media. Investor trust in international and domestic markets is essential to ensure that they operate efficiently.

Our role in creating a sustainable economy is to promote transparency in both business and policy to help create this trust. We do this through the development of GRI Standards and the sustainability reporting process which enables the use of GRI Standards. As a result, organizations can understand and communicate their impacts on critical sustainability risk areas such as climate change, human

rights, corruption and many others. Through this transparency, businesses and governments build the trust that capital markets require, and enhance their credibility with long term institutional investors in the process.

MARKET OPERATORS

Market operators, such as stock exchanges, play a pivotal role in bringing companies and investors together, creating a growing pool of capital to facilitate corporate and economic growth. Stock exchanges ensure that companies can raise capital from investors, who are informed about the risks of such investment by the regulator. Exchanges are a highly successful market facilitator based on trust: trust in the regulator, trust in companies, and trust in the policies that govern all market actors. Markets cannot function without the trust that underpins all transactions.



Many stock exchanges across the world promote robust sustainability reporting by issuing policy and guidance for listed entities, as well as leading by example by reporting on their own sustainability commitments. These exchanges are motivated by the opportunity to enhance the trust that investors have in listed companies. Transparency on the sustainability risks



and performance of organizations is vital to building this trust, and is critical to ensuring a well-functioning, stable and resilient capital market. The process of sustainability reporting enables an organization to better understand and communicate their risks, empowering and enabling informed decision making while increasing stakeholder trust.

Over the past year, we intensified our work with capital market players at both the international and national levels. On the capital market regulators' side, we paid a visit to the International Organization of Securities Commissions (IOSCO) Secretariat in Madrid and we are still in the follow up process of identifying concrete projects on which to collaborate. In terms of exchanges and corporate transparency, we deepened our relationship with both the UN-led Sustainable Stock Exchanges Initiative and the Sustainability Working Group of the World Federation of Exchanges. Both formations have broad support from exchanges worldwide and they recognize the unique offering of GRI through GRI Standards. We welcome these developments together with our engagement with individual exchanges on their listing requirements and sustainability reporting guidelines.



REGIONAL HUB CHINA

Strengthening regulations in Hong Kong and Taiwan

We have been intensively involved with the Hong Kong Stock Exchange (HKEx) in the process of upgrading the current Environmental, Social and

Governance (ESG) Reporting Guide for HKEx to incorporate the "Comply or Explain" regulation, which will be effective in 2016. We were invited to take part in HKEx's pre-consultation, where our comments were adopted by HKEx for consultation. We further provided written comments during the public consultation period. In a similar vein, we have worked closely with HKEx to develop a linkage document between G4 and the upcoming "Comply or Explain" requirement of HKEx. This publication is due to be available in early 2016.

We also facilitated the escalation of regulatory requirement in the Taiwan stock market by signing a memorandum of understanding with the Business Council for Sustainable Development of Taiwan (BCSD-Taiwan) on long-term collaboration to promote GRI in Taiwan. We also deepened ties with the Taiwan Financial Supervisory Commission and the Taiwan Stock Exchange which adopted G4 for certain designated sectors/sizes of listed companies.



REGIONAL HUB SOUTH ASIA

Exchanges driving credibility and transparency

Stock exchanges around the world are crucial players in ensuring financial stability and corporate transparency. GRI Regional Hub South Asia, together with Bombay Stock Exchange (BSE), organized a workshop in Mumbai in April, 2015. The event 'Exchanges Driving Credibility and Transparency', consisted of a capacity building workshop for investors to enhance their knowledge, and to make use of their material sustainability data.

This was followed by a high level panel discussion focusing on the materiality of Environment, Social and Governance data. A joint study by Tata Consultancy Services (TCS) and GRI Regional Hub South Asia titled '[Moving Beyond Disclosure: Leveraging Sustainability Reporting to Drive Change](#)' was launched during the event. With eminent speakers from Bloomberg, IFC, CDP, Securities Exchange Board of India (SEBI), BSE, TCS, Aditya Birla Group & Tata Steel Limited, 90 delegates attended the workshop, all contributing their insights on sustainability reporting.

and Human Rights, the ILO, the Danish Institute for Human Rights, Shift, and the Business and Human Rights Resource Center. In February 2015, we attended the launch of the UN Guiding Principle Reporting Framework developed by Shift. Prior to the launch, we were represented in the Eminent Person Group, which provided guidance for the development of the framework.

Furthermore, we have engaged with governments and the UN Working Group on Business and Human Rights on the importance of policy, including National Action Plans on Business and

GROUP OF FRIENDS OF PARAGRAPH 47

In November 2014, the Group welcomed Argentina as a new member. The Group currently consists of 10 members, who had their first meeting of 2015 in Santiago in April. The first day of the meeting was a public event with the involvement of many Chilean stakeholders. The other two days were focused on the internal Group of Friends agenda, whereby the members approved the Strategic Plan for 2015–2020.

In early 2015, GRI and UNEP supported the Group in finalizing the publication '[Evaluating National Public Policies on Corporate Sustainability Reporting](#)'.

HUMAN RIGHTS

Human rights have, for a long time, been integrated in GRI Standards. It has been two years since the UN Guiding Principles on Business and Human Rights (UNGPR) were reflected in G4. Over the past year, we have continued our engagement on this important topic. We worked closely with prominent actors active in the field which include the UN Working Group on Business



Human Rights (NAP). As such, we attended the May session of the UN Working Group and an expert consultation on measuring and monitoring the uptake of the UNGP, and also submitted input in relation to transparency and reporting to the consultations for the reviewing process of the UK NAP and the supply chain transparency clause of the 2015 UK Modern Slavery Act. In December 2014, we partnered with Oxfam to deliver a side session during the 3rd UN Forum on Business and Human Rights on the power of data for change. We were also asked to provide technical advice and feedback on the U.S. National Action Plan for Responsible Business Conduct, a national strategy that encourages U.S. businesses overseas to operate in a socially and environmentally responsible manner.

CLIMATE CHANGE

Climate change is one of the greatest challenges of our time. Climate change is about more than just carbon and energy – it's a global environmental phenomenon that has far-reaching impacts on every organization and individual, including increased risks and costs, as well as other environmental, human rights and labor implications. Ensuring that organizations are aware of and managing these complex and intertwined issues is an essential part of our mission.

We have collaborated with CDP over the years to ensure alignment in their indicators on climate change and energy, improving the consistency and comparability of environmental data, and making corporate reporting more efficient and effective. In close collaboration with CDP's technical team, we

developed the publication *'Linking GRI and CDP: How are GRI's Guidelines and CDP's 2015 climate change questions aligned?'* (2015) which provides practical cross-references for organizations that wish to use the two frameworks in conjunction.



Bastian Buck, Director Standards Division, GRI:
“The publication will prove useful to the thousands of companies that use GRI Standards and CDP's climate change and supply chain programs. GRI and CDP's greenhouse gas (GHG) emission indicators are fully aligned thanks to our long-standing collaboration in the field of climate change. This partnership has helped bring greater clarification and alignment to reporting, and enhanced its value for a range of information users, including investors.”

We also have a long-standing collaboration in the field of water disclosure with CDP. This year, we issued a new linkage document focused on water: *'Linking GRI and CDP: How are GRI's G4 Guidelines and CDP's 2015 water questions aligned?'* The linkage guidance reveals how G4 and CDP's water questions (2015) are aligned, improving the consistency and comparability of environmental data, and making corporate reporting more efficient and effective.

We will continue to cooperate with CDP on aligning best practice, thus avoiding duplication of disclosure efforts, and easing the reporting burden for the thousands of companies that use CDP's water program and GRI Standards.

IMPACT INVESTING

We worked with the Institute for Research and Innovation in Sustainability (IRIS) this year to create '[Linking GRI and IRIS](#)'. The publication enables impact investors to aggregate and compare standardized performance information across their portfolios in order to align disclosure efforts, and to ease the reporting burden for organizations that use the IRIS catalog of metrics and G4. This publication shows how G4 and the IRIS 3.0 catalog of metrics (IRIS metrics) are linked, improving the consistency and comparability of sustainability data, and making corporate reporting more efficient and effective.



Amit Bouri, Chief Executive Officer, Global Impact Investing Network (GIIN):

“Investors can translate between IRIS and GRI, allowing them to aggregate and compare performance across their portfolios. By showing these linkages, we also increase the value of impact measurement, which at the core promises more effective delivery of goods and services to beneficiaries, better management and effectiveness of impact organizations, and more reliable information for investors, which generates additional commitments of capital to high-impact investments.”

GRI's Own Sustainability Performance 2014-2015

We followed the G4 Guidelines and NGO Sector Disclosures in the preparation of this report. After identifying the core organizational activities and the resulting material Aspects and Boundaries, we collected the relevant sustainability information and data, which is presented throughout this report.

MATERIALITY IDENTIFICATION PROCESS

G4-I8

To identify 'what matters, where it matters', we addressed the first three steps of the four-step process for defining material Aspects and Boundaries (Identification, Prioritization, Validation). The last step, (Review) will take place after the report has been published, when we are preparing for the next reporting cycle. The findings of the Review step of the last reporting period informed the Identification step of this reporting period. While the feedback from external stakeholders was limited, the internal stakeholders provided feedback on the data collection process and our approach on external assurance.

1. IDENTIFICATION

In this step, we applied the Sustainability Context Principle by including a broad range of relevant topics from G4 and the NGO Sector Disclosures, thus presenting our understanding of sustainable development.

We compiled a list of all Aspects from G4 and sector specific Aspects from the NGO Sector Disclosures document to consider their inclusion in this report. For each Aspect, we assessed the impacts related to it, and identified the Boundaries. This list was used in the stakeholder engagement survey, which was made available to over 21,000 external stakeholders and 147 internal stakeholders. The stakeholders were asked to prioritize the Aspects. The survey also included open questions for suggestions of additional topics.

In total we received 142 responses to the survey: 110 responses (77%) from external stakeholders and 32 responses (23%) from internal stakeholders. In total, 33 stakeholders were reached through other channels such as email and/or telephone, to ask them the questions: 'Which of GRI's economic, environmental and social impacts are most important to you/your organization?' and 'Where do you think GRI has the biggest sustainability impacts?' There were three responses, all from external stakeholders.

