GRI Annual Report 2018 (disclosures)

Organization Name: GRI

Sector: Non-Profit / Services

GRI 102: General Disclosures

Organizational profile

102-1: Name of the organization

Name of the organization
Stichting Global Reporting Initiative

102-2: Activities, brands, products, and services

A description of the organization's activities

GRI Strategic Pillar	Activities | Brands | Products | Services
1. Create standards and guidance to advance sustainable development	GRI Sustainability Standards, GRI Community, GRI Reporting Services and GRI's Global Training Program, including SDGs related services
2. Harmonize the sustainability landscape	Stakeholder engagement in the development within GRI Sustainability Standards, Corporate Reporting Dialogue
3. Lead efficient and effective sustainability reporting	GRI Community, GRI Reporting Services and GRI's Global Training Program, including SDGs related services
4. Drive effective use of sustainability information to improve performance:	Activities of the Capital Markets Unit, European Commission's Technical Expert Group on Sustainable Finance

No GRI products or services are banned in certain markets. Our main product, the GRI Standards, are developed under the supervision of the Global Sustainability Standards Board, which operates under the GSSB brand. All other products and services mentioned above carry the GRI brand.

Supplementary information

(Additional NGO sector disclosures)

Our Vision is: A thriving global community that lifts humanity and enhances the resources on which all life depends.

Our Mission is: To empower decisions that create social, environmental and economic benefits for everyone

We have determined the strategic pillars and associated activities listed in 102-2 to support our mission and vision.

102-3: Location of headquarters

GRI Secretariat: Amsterdam, The Netherlands

102-4: Location of operations

a

Total number of countries:
12

Countries where it has significant operations:

Brazil
China
Colombia
Ghana
India
Indonesia
Netherlands
Peru
Philippines
South Africa
United States of America
Vietnam

Supplementary information

The countries listed above are the countries where GRI has staff on the ground.

102-5: Ownership and legal form

GRI has been registered in the Netherlands as a 'Stichting' or non-profit foundation since 2002.

102-6: Markets served

a

i. Geographic locations where products and services are offered.

The GRI Sustainability Reporting Standards, and all associated services and information can be used by organizations of any size, in any sector of economic activity, anywhere in the world.

ii. sectors served

Agriculture
Automotive
Aviation
Chemicals
Commercial Services
Computers
Conglomerates
Construction
Construction Materials
Consumer Durables
Energy
Energy Utilities
Equipment
Financial Services
Food and Beverage Products
Forest and Paper Products
Healthcare Products
Healthcare Services
Household and Personal Products
Logistics
Media
Metals Products
Mining

Non-Profit / Services
Public Agency
Railroad
Real Estate
Retailers
Technology Hardware
Telecommunications
Textiles and Apparel
Tobacco
Tourism/Leisure
Toys
Universities
Waste Management
Water Utilities

iii. types of customers and beneficiaries

The GRI Sustainability Reporting Standards, and all associated services and information can be used by organizations of any size, in any sector of economic activity, anywhere in the world.

Supplementary information

Please refer to material topics

\- Fostering effective collaboration with other organizations
\- Driving better sustainability reporting
\- Harmonizing sustainability reporting landscape

to learn more about how we are globally reaching out to global markets.

102-7: Scale of the organization

a

i. total number of employees
104

ii. total number of operations

0

iii. net sales (for private sector organizations) or net revenues (for public sector organizations)

9195398.0 EUR

iv. total capitalization (for private sector organizations) broken down in terms of debt and equity

1000

v. quantity of products or services provided.

102-8: Information on employees and other workers

Total number of employees by employment contract (permanent and temporary), by gender

Gender	Permanent	Temporary
Male	15	9
Female	61	19
Total	76	28

Total number of employees by employment contract (permanent and temporary), by region

Region name	Permanent	Temporary
Europe	58	28
North America (USA, Canada)	1	0
South America (Brazil, Colombia, Peru)	6	0
Africa (South Africa, Ghana)	3	0
Australia and Oceania	0	0
Indonesia and Vietnam	2	0
Asia (India, China)	6	0
Total	76	28

Total number of employees by employment type (full-time and part-time), by gender

	Full-time	Part-time
Male	22	2
Female	69	11
Total	91	13

A description of the scale and scope of work performed by workers who are not employees (if applicable)

The great majority of the people who carry out the organization's activities have the status of employees. In cases when expertise is not available among the employees, or there is a lack of temporary capacity, we may decide to hire external parties

There are no significant variations in the numbers reported in Disclosures GRI 102-8-a, GRI 102-8-b, and GRI 102-8-c.