The top ranking Aspects were almost identical among the external and internal stakeholders with the exception of 'Feedback, Complaints and Action' and 'Public Awareness and Advocacy', which were ranked notably higher by external stakeholders. 'Emissions' was ranked much higher by internal stakeholders.



G4-I8

2. PRIORITIZATION

After our stakeholders considered the list of all Aspects from G4 and sector specific Aspects from the NGO Sector Disclosures document, the Sustainability Management and Reporting Team (SMART) prioritized them in order to decide what to include in this report.

It was decided to only assess the Aspects that received more than 70 points in the stakeholder engagement survey, these are shown in Figure 9 (note the NGO Sector Disclosures Aspects are marked in green). The order of the topics in Figure 9 is based on the alphabetic order of the Aspects. The 'x' indicates the listed stakeholder groups that raised the topic.

FIG. 9

TOPICS AND CONCERNS IDENTIFIED BY STAKEHOLDERS **G4-27**

Topic	Raised by											Where addressed
	Capital market operators, investors and analysts	Donors	Governance bodies	GRI Certified Training Partners	Media	NGOs	Organizational Stakeholders (OS)	Partner organizations	Policy makers and regulators (government agencies)	Staff members	Suppliers	
Affected Stakeholder Engagement	x	x	x	x	x	x	x	x	x	x	x	This report
Anti-corruption	x	x		x	x	x	x	x	x		x	Internal documents and tracking systems
Assessment	x	x		x	x	x	x	x	x		x	Internal documents and tracking systems
Coordination	x	x	x	x	x	x	x	x	x	x	x	This report
Diversity and Equal Opportunity	x	x	x	x	x	x	x	x	x	x	x	This report
Economic Performance	x	x	x	x	x	x	x	x	x	x	x	This report (financial summary)
Emissions			x							x		This report
Employment	x	x	x	x	x	x	x	x	x	x	x	This report



FIG. 9 TOPICS AND CONCERNS IDENTIFIED BY STAKEHOLDERS G4-27
CONTINUED

Topic	Raised by											Where addressed
	Capital market operators, investors and analysts	Donors	Governance bodies	GRI Certified Training Partners	Media	NGOs	Organizational Stakeholders (OS)	Partner organizations	Policy makers and regulators (government agencies)	Staff members	Suppliers	
Energy	x	x	x	x	x	x	x	x	x	x	x	Internal documents and tracking systems
Equal Remuneration for Women and Men	x	x	x	x	x	x	x	x	x	x	x	Internal documents and tracking systems
Ethical Fundraising	x	x	x	x	x	x	x	x	x	x	x	This report
Feedback, Complaints and Action	x	x		x	x	x	x	x	x		x	This report
Gender and Diversity			x							x		Internal processes
Monitoring, Evaluation and Learning	x	x	x	x	x	x	x	x	x	x	x	This report (Affected Stakeholder Engagement section)
Products and Services	x	x	x	x	x	x	x	x	x	x	x	Internal documents and tracking systems
Public Awareness and Advocacy	x	x		x	x	x	x	x	x		x	This report
Public Policy	x	x		x	x	x	x	x	x		x	This report (Public Policy, Public Awareness and Advocacy section)
Training and Education	x	x	x	x	x	x	x	x	x	x	x	This report
Transport			x							x		This report (Emissions section)



G4-I8

As a result, 19 Aspects were scored by SMART and from these 19 Aspects, eight were identified as the most material on which to report.

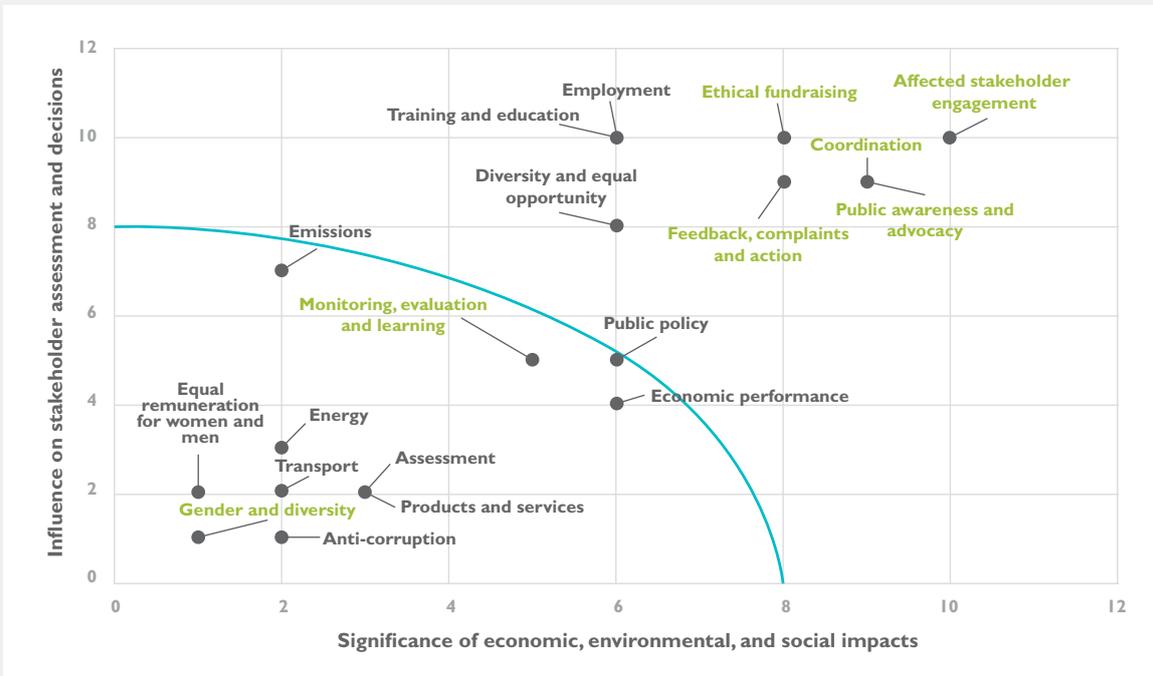
To prioritize Aspects for reporting and to implement the Materiality Principle, each Aspect was assessed on the significance of GRI's economic, environmental and social impacts, and on the influence on stakeholder assessments and decisions. Each Aspect was given a rating between 1 (very low) and 10 (very high). An Aspect does not have to be highly significant in both impact and influence to be deemed a priority for reporting.

The threshold was set at eight points for both the

significance of economic, environmental and social impacts, and influence on stakeholder assessments and decisions, because it was expected that only the most material issues would receive eight or more points. All Aspects above the threshold were considered material for reporting. See Figure 10 which shows the prioritization of Aspects (the NGO Sector Disclosures Aspects are marked in green).

Although suggestions for other material sustainability topics to include in the report were received through the survey, we decided not to consider them as material. The topics that were suggested mainly focused on our strategy and indirect impacts – information which is integrated throughout the report.

FIG. 10 PRIORITIZATION OF ASPECTS




G4-I8

3. VALIDATION

We undertook validation to ensure that the report provides a comprehensive representation of GRI's sustainability performance and impacts, both positive and negative. The list of material Aspects was assessed against:

- Scope: the range of Aspects covered in the report
- Aspect Boundaries: the description of where impacts occur for each material Aspect
- Time: the completeness of selected information with respect to the reporting period

The EMT agreed with the proposed material Aspects to be reported on and recommended the addition of the Aspect Emissions, which was added to the list, bringing the total number of Aspects to nine. The material Aspects were then translated into Specific Standard Disclosures – DMA and Indicators – to report on (the ones that best captured impacts related to the material Aspects). The Board Sub-group reviewed the proposed Aspects and Specific Standard Disclosures and approved them.

In this Validation step we applied the Completeness Principle. The Aspects identified for inclusion in the report are sufficient to reflect significant economic, environmental and social impacts. No relevant information has been omitted that may influence or inform stakeholder assessments or decisions, or that reflect significant economic, environmental and social impacts.

The Stakeholder Inclusiveness Principle was applied in the Identification, Prioritization and Validation

steps. The material Aspects were identified based on the outcomes of stakeholder engagement processes and the interests of a wide range of stakeholders have been considered.

IDENTIFYING THE MATERIAL ASPECTS

G4-I9 G4-23

We identified nine material Aspects in the process for defining report content. Those with an asterisk indicate the NGO Sector Disclosures:

- Affected Stakeholder Engagement*
- Coordination*
- Diversity and Equal Opportunity
- Emissions
- Employment
- Ethical Fundraising*
- Feedback, Complaints and Action*
- Public Awareness and Advocacy*
- Training and Education

Figure II shows the Aspect Boundary for each material Aspect within the organization and each Aspect Boundary outside the organization (green text indicates NGO Sector Disclosures Aspects).

There have been no changes in the Aspect Boundaries in comparison to the previous year. Regarding changes to the Scope, the Employment and Ethical Fundraising Aspect were not included in the previous report but have been included in this report as they were identified as material Aspects. Public Policy was included in the previous report but is not included in this report as it is no longer considered material.



MATERIAL ASPECTS AND THEIR BOUNDARIES **G4-20** **G4-21**

Aspect	Where impacts occur within GRI	Where impacts occur outside GRI
Affected Stakeholder Engagement	Main office and Regional Hubs	GRI Certified Training Partners and participants Industry associations and other membership organizations that have certain GRI-related requirements for their members/participants Partner organizations Policy makers and regulators (government agencies) Service clients (including clients of Alignment Services, Certified Software and Tools Providers)
Coordination	Main office and Regional Hubs	Donors GRI Certified Training Partners Partner organizations Policy makers and regulators (government agencies) Service clients (including clients of Alignment Services, Certified Software and Tools Providers)
Diversity and Equal Opportunity	Main office and Regional Hubs	
Emissions ⁷	Main office and Regional Hubs	GRI Certified Training Partners and participants that travel to the training courses Participants that travel to conferences and events organized by GRI
Employment	Main office and Regional Hubs	
Ethical Fundraising	Main office and Regional Hubs	
Feedback, Complaints and Action	Main office and Regional Hubs	
Public Awareness and Advocacy	Main office and Regional Hubs	Civil society organizations Industry associations and other membership organizations that have certain GRI-related requirements for their members/participants Partner organizations Policy makers and regulators (government agencies)
Training and Education	Main office and Regional Hubs	

⁷ GRI only reports emissions related to business travel by air under the Emissions Aspect.



Material Aspects in Focus

AFFECTED STAKEHOLDER ENGAGEMENT⁸

G4-DMA G4-25 G4-26

In G4, '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. The term 'Affected Stakeholders' 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.

As a multi-stakeholder organization, we strive for inclusive stakeholder engagement in all of our activities and programs. We bring together different groups of stakeholders, including staff, governments, international organizations, partners, businesses and civil society, to help us achieve our mission and vision, as well as have a positive impact on sustainable development. Information received from our stakeholders is key to informing



future strategic decisions and focus areas of the organization.

We engage with our stakeholders usually every other year in relation to the development of our combined report. The contact is often through a survey or individual phone or email consultation with key stakeholders. In addition to the engagement for the development of the combined report we engage our stakeholders throughout the reporting period through other channels as well. For the development of GRI Standards, we use a multi-stakeholder approach to capture input

from all stakeholders. In addition to this, we engage with individuals and organizations at events, and through initiatives and networks.

SMART met to discuss all potential stakeholders that may be relevant to consider to engage in preparation of this combined report. Based on the definition of stakeholders found in G4, SMART identified a list of GRI stakeholders. The stakeholders were prioritized based on the level of effect they have on GRI or the level of effect GRI has on them, as shown in Figure 12.

⁸ This Aspect does not include information from the Regional Hubs.

FIG. 12 **STAKEHOLDERS INVOLVED AND TYPE OF ENGAGEMENT** G4-24 G4-26

Stakeholders involved	Frequency	Type of engagement
Internal stakeholders		
Governance bodies (Board, SC, DPOC, IAC, GSSB)*	On monthly basis	Calls, emails, meetings, webinars, GRI Newsletter
Staff members*	On monthly basis	Calls, emails, meetings, iGRI News, Staff Satisfaction Survey
External stakeholders		
Academics	On monthly basis	Calls, emails
Assurance providers	Once a year	Calls, emails, site visit
Bloggers	Less than monthly	Emails
Capital market operators, investors and analysts*	On monthly basis	Calls, emails, meetings, events
Certified Software and Tools Providers	During certification, as needed after that	Calls, emails
Civil society organizations	Less than monthly	Formal consultation (related to SDG Compass), emails, calls, events
Consultants	Less than monthly	Calls, emails, GRI newsletter
Data Partners	At least on monthly basis	Emails, GRI newsletter, LinkedIn Group, webinar for new partners
Donors*	On monthly basis	Calls, emails, meetings
Governmental Advisory Group members	Less than monthly	Calls, emails, meetings
GRI Certified Training Partners*	As needed (no less than quarterly)	Calls, emails, webinars, OS newsletter
Labor	As needed	Meetings, letters
Media*	On monthly basis	Calls, emails, social media, press releases, GRI newsletter
NGOs*	On monthly basis	Calls, emails, meetings, events
Organizational Stakeholders (OS)*	On monthly basis	Calls, emails, webinars, OS newsletter

*Stakeholders who have been engaged through a survey or individual phone or email consultation in preparation of this report.



FIG. 12 **STAKEHOLDERS INVOLVED AND TYPE OF ENGAGEMENT** **G4-24** **G4-26**
CONTINUED

Stakeholders involved	Frequency	Type of engagement
External stakeholders continued		
Partner organizations*	On monthly basis	Calls, emails, meetings
Policy makers and regulators (government agencies)*	On monthly basis	Calls, emails, meetings, events
Reporters	Less than monthly	Emails
Service clients (including clients of Materiality Disclosures and Application Level Services)	During service	Emails, calls
Suppliers*	On monthly basis	Calls, emails

*Stakeholders who have been engaged through a survey or individual phone or email consultation in preparation of this report.

G4-DMA

Our stakeholders have always been involved in the design, implementation, monitoring, and evaluation of policies and programs. For example, feedback from training participants was taken into account during the design and implementation phases of the Certified Training Partners Program (CTP), which was revised in February 2015, and the Business Transparency Program (BTP). Moreover, the newly introduced G4 Exam was designed as a result of the market demand to address the needs of the participants of the CTP Program. The effectiveness of these programs is monitored through participants' feedback and follow-up activities. The CTP Program is also monitored with the help of independent consultants and on-site evaluations to ensure effective implementation.

As an example, regular feedback from the implementing and reporting organizations aided our understanding that the standardization of the BTP program in all countries is not effective. Therefore, the coaching approach and implementation of this program across different countries was adjusted accordingly.

STAFF ENGAGEMENT

Staff are the most valuable resource we have. How they are engaged, professionally developed and managed is critical to their performance and ultimately to GRI's success.

The EMT engages the staff by seeking their input/ feedback when shaping policies, through monthly staff meetings (re-introduced as per staff requests),





G4-DMA

quarterly updates and Q&A sessions with GRI's Chief Executive, ad hoc topic meetings, iGRI News (monthly internal newsletter), communications via GRI's Intranet (internal portal for staff) and surveys. The GRI Works Council engages staff in internal activities and ensures that their input is considered in the policies and procedures that affect them on an ongoing basis.

An internal communications survey conducted in March 2015 outlined areas for improvement for our own internal channels and changes are being implemented throughout the reporting period.

DONOR ENGAGEMENT

As we are a non-profit organization, efficient ongoing stakeholder engagement with our donors is also paramount. In order to receive donor funding it is crucial that deliverables match both our objectives and those of our donors. Therefore, stakeholder input is invaluable when designing the programs to ensure successful and effective implementation. Frequent communication via email, phone as well as face-to-face meetings (including an annual "all-donor day") are key to aligning expectations, objectives, and ultimately program outputs. Our Fundraising Committee and Fundraising Team work to ensure the correct level of engagement, and a management tool is also used for this purpose.

ACTING ON STAKEHOLDER FEEDBACK

Stakeholder feedback is also crucial for shaping our services. Whenever a new service is designed or piloted, we engage with our wide network of stakeholders. Some adjustments were made to, for example, how to include the G4 Content

Index in the report. It is now possible to include the G4 Content Index through a direct web link as opposed to directly in the report.

A new ongoing customer satisfaction survey for Alignment Service clients was introduced in early 2015 to ensure we are aware of user experiences. Every organization that completes one of our Alignment Services receives an invitation to participate in the survey upon completion. It includes specific questions about how the service was provided and its benefits. Stakeholders have the possibility to share any comments, feedback or suggestions. They are also kept up to date about any changes via the GRI monthly newsletter, webinars, and regular email communication.

We also established the G4 Monitoring Program to collect stakeholder views on the strengths and weaknesses of G4; to identify areas that may require further explanation, clarification and/or improvement; and to capture stakeholders' experience with G4. One channel for providing feedback within the G4 Monitoring Program is an online feedback form.

Earlier in 2015, we launched Corporate Leadership Groups (Sustainability and Reporting 2025 and integrated reporting), in order to deepen engagement with reporting organizations. Most programs and projects in the OS program have been answering requests from the OS community. For example, the Spanish version of G4 Forward explaining the G4 Guidelines in Spanish was created after requests from a number OS to have more content information of G4 in Spanish.



COORDINATION⁹

G4-DMA

Coordination is integral to our operations, as it can increase efficiency and reduce program duplication, support and reinforce partnerships between organizations, enhance impact, as well as promote learning and ensure resources are maximized across organizations in pursuit of the same goals. Coordination is required to maximize resources to achieve the same or better impacts in terms of higher quality, wider dissemination and greater engagement. It is also crucial for ensuring that decision makers take action towards a more sustainable economy and world.

We regularly monitor activities of other organizations to identify areas of potential collaboration, scan the market and several communication channels for any duplication of efforts, as well as conduct extensive research. For example, Training Partners' expertise is used to raise awareness about the sustainability context and reporting in both the CTP and BTP programs. In other services, like the G4 Exam, we rely on the technical knowledge of the partner organization (Prometric) to develop and implement the G4 Exam.

We work together with various local sustainability networks to embed sustainability and sustainability reporting together to provide local context. We also work closely with our Community Leaders who act as agents to promote and amplify our mission in their communities. We strive to coordinate our

efforts with Community Leaders and with other organizations that have substantial impacts.

Whenever new contents are developed for GRI Standards or existing contents are revised, the Standards Division reviews related efforts to develop reporting requirements. GRI Standards have been developed with the ambition not to contradict already existing and established and accepted practice but rather incorporate best practice. The collaboration with CDP is a good example of this (see pages 57-58). The aim is to avoid duplication of disclosure efforts in order to ease the reporting burden for organizations.

Further, the Standards Division is actively participating in technical processes that lead to (issue level) reporting guidance like the CEO Water Mandate's 'Corporate Water Disclosure Guidelines'. The guidance – developed by the CEO Water Mandate and its Co-Secretariat, the Pacific Institute, in collaboration with GRI, CDP, PricewaterhouseCoopers, and World Resources Institute – aims to harmonize reporting approaches, and minimize reporting burdens so companies spend more time actively managing water. We served as a strategic partner throughout the development of these guidelines and provided advice on how they could be built on the existing GRI reporting guidance.

The sustainability landscape is constantly changing and we believe in the need for innovation. Successful innovation requires a new spirit of collaboration and inclusiveness in the reporting field. We continuously strive to partner with the

⁹ This Aspect does not include information from the Regional Hubs.



G4-DMA

foremost authority in the respective field. Using a Project Management Methodology, we check for elements of duplication and feedback mechanisms, on a project by project level.

ETHICAL FUNDRAISING

G4-DMA

As a non-profit organization, fundraising enables us to obtain the necessary income for our activities and operational needs. It is therefore crucial to ensure that the funds come from ethical sources that shouldn't compromise our independence.