The total number of employees reflected in this report refers to the total number employed at the end of the reporting period (31 December 2018). Employee numbers are expressed as head count, and when referring to permanent and temporary contracts, no interns or secondees were considered.

102-9: Supply chain

Supply chain reporting is not a focus area for GRI's report. Part of our supply chain centers around maintaining office operations. To this end, energy, water and paper, along with other services to keep the offices working, are purchased, whenever possible, from suppliers of sustainable products and services. Another part of our supply chain relates to projects. We work with external consultants and form working groups whose members provide intellectual input.

102-10: Significant changes to the organization and its supply chain

Significant changes to the organization's size, structure, ownership, or supply chain
There have been no significant changes to the organization' size, structure or supply chain.

102-11: Precautionary Principle or approach

Precautionary Principle or approach
We commit to take the precautionary approach to environmental risks when applicable.

102-12: External initiatives

A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.
GRI subscribed/endorsed the following initiatives/principles for this reporting period: - Signatory of UNGC- Member of the Global Partnership for Sustainable Development Data - Annual Partner Advisory Board of the Global Child Forum - Member of the EU Technical Expert Group on Sustainable

Finance.

102-13: Membership of associations

A list of the main memberships of industry or other associations, and national or international advocacy organizations.

Eric Hespenheide, GRI Board Chairman as of January 2018- Member of the AICPA Assurance and Advocacy Sustainability Task Force- Member of the IAASB EER Project Advisory PanelTim Mohin, CE from 16 January 2017- Member of the International Integrated Reporting Council

Strategy

102-14: Statement from senior decision-maker

a

Full Name

Eric Hespenheide

Role

Chairman of the GRI Board

Statement

Environmental Social and Governance reporting for impact: We are just getting started!

For more than ten years, I have been involved with the work of GRI, as a supporter and practitioner, and later as Chairman of the GRI Global Sustainability Standards Board (GSSB), a GRI Board member, Interim Chief Executive and now Chairman of the Board.

When I became Chair of the GRI Board of Directors, I was inspired to see the tremendously positive market reception of the GRI Standards when they entered into full force in 2018. Credit is due to the GSSB, which led the process and ensured a smooth transition. We hope that their implementation encourages companies all around the world, in all sectors and of all sizes to disclose their impacts, both positive and negative, on society, the environment and the economy. This will allow them to understand those impacts, amplifying the positive and managing and minimizing the negative.

To best manage impact, we need to move towards systems that make sustainability data easier to access and compare. The new model we set out for the Standards allows us to update them faster, incorporating the latest developments on the different fields. In 2018 we launched two revised standards (GRI 303: Water and Effluents and GRI 403: Occupation Health and Safety), and we ramped up efforts to develop new Standards and continue our updates in 2019 and beyond.

All of these efforts have helped us ensure that GRI and the GRI Standards continue to be the

leading environmental, social and governance disclosure standards. In the coming years, we will be looking to work more closely to ensure alignment between the GRI Standards and other frameworks and tools, and to continue producing decision-relevant standards that help us fulfill our mission of empowering decisions that create benefits for all.