Ethical fundraising has a vast impact on our reputation, as well as our activities, including a number of programs and projects delivered worldwide to help businesses become more sustainable.

We have an applied practice in place to make sure that all fundraising activities are ethical and transparent for all affected stakeholders. The funds received respect the donor agreements, through elaborate reporting processes, and are allocated towards work which encompasses our mission to empower decision makers everywhere to take action towards a more sustainable economy and world.

The effectiveness of our fundraising is measured in the funds we receive from our stakeholders and the use to which we put the funds. There are several internal bodies that review whether fundraising is ethical, including the Fundraising Committee, the Fundraising Team, and the EMT, and applications such as a management tool.

For more information on GRI's sources of funding please see the Financial Statements on pages 87-91.

PUBLIC POLICY, PUBLIC AWARENESS AND ADVOCACY

G4-DMA

We regularly engage with governments worldwide in relation to sustainability reporting and related corporate sustainability topics by (among other ways) closely following policy developments in the area. Our stakeholders include, but are not limited to, governments, market regulators, civil society, policy makers, regulators and companies which either develop, influence or comply with policy on sustainability reporting. We provide guidance, support and advice to these stakeholders. We play a crucial role internationally, increasing the number and effectiveness of policies and regulations on sustainability reporting worldwide.

We manage our public policy activities by incorporating this Aspect throughout our annual organizational objectives. The importance of the policy element is reflected in the organizational structure and governance bodies (e.g. the GIDA Department, CS&R Department and Regional Hubs).





G4-DMA

Our vision to create a future where sustainability is integral to every organizations' decision making-process, is strongly supported by our policy efforts. As a leading pioneer in the sustainability field, we engage with policy makers and regulators through an ongoing dialogue that bridges information about sustainability reporting policies around the world, raises awareness and supports knowledge sharing. In this reporting period, a focus of these advocacy and outreach efforts have been devoted to working on supporting the adoption of an important European Union policy on sustainability reporting, advancing business and human rights policies, and in contributing to the development of the UN Sustainable Development Goals (SDGs).

We provide an information hub on sustainability reporting policies worldwide. Our [online database](#) keeps tracks of all policy developments and contributes to raising awareness globally about existing initiatives in the field and supports knowledge sharing.

The number of countries or regions that refer, mention or recommend GRI in their regulation, policy or other instrument on sustainability reporting from policy makers, governments, regulators or intergovernmental entities continues to increase. At the end of the reporting period there were 27 policy instruments using GRI as a reference. This list is based on the GRI policies database and is by no means exhaustive.

We seek advice from governments via our Governmental Advisory Group – a high-

level advisory body currently composed of 17 Governments, OECD and UNEP, that provides GRI's Board with a direct source of advice. Formed in 2008, the Governmental Advisory Group is an informal body without a constitutional role, thereby preserving GRI's independence.

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

EMPLOYMENT

G4-DMA

We consider our employees the most valuable resource we have. Staff retention and satisfaction is important for preserving institutional knowledge, improving quality and staff morale, and reducing the time spent on recruitment of staff replacements. Satisfied and engaged staff members considering GRI a good place to work can serve as valuable ambassadors for our mission and vision.

During this reporting period, fewer employees left the organization (13 in total) compared to the previous reporting period (19). The turnover rate decreased significantly from 25% to 15%, which is a positive result for GRI. As mentioned at the start of this report, we saw an increase of 14.5% in total number of employees in this reporting period compared with the previous period.

Mainly female employees were hired in this reporting period, and most new employees are aged between 30 and 50 years. Most new employees were hired to work in the Amsterdam main office and two new employees were hired in Colombia for the Latin America Regional Hub.

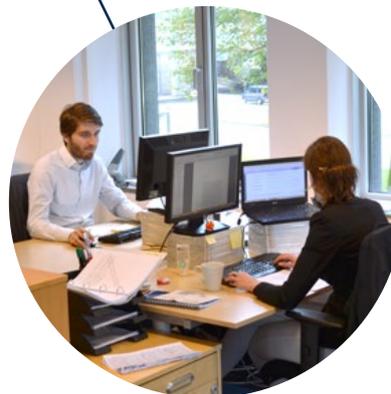
G4-DMA

Similarly for employee hires, the employees that left the organization during the reporting period were mainly female, mainly from the 30–50 age group, and the majority were based in the main office in Amsterdam. Regarding the Regional Hubs, one employee left the Regional Hub Australia, one employee left the Regional Hub Brazil, and two employees left the Regional Hub North America.

We strive to offer attractive employment benefits, decent working conditions and equal opportunities for our diverse group of employees. Employee terms and conditions are set out in an Employment Agreement and the Employee Manual.

We use a Performance Management Methodology (PMM) for our employees as a foundation for recognition and acknowledgement of their performance and contribution to the organization. The PMM includes processes and tools for Performance Appraisal, Salary Review, Professional Development and Growth & Succession Assessment.

After the closure of the full PMM cycle, a survey is sent out by Human Resources (HR) to all employees, giving them the opportunity to provide feedback and to suggest improvements to each of the components and phases within the PMM. The gathered responses are evaluated by the Senior HR Manager and Chief Financial Officer (CFO), main feedback points are shared with the EMT. Furthermore, the Works Council leads an annual employee satisfaction survey among our employees in the main office which includes up to 16 employment-related topics to be rated. The outcome of this survey is also discussed



with management. In this reporting period, the evaluations resulted in several minor adjustments to the forms used during the PMM process, improved internal communications and a revised Working from Home policy.

The Works Council has been measuring staff satisfaction with regards to career advancement since 2013. The Works Council and management collaborated on how to address this topic also in light of professional development. An interactive staff session was held in 2015 with positive verbal feedback from the attendees.

Figure 13 shows the total number and rates of new employee hires and employee turnover by age group, gender and region.

FIG. 13 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER **G4-LA1**

		2013-2014			2014-2015		
		Number of new employee hires	Number of employees	Proportion of new employee hires (%)	Number of new employee hires	Number of employees	Proportion of new employee hires (%)
Age group 	< 30	6	25	24	6	30	20
	30-50	5	42	12	13	49	27
	50 >	3	9	33	0	8	0
Gender 	Male	3	20	15	4	19	21
	Female	11	56	20	15	68	22
	Total	14	76	18	19	87	22
Region 	Main office, the Netherlands	11	58	19	17	75	23
	Africa	0	2	0	0	2	0
	Brazil	0	2	0	0	1	0
	China	0	3	0	0	3	0
	Hispanic America	1	1	100	2	3	67
	North America	2	3	67	0	1	0
	Oceania	0	4	0	0	0	0
	South Asia	0	3	0	0	2	0

FIG. 13 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER **G4-LA1**

		2013-2014			2014-2015		
		Employee turnover (numbers)	Number of employees	Employee turnover (%)	Employee turnover (numbers)	Number of employees	Employee turnover (%)
Age group	< 30	7	25	28	3	30	10
	30-50	11	42	26	7	49	14
	50 >	1	9	11	3	8	38
Gender	Male	9	20	45	4	19	21
	Female	10	56	18	9	68	13
	Total	19	76	25	13	87	15
Region	Main office, the Netherlands	17	58	29	9	75	12
	Africa	0	2	0	0	2	0
	Brazil	0	2	0	1	1	100
	China	0	3	0	0	3	0
	Hispanic America	0	1	0	0	3	0
	North America	2	3	67	2	1	200
	Oceania	0	4	0	1	0	100
	South Asia	0	3	0	0	2	0

Please note:

- The rate of new employee hires is calculated by dividing the number of new employees joining the organization for the first time (new employee hires) during the reporting period by the number of employees as per 30 June 2015.
- The rate of employee turnover is calculated by dividing the number of employees leaving the organization voluntarily or due to dismissal, retirement, or death in service (employee turnover) during the reporting period by the number of employees as per 30 June 2015.
- The Oceania Regional Hub had no employees as per 30 June 2015.
- We started to collect information on new employee hires and employee turnover from the previous reporting period (2013-2014).

MATERNITY AND PATERNITY LEAVE

Male and female employees are equally entitled to parental leave (maternity and paternity leave) within our organization. Our male and female employees are not discouraged to take the leave to which they are entitled, and employment security

is not affected when they take parental leave – they continue to work in the same or comparable positions.

In the Netherlands, new mothers are entitled to 16 weeks of paid leave. Further, employees are

entitled to two days paid leave after the birth of a child by his or her partner, and from 1 January 2015, an additional three days of unpaid parental leave to be taken within four weeks after birth.

Both parents are entitled to a period of unpaid leave for a child up to eight years old. Employees are entitled to 26 times the number of their working hours per week (e.g., 1,040 hours based on a 40-hour work week) for each child up to eight years old. Employees can decide how and when to take their parental leave.

We are very flexible with parental leave and many variations exist, such as one day per week, several days consecutively, or several months consecutively after the birth of a child.

As per 30 June 2015, 74 employees were entitled to parental leave (58 female employees, 16 male employees). Fourteen of our employees took parental leave during the reporting period (12 female employees, two male employees). Ten employees 'returned' to work during the current reporting period (eight female employees, two male employees). 'Returned' means that the employees are still working for us while taking parental leave. One female employee was due to return to work during this reporting period after taking maternity leave but she left the organization.

Figure 14 shows the return to work and retention rates after parental leave, by gender.



FIG. 14 RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE, BY GENDER **G4-LA3**

	2013-2014			2014-2015		
	Male	Female	Total	Male	Female	Total
Total number of employees that were entitled to parental leave	16	53	69	16	58	74
Total number of employees that took parental leave	3	13	16	2	12	14
Total number of employees who returned to work after parental leave ended	Not reported	Not reported	Not reported	0	0	0
Total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work	Not reported	Not reported	Not reported	1	1	2
Return to work rate of employees who took parental leave	Not reported					
Retention rate of employees who took parental leave	Not reported					

Please note:

- The total number of employees that were entitled to parental leave does not include interns and volunteers because according to Dutch labor laws interns and volunteers are not considered employees of the organization.
- The total number of employees who returned to work after parental leave ended and the total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work are not reported for 2013-2014 because we collected the data in a different way. We chose not to report the numbers for the previous reporting period as they cannot be compared with this reporting period.
- Return to work rate and retention rate of employees who took parental leave are not reported as the numbers are not meaningful. Parents are entitled to parental leave for each child up to eight years old. Parental leave ends when an employee took all the hours he or she is entitled to (even if this is within less than eight years) or when an employee has no children up to eight years anymore (even if he or she did not take all the hours he or she is entitled to). None of our employees who took parental leave returned to work during this reporting period as their parental leave has not ended. One male employee and one female employee are still employed 12 months after their return to work during the previous reporting period when their parental leave ended. For our employees who took parental leave during the reporting period (two male employees, 12 female employees), parental leave has not ended yet and therefore they are not included in these figures.
- We started to collect information on parental leave from the previous reporting period (2013-2014).