Eric Hespenheide
Chairman of the GRI Board

102-15: Key impacts, risks, and opportunities

A description of key impacts, risks, and opportunities
GRI's mission is to empower decisions that create social, environmental and economic benefits for everyone. So all action we take must help promote transparency and a better understanding of the effects of an organization's activity on the world. Because of this, our products must have global reach, anyone must be able to use them, regardless of where they are, and how big their company or organization is.This means that we must operate in a way that takes into account the interests of all those that will feel the impact of the information that is shared and how it is presented. And we do this through our robust multi-stakeholder system where the due process for establishing standards provides for all related information being publicly available and open for consultation. Our outreach campaigns seek the most relevant stakeholders and appealing to our network of experts ensures a wider reach.Sustainability reporting is a means to an end. And the end we seek is sustainable development. So rather than focusing on more reporting – though that is an important goal – GRI's path forward is to get more out of reporting. As the leader in this field, we want to drive better sustainability reporting. Reporting is not only about the report itself, it is about what organizations and stakeholders do with the information that can really make a difference. Going forward, GRI must help ensure that the insights derived from sustainability data are fit for purpose. In other words, that they are actionable and drive performance improvement. To achieve these goals, GRI will continue working with other actors in the field – including other sustainability frameworks, governments, reporting organizations, investors, capital markets, civil society and other stakeholders who use transparency to advance sustainable development.We also need to continue working toward integrating sustainability reporting with the Global Goals for Sustainable Development (SDGs). The SDGs are the global agenda for sustainable development and transparency is an important engine driving this movement. Working with our partners, GRI is leading the way for reporting organizations to not only map their efforts to the SDGs, but to help them dig deeper and contribute more to the accomplishment of these all-important goals. Within the new agenda, GRI is committed to continue our fruitful collaboration with the UNGC and support the Ten Principles as a set of values to run a sustainable and responsible business. These principles inspire companies to respect human rights, labor, the environment, and anti-corruption

Ethics and integrity

102-16: Values, principles, standards, and norms of behavior

A description of the organization's values, principles, standards, and norms of behavior.
Please refer to page 43 of the GRI Annual Report 2016-2017 to learn more about GRI's values, principles, standards, and norms of behavior:https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%202016-2017.pdf

Governance

102-18: Governance structure

Governance structure of the organization
GRI's governance bodies are designed to maintain multi-stakeholder representation. Among their members are representatives from business, civil society, labor, and investor and mediating institutions. The following chart shows the governance structure and underlying relations.

Committees responsible for decision-making on economic, environmental, and social topics
The Chief Executive (CE) develops GRI's strategy to fulfill our mission, and help organizations make progress toward sustainability in economic, environmental and social topics around the world. This strategy is approved by the GRI Board and implemented by the organization and its network. The GRI Board Reporting Sub-Group also oversees the process of reporting on GRI's own sustainability impacts.

102-22: Composition of the highest governance body and its committees

Composition of the highest governance body and its committees
i. Executive or non-executive; Only the GRI Chief Executive (CE), ex-officio member of the GRI Board of Directors is an executive director.ii. Independence; The GRI CE and the GRI Board Chairman are independently authorized, all other Board members are jointly authorized. iii. Tenure on the governance body; A term lasts three years and is renewable once. iv. Number of each individual's other significant positions and commitments, and the nature of the commitments; Except for the GRI CE, all Board members sit on the GRI Board on a voluntary basis and individual capacity. They are all committed to/employed in at least one other venture.v. Gender; 10 Men, 6 Womenvi. Membership of under-represented social groups; six of the 16 Board members originated from countries with emerging

economies. vii. Competencies relating to economic, environmental, and social topics; the members of the Board are all selected and appointed on the basis of their track-record in the field of sustainable development and the insight they can provide to advance GRI's Mission and Vision. viii. Stakeholder representation: Board members represent GRI's consituencies

102-23: Chair of the highest governance body

The chair of the highest governance body is also an executive officer in the organization
No, the chair is not an executive officer

Not applicable

Supplementary information

NGO sector disclosures requirements: 'Report the division of powers between the highest governance body and the management and/or executives.'

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 organization's governance.

Board members are non-executive directors, with the exception of GRI's Chief Executive (CE) who is a non-voting member of the Board.

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.

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

102-24: Nominating and selecting the highest governance body

Nomination and selection processes for the highest governance body and its committees.
The GRI

Nomination Committee (GNC), made of 3 Board members and 3 Stakeholder Council

members, is responsible for the coordination and management of the
annual nomination processes

for the Board of Directors. Please refer to the GRI

Nominating Committee Rules and Procedures to learn more about the process for nominating

and appointing the members of the GRI Board of Directors.

Criteria used for nominating and selecting highest governance body members

stakeholders (including

shareholders) are involved; the GNC,

with representatives from the Board and the Stakeholder Council, manages

the nominations process. As a standard procedure, there is outreach to

Governance bodies for attracting nominations, in addition to the 60 days

public open call for nomination. The GRI Stakeholder Council, GRI's

advisory governance body, appoints the directors to the GRI Board.

diversity is

considered; There are five constituent categories the Stakeholder Council, organized into 7 major

geographic categories based on the World Bank geographic

distribution: East Asia and Pacific, Europe and Central Asia, Latin

America and the Caribbean, Middle East and North Africa,

North America, South Asia, Sub-Saharan Africa. This is considered by

the GNC when assessing nominations in addition to consideration for gender

balance as well.