ETHICS AND INTEGRITY

G4-56

The GRI Code of Conduct guides all employees and governance body members 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 Staff Principles and Values.



G4-56

GRI 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 and 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 Staff Values:

- Respect
- Engage
- Forward looking
- Accountability

Staff's competency to adhere to the principles and values is reviewed and evaluated annually as part of the Performance Appraisal, which is conducted for

all employees (except for those mentioned earlier) in line with GRI's Performance Management Methodology (PMM).

COMPENSATION

G4-54 G4-55

The ratio of the annual total compensation for the highest-paid individual at GRI to the median annual total compensation for all employees (excluding the highest paid individual) is 4.89.

The ratio of percentage increase in annual total compensation for GRI's highest-paid individual to the median annual total compensation for all employees (excluding highest-paid individual) is zero.

The compensation of the highest-paid individual and for all other employees consists 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. Both figures above were calculated from GRI main office data and do not include Regional Hub data.



DIVERSITY AND EQUAL OPPORTUNITY

G4-DMA

We encourage a working environment that respects and celebrates diversity. We believe that because of our mission and the nature of our global network, it is crucial to attract employees with a wide range of backgrounds and viewpoints. We also fairly consider 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 Operations department within our main office 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, we seek to reflect in our staff composition the diversity of the local and global communities in which we operate.

We are committed to providing equal opportunity of employment and 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. Having a good balance among our employees and members of our governance bodies while observing the principle of offering equal opportunities to all applicants continues to be challenging. The monitoring of adherence to GRI's diversity policy is done on an informal basis. Measuring the gender diversity

within our operations is one way of evaluating our performance against commitments.

GENDER DIVERSITY

The members of the Board, GSSB, and the SC are predominantly male. The gender breakdown among the members of our governance bodies is more or less the same compared to the previous reporting period.

Among our employees there is, however, a strong female majority. As per 30 June 2015, 78% of our employees were female and 22% were male. The gender breakdown among our employees has also remained more or less constant compared to the previous reporting period.

There is not only a strong female majority among our employees broadly, but also among the EMT specifically. As per 30 June 2015, the EMT consisted of six women and three men.

AGE DIVERSITY

G4-LA12

Another measure of diversity within our operations is age distribution among the members of our governance bodies and our employees. The majority of the members of the Board and the GSSB are aged 50 years or older. The members of the SC and our employees are younger; the majority are aged between 30 and 50 years.

Our governance bodies have almost no members younger than 30 years old, whereas around one third of our employees are under 30 years. As per 30 June 2015, 35% of our employees were under the age of 30, and 91% under 50. Our employees are significantly younger than other organizations.¹⁰

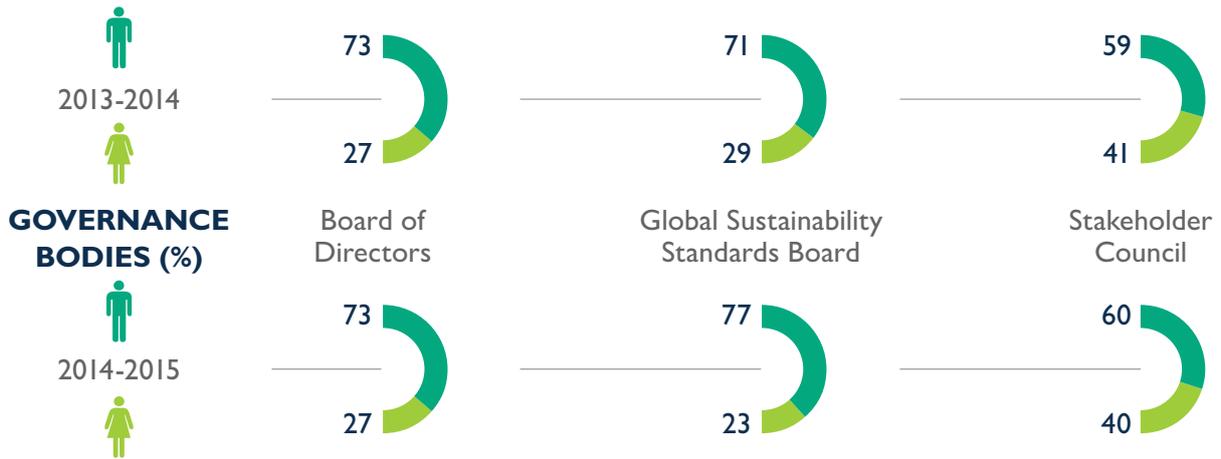
¹⁰ Based on statistics from the Centraal Bureau voor de Statistiek (CBS) on the average age of the working population in the Netherlands, which shows that in 2012 the average age was 41.4 years.

A blend of younger and more experienced employees generates diverse ways of thinking.

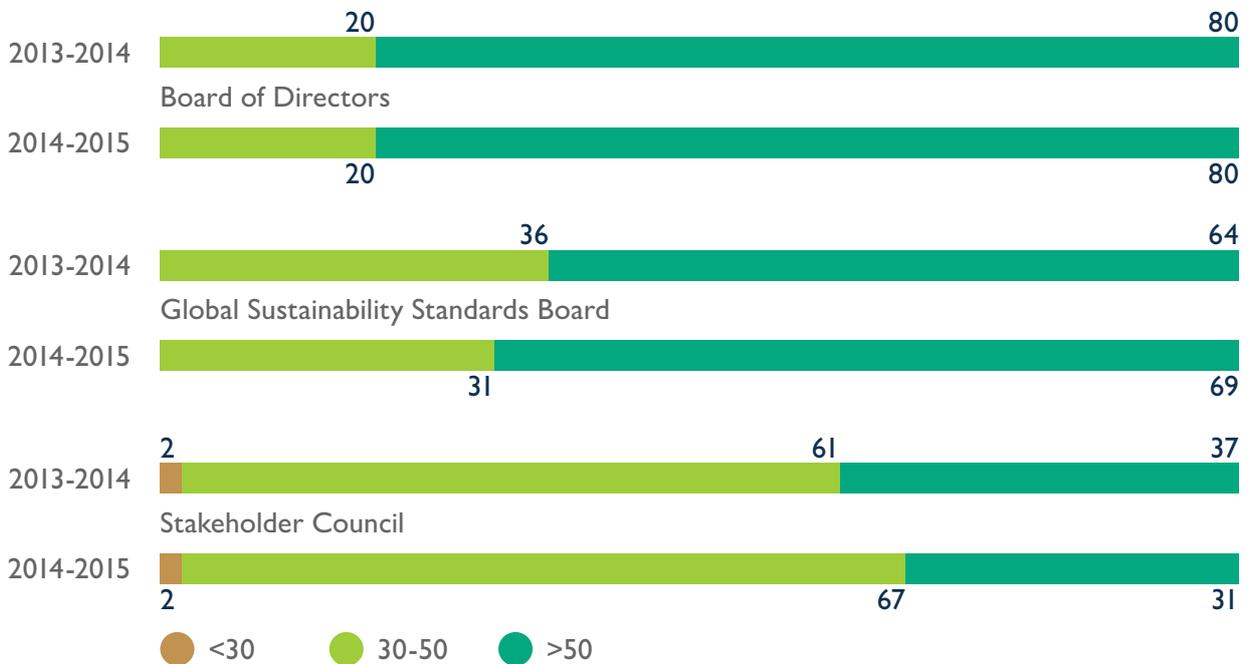
bodies and breakdown of employees per employee category according to gender and age group (as per 30 June 2015).¹¹

Figure 15 shows the composition of governance

FIG. 15 COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES **G4-LA12**

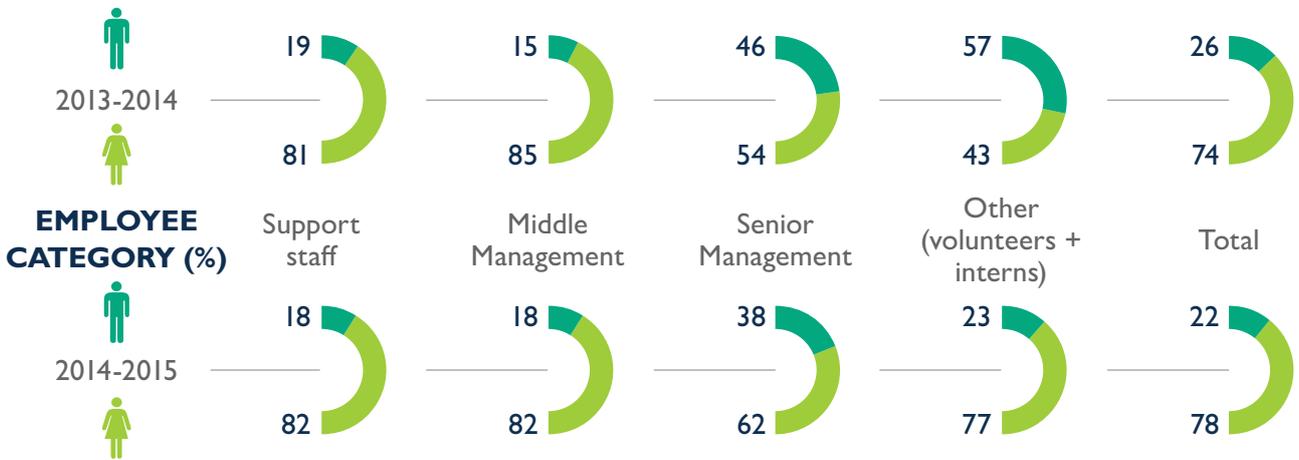


GOVERNANCE BODIES (%)

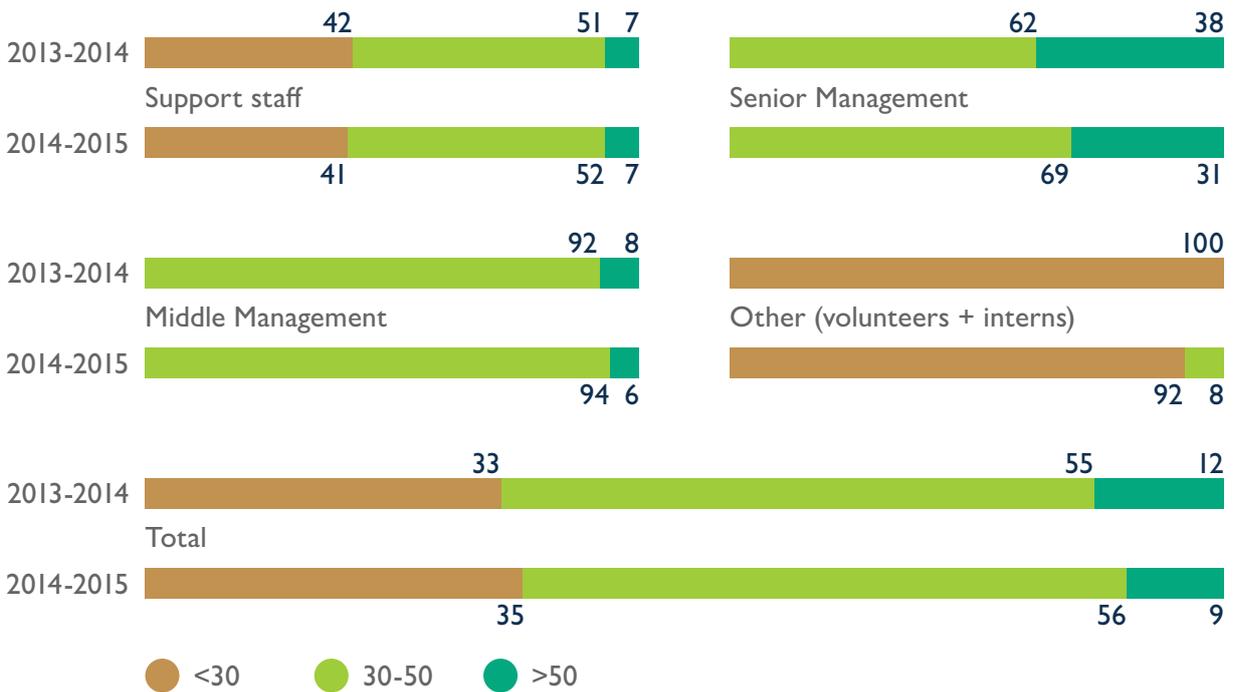


¹¹ Indicator G4-LA12 requests also to report information on minority group membership, but this is not done by GRI as collection of such information is prohibited by Dutch constitution.

FIG. 15 COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES **G4-LA12**



EMPLOYEE CATEGORY (%)



Please note that we started to collect information on the breakdown of employees per employee category according to gender and age group from the previous reporting period (2013-2014) onwards.



TRAINING AND EDUCATION

G4-DMA

We focus on attracting, retaining and developing staff in alignment with our values, mission and vision. As professional development very often leads to higher levels of job satisfaction, training and education are an integral part of our human resources policy. This Aspect is important to staff at GRI and is always ranked as one of the most material Aspects in stakeholder engagement surveys.

We use the annual Performance Appraisals as a basis to help staff achieve professional growth and greater job satisfaction. The annual Performance Appraisal is part of a broader Performance Management Methodology (PMM), which assesses employees against jointly set objectives. The PMM includes processes and tools for Performance Appraisal, Salary Review, Professional Development, and Growth

and Succession Assessment. 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.

The percentage of employees that received a Performance Appraisal during the reporting period is more or less the same for male and female employees (83% versus 80%) and for support staff and middle management (87% versus 93%). The percentage of senior management that received a Performance Appraisal during the reporting period is considerably less (46%) (as shown in Figure 16).

FIG. 16 **PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND BY EMPLOYEE CATEGORY** **G4-LA11**

Employee category	2013-2014			2014-2015		
	M	F	T	M	F	T
Support staff	90	100	98	90	86	87
Middle management	100	88	92	100	92	93
Senior management	100	88	92	60	38	46
Total	95	96	96	83	80	81

Please note that:

- We started to collect information on the percentage of employees receiving performance reviews by employee category from the previous reporting period (2013-2014) onwards.
- The percentage of employees receiving performance reviews is calculated by dividing the number of employees who received a performance appraisal during the reporting period by the number of employees who are eligible for receiving a performance appraisal during the reporting period.
- Not all employees who are eligible for receiving a performance appraisal receive one. Some employees choose to not have one because they are leaving the organization shortly after and employees on maternity leave also don't receive a performance appraisal. They do get a review and a salary increase, if applicable, but do not receive the full performance appraisal.
- Interns and volunteers are not eligible for receiving a performance review.

G4-DMA

Interns and volunteers are not eligible to receive a Performance Appraisal. Their performance is assessed in the following way: the line manager and human resources staff put together a profile for the internship about what is expected and what are the topics that will be worked on. Every week the intern and the line manager discuss the intern's

progress with respect to the internship profile. When the internship ends after six months, the line manager and human resources staff review the progress. If there is an additional learning curve, the internship will be extended. If not, there will be a final review with the line manager and an exit interview with human resources.



G4-DMA

Training opportunities for employees are provided by GRI where relevant to the respective job responsibilities, within budgetary boundaries. In addition, training and education has been included in our human resources policy. The Operations department within our main office continues to be responsible for training and education, policy development and the implementation of internal procedures.

The average number of training hours for all GRI employees was 18.3 hours. Support staff and middle management received the most training hours on average, considerably more than senior management, interns and volunteers.

Male employees received more training than female employees on average, especially for support staff. For senior management, however, female employees received more training than male employees on average (as shown in Figure 17).

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 developing professional skills (including but not limited to SharePoint/ OneDrive, Certified MCSA, coaching in leadership, Fundamentals of Marketing, Brand Development, and Project Management Fundamentals).

FIG. 17 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE BY GENDER, AND BY EMPLOYEE CATEGORY **G4-LA9**

Employee category	2012-2013			2013-2014			2014-2015		
	M	F	T	M	F	T	M	F	T
Support staff	24.1	13.1	15.6	7.8	8.7	8.5	44.8	20.9	25.2
Middle management	15.5	13.7	14.4	5.5	5.4	5.4	14.7	19.3	18.5
Senior management	40.9	17.6	26.6	6.7	5.7	6.2	0.5	13.3	8.4
Other (interns + volunteers)	2.8	4.0	3.7	2.9	5.3	3.9	5.5	4.7	4.9
Total	22.8	12.4	15.4	6.2	7.5	7.2	22.2	17.3	18.3

Please note that the average training hours per employee by gender, and by employee category are calculated by dividing the number of training hours during the reporting period by the number of employees as per 30 June 2015.



G4-DMA

We also offered staff members the opportunity to take a GRI Certified Training Course. More than 20 staff members were guided through the reporting process over two days of training. Among other things, they learnt the importance of the preparation phase in reporting, including stakeholder engagement, how to prioritize material Aspects, using a Materiality Matrix, and defining Boundaries within and outside an organization.

GRI Staff member and training course participant:
“I found the course to be very instructive. It was motivating to see how our training partners actually conduct a session for the people who are eventually going to use GRI Standards, or who want more information how to prepare a sustainability report.”

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 Appraisals helps us evaluate our performance against our commitments.

FEEDBACK, COMPLAINTS AND ACTION¹²

G4-DMA

We treat stakeholder feedback and concerns seriously and address issues as promptly as possible. These are discussed internally within teams, and the EMT is consulted as needed. Actions required to respond to a complaint vary on a case-by-case basis. The ability to react to internal and external feedback and complaints is important for ensuring a consistent approach to our policies and practices.

GRI's definition of a complaint is “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”. Complaints are handled as per GRI's Complaints Policy & Procedure. The principles guiding the implementation of the Complaints Policy and related procedures include timeliness of handling complaints and GRI's commitment to continuous improvement. Complaints are identified, registered, assessed, actioned, and evaluated.

Two formal complaints were received during the reporting period. Both were handled promptly and efficiently. One complaint referred to GRI's delayed restitution, and the second to the results of the selection of a partner for the open call for proposals (research project in Colombia and Peru).

Some organizations felt that the changes to our services that were not communicated long enough in advance, referring specifically to us no longer providing A4 Application Level Check Statements when the service is completed. This was changed to emphasize the similar procedure of all Alignment Services (so the Application Level Service organizational mark would be similar to the organizational marks of the other services). This was communicated via email to all the organizations that had requested a GRI service in the previous years; communication was sent to the Organizational Stakeholders (OS); included in the general newsletter and published on the relevant GRI Services webpages. Every service-related email sent out from our main office also included information about the changes.

¹² This Aspect does not include information from the Regional Hubs.



G4-DMA

Some organizations were also concerned with the methodologies of the report services, especially with the fact that we no longer review the samples of actual report content. This was partially a result of incorrect reporting practices and misunderstandings in the past. Some organizations incorrectly assumed that the main element of our services was to review the report content. In fact, only some samples of the content were reviewed to confirm that the provision of references in the Content Index was correctly understood. In the new services for the G4 reports, the content review (samples) is no longer an option.

There are special feedback mechanisms to track user experience of G4 as part of our Monitoring Program. The objectives of the Monitoring Program are to collect views on the strengths and weaknesses of the G4 Guidelines; to identify areas that may require further explanation, clarification and/or improvement; and to understand users' experience with G4. Various platforms and engagements have been designed to support the program. Our feedback form is one of many channels that we use to engage with the G4 Guidelines users. The feedback, together with other outcomes of the Monitoring Program, will inform GRI's decision-making processes related to future technical revisions and guidance.