Independence is

considered; A GNC meeting to discuss Board and/or SC nominations

cannot not be held unless there is a minimum of three members present

either in person or by phone, at least one from the Board and one from the

SC. Independence is essential to the process, to assure fairness, equity

and objectivity in the Board nomination process. Independence is achieved

through the voice of the Stakeholder Council, that has the capacity of

approving or rejecting the slate of Board nominees.

expertise and experience relating to economic,

environmental, and social topics are considered; See 102-22 ii, and the "General Procedures" in information

disclosed on 102-24 a.

102-32: Highest governance body's role in sustainability reporting

The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.

The Board of Directors has approved this report, with direct guidance from the GRI Board Reporting Sub-Group that includes three members of the Board and two members of the Stakeholder Council (SC).

102-38: Annual total compensation ratio

Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.

Country Name	Ratio
Netherlands	7.04

102-39: Percentage increase in annual total compensation ratio

Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.

Country Name	Ratio
Netherlands	5.88

Stakeholder engagement

102-40: List of stakeholder groups

A list of stakeholder groups engaged by the organization.

As part of the 2016-2017 Annual Report, we established a project to identify our stakeholder groups, how we interact with them, and the topics that are most relevant to them. This informed the stakeholder engagement section of the report. Their input was clear, that GRI's impact is in its material topics. So, in 2018, we continued to build up on this input to ensure that our reporting continues to improve. Please refer to pages 8-10 of the GRI Annual Report 2016-2017 for a full list of GRI's stakeholders and information about how we engage with them.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%202016-2017.pdf

102-41: Collective bargaining agreements

Percentage of total employees covered by collective bargaining agreements.
0.0%

Supplementary information
None of GRI's employees are covered by collective bargaining agreements.

102-42: Identifying and selecting stakeholders

As part of the 2016-2017 Annual Report, we established a project to identify our stakeholder groups, how we interact with them and the topics that are most relevant to them. This informed the stakeholder engagement section of the report. Their input was clear, that GRI's impact is in its material topics. So, in 2018, we continued to build up on this input to ensure that our reporting continues to improve. Please refer to page 7 of the GRI Annual Report 2016-2017 to learn more about GRI's stakeholder engagement.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%202016-2017.pdf

102-43: Approach to stakeholder engagement

As part of the 2016-2017 Annual Report, we established a project to identify our stakeholder groups, how we interact with them and the topics that are most relevant to them. This informed the stakeholder engagement section of the report. Their input was clear, that GRI's impact is in its material topics. So, in 2018, we continued to build up on this input to ensure that our reporting continues to improve. Please refer to pages 7-10 of the GRI Annual Report 2016-2017 for a full list of GRI's stakeholders and information about how we engage with them.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%202016-2017.pdf

102-44: Key topics and concerns raised

As part of the 2016-2017 Annual Report, we established a project to

identify our stakeholder groups, how we interact with them and the

topics that are most relevant to them. This informed the stakeholder

engagement section of the report. Their input was clear, that GRI's

impact is in its material topics. So, in 2018, we continued to build up

on this input to ensure that our reporting continues to improve. Please

refer to pages 8-10 of the GRI Annual Report 2016-2017 for a full list

of key topics and concerns raised by GRI's
stakeholders.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report
%202016-2017.pdf

Reporting practice

102-45: Entities included in the consolidated financial statements

The entities included in GRI's financial statements are GRI's Secretariat in the Netherlands, and the Regional Hubs based in Brazil, China, Colombia, India, and South Africa. The report also covers information on the North American Regional Hub in the USA, however, the legal entity of the US operations is an independent public charity, and therefore not included in GRI's financial statements.