Internally, concerns are expressed to either the Works Council (representing the employees) who in turn may choose to bring this up with management in cases where the concern impacts staff members, or by individual employees

through escalation and/or directly to the human resources staff.

Internally, concerns were raised related to professional development policies and processes not being sufficiently tailored to the needs of staff.

EMISSIONS**G4-DMA G4-EN17 G4-EN19**

Greenhouse gas (GHG) emissions are a significant driver to climate change. The majority of our GHG emissions are related to business air travel as our global work involves a large amount of traveling by our employees and stakeholders.

We have an environmental policy in place which supports our commitment to continually improving the ways we mitigate our negative impacts, protect the environment and manage performance. We express our commitment to reduce and mitigate the impacts of our GHG emissions by offsetting the emissions resulting from business travel by air taken by our main office and Regional Hub staff. GRI is not subject to any national, regional, or industry regulations and policies for emissions, and we do not currently have a formal mechanism in place to evaluate the effectiveness of the management approach to emissions.

During the reporting period, we looked for ways to minimize travel to conferences and training sessions by increasing our use of in-house systems for video-conferences, Skype for Business and other solutions for meetings with our stakeholders. This enabled us to reduce business air travel considerably, thus reducing

G4-DMA G4-17 G4-19

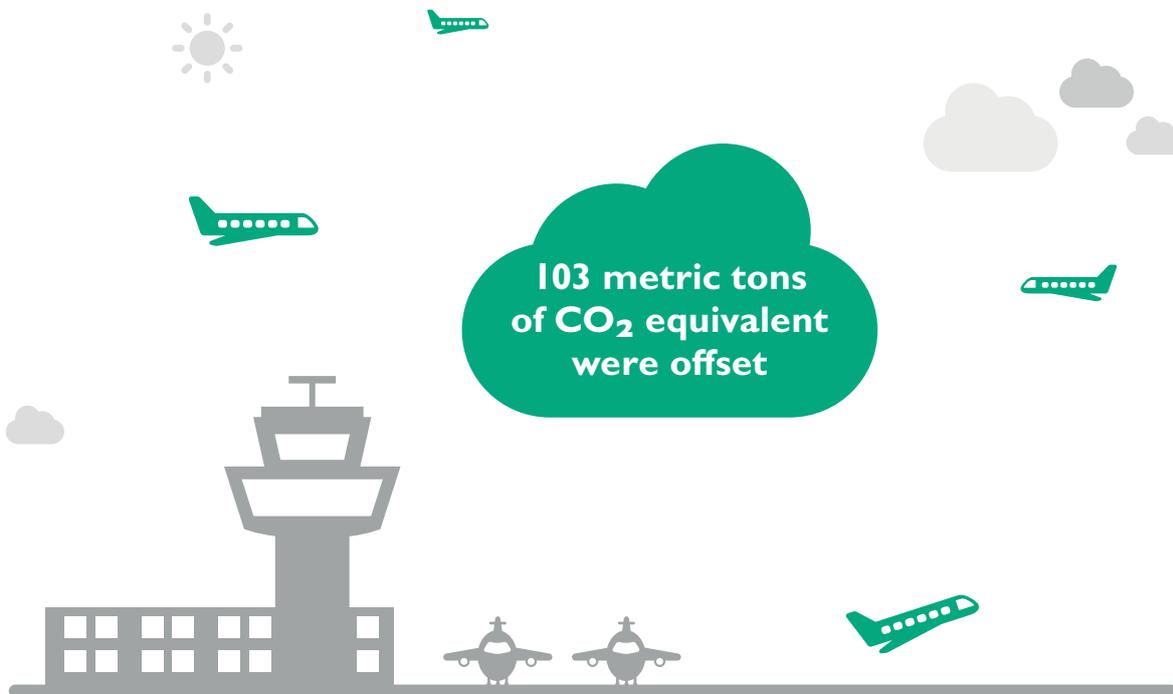
travel-related GHG emissions and allowed GRI to benefit from decreased costs, while still ensuring full engagement and contact.

As of 1 January 2015, we began working with a travel partner to offset our CO₂ emissions for flights. We chose the Paradigm Project – which provides clean and sustainable wood stoves in Kenya – for the offset of emissions from air travel.

We collect data for all flights taken by all GRI main office and Regional Hub staff and all members of governance bodies and Working Groups, as well as office-based energy use in order to calculate our overall CO₂ footprint. For the reporting period

2014-2015 we offset the CO₂ emissions related to air travel undertaken by staff from the main office and Regional Hubs via the Climate Neutral Group. These emissions were 103 metric tons of CO₂ equivalent. It was not possible to calculate the reductions of GHG emissions as the calculation factors will be changed and a new base year needs to be established.

The calculation involves the type of transportation, total distance based on the origin and destination, the type of class (economy, business or first), whether the flight is a single or return journey, the flight classification (domestic, short haul or long haul) and the appropriate emission factors.



Financial Statements

G4-9

Our most significant contribution to creating a sustainable economy and world is through the development and use of GRI Standards across our diverse multi-stakeholder network. The activities and work over the past year, which include (among others) capacity building, outreach, expansion of supporting services, monitoring of G4, and preparing for a new governance structure, have been managed within the monetary boundaries set. With a total income of € 6,871,328, the financial year closed with a deficit of € 336,021. The cumulative reserves decreased to € 521,627 by year-end (30 June 2015).

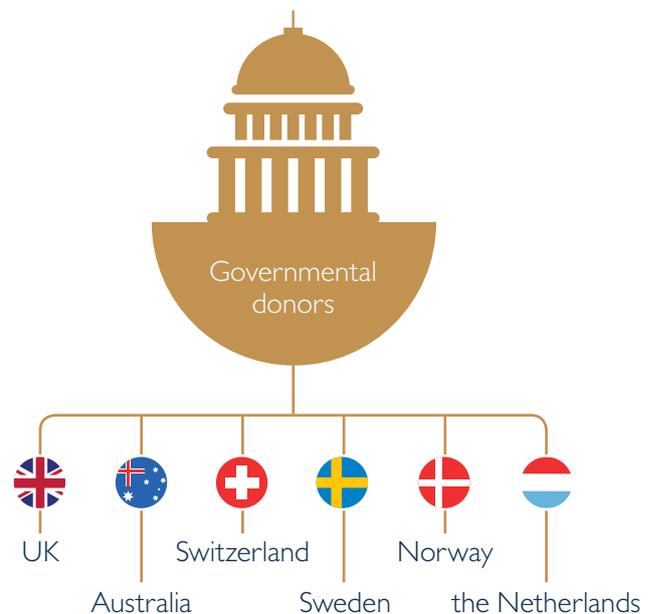
Relative to budget, there was a shortfall in program income, as some of these activities were delayed or deferred, but associated delivery cost savings partly protected the contribution margin. Income from the OS Program was under pressure as retaining existing and recruiting new OS has become tougher due to increased competition from other membership programs. Particularly among some long-term OS in more advanced markets there was a noticeable shift in favor of supporting other organizations. The income from reporting support and services showed a strong consecutive growth and consequently added to the diversity of income streams.

Due to the nature of GRI and our objectives however, it is noted that income arising from programs (such as OS, grants and sponsorships) will remain a major source of funding helping to sustain GRI in the future.

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 program goals and the need to further strengthen the organization's financial position.

GOVERNMENTAL DONORS

To support the implementation of our sustainable development strategy, the United Kingdom and Australia have joined Switzerland, Sweden, Norway, and the Netherlands as our governmental donors. With this strengthened financial support, we have put in place a process to update our sustainable development strategy, to strengthen our impact measurement capabilities and intensify awareness raising and capacity building work in a select group of developing countries in Africa, South East Asia and South America.



INCOME AND EXPENDITURES

	2014-2015		2013-2014	
	€	%	€	%
Income				
Organizational Stakeholders	1,623,105	23.6	1,727,367	25.9
Unrestricted Donations	4,402	0.1	307,756	4.6
Programs (restricted)	2,082,583	30.3	1,897,938	28.5
Projects (restricted)	764,719	11.1	554,279	8.3
Support and Services	2,274,355	33.1	2,017,074	30.3
Conferences and Events	30,533	0.5	47,070	0.8
Other	91,631	1.3	108,373	1.6
Income	6,871,328	100.0	6,661,848	100.0
Operating expenses				
Personnel Costs	3,727,129	54.2	3,642,522	54.7
Social Security	403,656	5.9	373,371	5.6
Programmatic Costs	1,915,343	27.9	1,703,612	25.6
Office Expenses	264,874	3.9	302,842	4.6
Operational Expenses	330,211	4.8	402,587	6.0
General Expenses	296,069	4.3	281,014	4.2
Depreciation	213,450	3.1	166,841	2.5
Total Operating Expenses	7,150,732	104.1	6,872,789	103.2
Operating Surplus/(deficit)	-279,404	-4.1	-210,941	-3.2
Income from Interest	2,414	0.0	4,790	0.1
Exchange Rate Gains/(losses)	25,812	0.4	-6,990	-0.1
Other Financial Income/(cost)	-50,524	-0.7	-33,280	-0.5
Ordinary Surplus/(deficit)	-301,702	-4.4	-246,421	-3.7
Result Participations	-34,319	-0.5	-5,845	-0.1
Surplus/(deficit) for the year	-336,021	-4.9	-252,266	-3.8

INCOME BREAKDOWN FOR THE YEAR 2014-2015

	2014-2015
	€
Organizational Stakeholders	1,623,105
Restricted Program Income Recognized	
Global and Regional Awareness	1,416,383
Transparency in the Supply Chain	317,221
Building Learning Capacity	85,830
Translations and Publications Development	116,965
Knowledge Research	146,184
Total Restricted Program Income	2,082,583
Restricted Project Income Recognized	
Standard Development	698,259
Topic Research	66,460
Total Restricted Project Income	764,719
Unrestricted Donations	
Governments, Corporate Foundations	4,402
Total Unrestricted Donations	4,402
Support and Services	
Learning Publications/Brochures	6,719
Training Partner Certification	429,839
Software & Tools Certification	135,991
Alignment Services	1,668,968
Featured Reports	32,070
Other	768
Total Support and Services	2,274,355
Conferences and Events	30,533
Other	
In-kind Support (Hardware/Software)	76,940
Reimbursements, Honorarium and Miscellaneous	14,691
Total Other	91,631
Total Income	6,871,328

INCOME BY FUNDING SOURCE

	2014-2015	2013-2014
	€	€
Projects and Programs		
Governments and International Organizations	2,198,101	2,009,448
Corporate and Foundations	2,276,708	2,477,883
Subtotal	4,474,809	4,487,331
Support and Services	2,274,355	2,017,074
Conferences and Events	30,533	49,070
Other	91,631	108,373
Total	6,871,328	6,661,848

TOP LARGEST DONORS

G4-NGO8

Who	What	Amount	
		(€)	%
Swedish International Development Cooperation Agency (SIDA)	Programs	1,027,148	14.9
State Secretariat for Economic Affairs (SECO) Switzerland	Programs	673,383	9.8
Dutch Ministry of Foreign Affairs	Programs	279,183	4.1
KPMG	Programs	115,738	1.7
Department for International Development (DFID)	Programs	110,544	1.6
EY	Programs	103,700	1.5
Deloitte	Programs	100,000	1.5
Subtotal		2,409,696	35.1
Other Donors		2,065,113	30.1
Subtotal		4,474,809	65.2
Support and Services		2,274,355	33.1
Conferences and Events		30,533	0.4
Miscellaneous		91,631	1.3
Total		6,871,328	100.0



BALANCE SHEET

	30-Jun-2015		30-Jun-2014	
	€	%	€	%
Non-current assets				
Furniture and IT costs	530,107	18.8	702,450	24.3
Equity Investments	2,308	0.1	10,768	0.4
Current assets				
Receivables	963,798	34.2	1,159,267	40.1
Cash	1,324,550	46.9	1,015,139	35.2
Total	2,820,763	100.0	2,887,624	100.0
Reserve Account	521,627	18.5	857,648	29.7
Provisions Affiliates	46,992	1.7	21,132	0.7
Long-term Liabilities	0	0.0	0	0.0
Short-term Liabilities	2,252,144	79.8	2,008,844	69.6
Total	2,820,763	100.0	2,887,624	100.0



GRI Content Index

G4-32

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

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page number	External assurance
STRATEGY AND ANALYSIS		
G4-1	5-7	
ORGANIZATIONAL PROFILE		
G4-3	8	
G4-4	13-14	
G4-5	10	
G4-6	10	
G4-7	8	
G4-8	11	
G4-9	13, 15, 87	
G4-10	15-16	Yes
G4-11	15-16	
G4-12	15	
G4-13	17	
G4-14	15	
G4-15	15	
G4-16	15	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	8-9	Yes
G4-18	59-60, 62-63	Yes
G4-19	63	Yes
G4-20	64	Yes
G4-21	64	Yes
G4-22	8	Yes
G4-23	63	Yes



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GENERAL STANDARD DISCLOSURES

General Standard Disclosures	Page number	External assurance
STAKEHOLDER ENGAGEMENT		
G4-24	66-67	Yes
G4-25	65	Yes
G4-26	65-67	Yes
G4-27	60-61	Yes
REPORT PROFILE		
G4-28	8	
G4-29	8	
G4-30	8	
G4-31	9	
G4-32	8, 92-95	
G4-33	8-9	
GOVERNANCE		
G4-34	18-20	
G4-38	18	
G4-39	18	
G4-40	19-20	
G4-48	9	Yes
G4-54	77	
G4-55	77	
ETHICS AND INTEGRITY		
G4-56	76-77	Yes

SEPCIFIC STANDARD DISCLOSURES

DMA and Indicators	Page number	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
CATEGORY: ECONOMIC					
Material Aspect: Ethical Fundraising (NGO Sector Disclosures)					
G4-DMA	70				Yes
NGO8	90				Yes
CATEGORY: ENVIRONMENTAL					
Material Aspect: Emissions					
G4-DMA	85-86				Yes

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SEPCIFIC STANDARD DISCLOSURES

DMA and Indicators	Page number	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-EN17	85-86	The chosen base year	Information is currently unavailable	The assurance process identified that the emissions factors used to calculate our emissions from business travel by air are not in line with the latest available factors. We will investigate which calculation factors and methodology we should use to calculate these, establish a new base year and information is expected to be reported from reporting period 2015–2016 onwards	Yes
G4-EN19	85-86	The amount of GHG emissions reductions and the gases included in the calculation	Information is currently unavailable	A new base year will be established and information is expected to be reported from reporting period 2016-2017 onwards	Yes

CATEGORY: SOCIAL

SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK

Material Aspect: Employment

G4-DMA	71-72				Yes
G4-LAI	73-74				Yes

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SEPCIFIC STANDARD DISCLOSURES

DMA and Indicators	Page number	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)	External assurance
G4-LA3	76	Return to work rate and retention rate of employees who took parental leave	Not applicable	The numbers reported are not meaningful as the Dutch labor law permits parental leave for each child up to eight years	Yes
Material Aspect: Training and Education					
G4-DMA	81-84				Yes
G4-LA9	83				Yes
G4-LA11	82				Yes
Material Aspect: Diversity and Equal Opportunity					
G4-DMA	78				Yes
G4-LA12	78-80	Minority group membership information	Legal prohibition	<u>Article 1 of the Dutch constitution</u> prohibits discrimination, which prevents GRI from collecting information on minority group membership	Yes
SUB-CATEGORY: PRODUCT RESPONSIBILITY					
Material Aspect: Affected Stakeholder Engagement (NGO Sector Disclosures)					
G4-DMA	65, 67-68				Yes
Material Aspect: Coordination (NGO Sector Disclosures)					
G4-DMA	69-70				Yes
Material Aspect: Feedback, Complaints and Action (NGO Sector Disclosures)					
G4-DMA	84-85				Yes
Material Aspect: Public Awareness and Advocacy (NGO Sector Disclosures)					
G4-DMA	70-71				Yes



Independent Assurance Statement to GRI

ERM Certification and Verification Services (ERM CVS) was engaged by GRI to provide limited assurance in relation to specified disclosures in GRI's Combined Report 2014–2015 (the Report) as set out below.

Engagement Summary	
Scope of our assurance engagement	Whether the information on GRI's materiality assessment and stakeholder relationships (G4 17-27) and other selected disclosures (DMAs and 2014-2015 data) as indicated with GREEN in the Report, are fairly presented, in all material respects, in accordance with the reporting criteria.
Reporting criteria	GRI G4 Guidelines.
Assurance Standard	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements (ISAE 3000).
Assurance level	Limited assurance.
Respective responsibilities	GRI is responsible for preparing the Report and for the collection and presentation of the information within it.
	ERM CVS' responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, nothing has come to our attention to indicate that the information on GRI's materiality assessment and stakeholder relationships (G4 17-27) and the other selected disclosures (DMAs and 2014-2015 data) as indicated with **GREEN** in the Report, are not, in all material respects, fairly presented in accordance with the reporting criteria.





OUR ASSURANCE ACTIVITIES

We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions. A multi-disciplinary team of sustainability and assurance specialists performed assurance procedures as follows:

- Visits to the GRI offices in Amsterdam, the Netherlands and a number of conference calls to interview:
 - relevant staff in order to understand and evaluate the systems and processes used for collecting and reporting the information and performance data for the selected disclosures;
 - management representatives responsible for managing the selected issues and disclosures covered by the assurance engagement;
- A review of the emission factors and calculations used to report the 2014-2015 GHG data;
- A review of the materiality determination process including the results of stakeholder engagement processes;
- A review of samples of underlying documentary evidence to support the reported information and 2014-2015 data for the selected disclosures including internal and external documents; and
- A review of the presentation of information in the Report relevant to the scope of our work to ensure consistency with our findings.

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Prior year data, where reported in assured G4 disclosures, have not been assured.

OUR OBSERVATIONS

We have provided GRI with a separate management report with our detailed findings and recommendations. Without affecting the conclusions presented above, we have the following key observations:

- This year GRI undertook a special stakeholder survey, based on the G4 Aspects, in order to identify the material issues for the Report. As a collaborative stakeholder-focused organization, GRI engages with all of its stakeholders as part of its everyday business activities and through its various governance bodies. In order to ensure that future reports focus on the most material issues for GRI's stakeholders, we recommend using this ongoing stakeholder engagement to inform the materiality assessment, and to identify appropriate G4 aspects and indicators for the identified material issues.
- While the report includes a number of internal operational goals, it does not include specific goals in relation to the priorities in GRI's Strategic Plan 2015-20. We recommend the identification of goals and related key performance indicators for 2020 in the context of the Strategic Plan and the reporting of progress against these in future reports.



- The 2014-2015 Report was managed by the Sustainability Management and Reporting Team (SMART) with the support of the Executive Management Team and the Board. While this approach ensures representation from all parts of the organisation in the reporting process, we suggest that the governance and efficiency of the reporting and assurance process could be improved by increasing individual ownership of the (sections of the) Report. We also recommend that GRI considers appointing a member of the Executive Management Team with overall responsibility for guiding the reporting structure, content and process.
- GRI has established practices in place to review the ethical nature of donations and this receives a high priority at GRI. However, in order to secure an objective and consistent decision process over time we recommend that GRI formalizes its donations policy, together with detailed criteria for accepting (or refusing) donations.

A handwritten signature in black ink, appearing to read 'J. Rogers'.

Jennifer Iansen-Rogers
Head of Report Assurance
26 November 2015

The logo for ERM Certification and Verification Services (ERM CVS), with 'ERM' in black and 'CVS' in green, followed by a green checkmark.

ERM Certification and Verification Services, London

www.ermcvs.com; email: post@ermcvs.com

The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS has provided no consultancy related services to this client in any respect. ERM CVS is a member of the ERM Group. ERM is a GRI Training Partner in the US and is also represented on the GSSB.

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