No

102-46: Defining report content and topic Boundaries

As part of the 2016-2017 Annual Report, we established a project to identify our stakeholder groups, how we interact with them and the topics that are most relevant to them. This informed the 'Defining report content and topic boundaries' section of the report. Their input was clear, that GRI's impact is in its material topics. So, in 2018, we continued to build up on this input to ensure that our reporting continues to improve. Please refer to pages 11-15 of the GRI Annual Report 2016-2017 for a full overview of our material topics and their
boundary.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%
202016-2017.pdf

As part of the 2016-2017 Annual Report, we established a project to identify our stakeholder groups, how we interact with them and the topics that are most relevant to them. This informed the 'Defining report content and topic boundaries' section of the report. Their input was clear, that GRI's impact is in its material topics. So, in 2018, we continued to build up on this input to ensure that our reporting continues to improve. Please refer to pages 11-15 of the GRI Annual Report 2016-2017 to learn more about how we implement the Reporting Principles for defining report
content.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%20
2016-2017.pdf

102-47: List of material topics

As part of the 2016-2017 Annual Report, we established a project to identify our stakeholder groups, how we interact with them and the topics that are most relevant to them. This informed the 'Defining report content and topic boundaries' section of the report. Their input was clear, that GRI's impact is in its material topics. So, in 2018, we continued to build up on this input to ensure that our reporting continues to improve. Please refer to pages 11-15 of the GRI Annual Report 2016-2017 for a full overview of our material topics and their boundary.https://www.globalreporting.org/resourcelibrary/GRI%20Annual%20Report%202016-2017.pdfOur material topics do not match exactly with the available topic-specific Standards in the Digital Reporting Tool (DRT); therefore, we prepared the below table, which maps our material topics to the format of the DRT:

102-48: Restatements of information

No restatements of the information provided in the previous report were necessary.

102-49: Changes in reporting

There were no updates to the materiality assessment for the reporting period 1 January - 31 December 2018; therefore, there are no changes in the list of material topics and topic boundaries.

102-50: Reporting period

1 January - 31 December 2018

102-51: Date of most recent report

Most recent report date
5/2018

102-52: Reporting cycle

GRI's reporting cycle is annual and runs from 1 January to 31 December.

102-53: Contact point for questions regarding the report

a

Name
GRI Communications

Email
communications@globalreporting.org

102-54: Claims of reporting in accordance with the GRI Standards

This report has been prepared in accordance with the GRI Standards:
In accordance - Core

102-55: GRI content index

102-56: External assurance
We did not seek external assurance for the reporting period 1 January - 31 December 2018. We received external assurance for the 2016-2017 Annual Report, which provided us with important feedback. For 2018 we decided to build up on that input, and continue to work towards strengthening our sustainability reporting efforts.

b

i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process
Not applicable

ii. The relationship between the organization and the assurance provider;
Not applicable

Not applicable

Economic Topics

Economic Performance

GRI 103: Management Approach 2016

103-1: Explanation of the material topic and its Boundary

The GRI Standards are at the core of GRI's work. These have been rigorously developed over the past 20 years using a multi-stakeholder approach and are now the most widely used in the world – by thousands of organisations in over 100 countries. The GRI Standards are holistic in nature and cover a broad spectrum of the sustainability issues facing organisations and the global community. The GRI Sustainability Standards are a public good, available at no cost on GRI's website. They are also the result of important investments from various stakeholders who have all contributed in kind, labor, expertise and funds - often with no compensation - in helping businesses and governments worldwide to understand and communicate their impact on sustainability issues that are critical to the future of the people, planet and profit. The public good character of the Standards makes GRI accountable to its stakeholders and to the reporter community to manage its finances as transparently as possible. On one hand, GRI has the duty to manage (public) funder money diligently and to ensure a stable financial basis to continue to develop innovative products that support its stakeholders in their reporting and broader sustainability efforts. Financial transparency and clarity ensure that those stakeholders who invest time, money and effort in developing and/or reporting using the Standards can have trust in the benefit of their engagement.

b

i. where the impacts occur

Because of GRI's structure and products, the organization has financial impacts in the regions around the world where we operate:1.   GRI Secretariat: Amsterdam, The Netherlands2.   Regional Hubs: Africa, Brazil, China, Hispanic America, North America, and South Asia3.   Field Implementation offices: Ghana, Indonesia, Peru, the Philippines, and Vietnam

GRI is directly responsible for managing finances transparently and its impact. Although there are many ties to different stakeholders and different locations around the world, GRI's finances are managed centrally, at the headquarters and our Board of Directors has full fiduciary responsibility for the funds of GRI.

No specific limitation regarding the topic boundary.

103-2: The management approach and its components

Healthy finances are ensured through a multi-layered process. The Head of Finance engages the budget holders within each department on a regular basis; based on these interactions the Board receives a draft budget, which is vetted by the Board's Finance Committee. The Management Team discusses GRI's financial performance once a month, and does a forecasting review each quarter, which allows to adjust our activity levels and ensure that we remain financially healthy and stable. The Management Team also performs ongoing review of the process throughout the year, to monitor effectiveness and evaluate whether expenses are proceeding as forecasted in the budget. Finally, there is a yearly financial audit, carried out by an external party.

We believe that GRI as a public benefit organization has the obligation to be transparent about its finances to donors and other stakeholders alike.

Description

See Disclosure 103-2 a. Furthermore, GRI has appropriate financial and accounting policies and processes in place, including spending approval and sign-off.

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach

GRI's Board has fiduciary responsibility for GRI, including its finances. Together with a general financial briefing for the entire board, the Finance Committee receives more detailed information each quarter, and the Audit Committee reviews the auditing process and outcomes and evaluates their quality once a year.

ii. The results of the evaluation of the management approach

The regular financial reporting and forecasting process have

proven to be effective in managing the financials within the monetary

boundaries set by the Board.

iii. Any related adjustments to the management approach.
None.

GRI 201: Economic Performance 2016

201-1: Direct economic value generated and distributed

a

i. Direct economic value generated: revenues
9195398.0 EUR

ii. Operating costs
3774540.0 EUR

ii. Employee wages and benefits
5310463.0 EUR

ii. Payments to providers of capital
0.0 EUR

ii. Total payments to governments (Please provide a breakdown by country in the explanation field below, if applicable
0.0 EUR

ii. Community investments
0.0 EUR

iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'
110395.0 EUR

Explanation, including a breakdown of payments to governments by country if applicable

Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance
There are no significant ECG&D at country, regional or market levels.

Supplementary information beyond GRI reporting requirements
<p>Our annual accounts are audited annually by an independent auditor.
</p>

G4 NGO Sector Disclosure: Ethical Fundraising

Organization response
GRI is committed to ensuring that fundraising, including sponsorship, activities are carried out in an ethical manner. GRI has developed an Ethical Fundraising Policy which documents

the standards expected when raising funds from the community and provides guidance on its fundraising practice. This policy applies to the Board, employees, contract staff and anyone explicitly requested to carry out fundraising duties. It is based on requirements set by the Dutch tax office for charities ("Algemeen Nut Beogende Instelling" or Public Benefit Organization) and on the International Statement of Ethical Principles in Fundraising as set out by the Association of Fundraising Professionals (AFP). GRI only undertakes fundraising efforts that are in line with its mission, vision, strategic plan and code of conduct. To best align GRI's work and donor priorities, GRI engages first in a donor screening process, to analyze whether our values and principles are compatible with the funding source. Further, GRI ensures that donors are not able to influence GRI's own policies and safeguards the independence of the GRI Standards, from the project design stage through making the extent of the partnership or donor engagement clear in the agreements and activity log frames between GRI and the donor. Currently this evaluation is done on a case by case basis.

Environmental Topics
Social Topics

Employment

GRI 103: Management Approach 2016

103-1: Explanation of the material topic and its Boundary

As a global organization that develops standards and services aimed to promote sustainability reporting for all types of organizations anywhere in the world, it is important that GRI staff reflects the wide range of viewpoints and expertise that form the basis for our work. The diversity and professional development of our qualified employee force ranks highly as one of GRI's impacts that internal stakeholders care about. We strive to attract, retain, and foster the growth of professionals whose work approach furthers the goal of sustainable development while working with us, and in their future careers wherever in the world they may be.

b

i. where the impacts occur

The impacts occur within the organization, directly with GRI staff, in the regions around the world where we operate: GRI Secretariat: Amsterdam, The Netherlands   Regional Hubs: Africa, Brazil, China, Hispanic America, North America, and South Asia   Field

Implementation offices: Ghana, Indonesia, Peru, the Philippines, and Vietnam

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

The organization is causing the impact (see Disclosure 103-1-b.i).

No specific limitation regarding the topic boundary.

103-2: The management approach and its components

GRI is headquartered in Amsterdam and, as such, we must comply with Dutch labor law for our staff based in the Netherlands. Employees can have a fixed-term contract (a temporary contract), which usually last a year, or a contract for an indefinite period (a permanent contract), which does not need to be renewed after a specific amount of time.We regularly hire employees to ensure that our organization can continue its operations, expand its reach, deepen its knowledge, and extend its network. The underlying principle for our management approach is finding the person whose skills and experience best fit the role. Keeping this in mind, we encourage a working environment that respects and celebrates diversity, and our 'GRI Diversity Policy' outlines how we approach diversity in our recruitment and retention of staff. We are committed to providing equal opportunities for 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. While we do not have a specific target for diversity in our staff, this area is important for us and actively monitored by the Human Resources department. Furthermore, as also mentioned in Disclosure 103-1-c for 'Creating equal opportunities in our network' (Diversity and Equal Opportunity), when it comes to engaging with our global network, a good command of the English language is required. In the reporting period, GRI Staff represented 42 countries. For more information on the diversity of our staff refer to Disclosures 102-8 and 405-1.b.Employees receive regular performance and professional development appraisals (PA). This process begins on 1 October of each year. Employees who joined on or after that date do not participate in the year's appraisal as the period between October and December is too short to judge their performance accurately. Employees who leave the organization, or take maternity leave or extended parental leave do not receive a review. This explains why the number of eligible employees may be higher than the number who actually receive a Performance Appraisal every year. For the Period 1 Jan- 31 December 2017, 90% of all 82 eligible employees received a Performance Appraisal. The results of the performance appraisals for 1 January - 31 December 2018 will be available in 2019.

We believe that the recruitment, retention, and professional development of our staff can contribute to more knowledgeable sustainability professionals that can further the mission and vision of our organization within, as well as at other organizations and in other settings.

GRI staff channel feedback about professional development and other employee related matters through their line managers, the HR department, and the GRI Works Council, a worker representative council that works to improve GRI policies and for the benefit of the organization as a whole, in a collaborative and transparent approach. For further information about the GRI Works Council please refer to 'Mechanisms for workforce feedback and complaints and their resolutions' under 'Training and Education'.

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach

GRI does not have standardized targets for diversity and professional development, but the Management Team regularly reflects on whether the organization is still a good place to work, and provides enough challenge and support. In 2018 the Human Resources department further developed and implemented the HR Management application SYMPA HR, which helps to keep track of training and other HR related topics more effectively.We are a dynamic organization, whose employees are generally young, well-educated and international. These characteristics do impact the turnover in staff. Some employees who leave each year are early in their career and continue to grow in other positions elsewhere. Others return to their home country or continue their education after a few years. Understanding the underlying reason for leaving the organization is important to manage the turnover rate and to provide learnings for retention. The HR department conducts confidential in-person exit interviews, which, among others, helps distinguishing between preventable and non-preventable resignations. Staff turnover is reviewed and evaluated by the management team monthly.

ii. The results of the evaluation of the management approach

The in-person exit interviews have proven to be an insightful mechanism to better understand staff turnover. About half of the employees leaving the organization do so for reasons that cannot be influenced by GRI (i.e. non-preventable, such as return to home country, ending of working permit, relocation of spouse). Others leaving are mainly related to career development and progress. The after-effects of the strategy realignment in 2017 also led to the departure of some staff.

iii. Any related adjustments to the management approach.

None.

GRI 401: Employment 2016

401-1: New employee hires and employee turnover

Total number and rate of employee turnover during the reporting period, by age group, gender and region

Supplementary information beyond GRI reporting requirements
<p>

</p><p style="margin: 0in 0in 8pt;">
</p>

Training and Education

GRI 103: Management Approach 2016

103-1: Explanation of the material topic and its Boundary
The professional development of our diverse and qualified employee force is of outmost importance and ranks highly as one of GRI's impacts that internal stakeholders care about. We strive to foster the growth of professionals whose work approach furthers the goal of sustainable development while working with us, and in their future careers wherever in the world they may be. To further this goal, we have implemented a collaborative approach to professional development, which is an employee-driven mix of training, mentoring and peer-learning.

b

i. where the impacts occur
Most of the impacts of professional development occur within the organization, directly with GRI staff, although staff moving to other organizations and positions indirectly contributes to a more educated pool of sustainability professionals.

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.
The organization is causing the impact. Since staff sometimes move on to other organizations and positions that may contribute to sustainable development, the impacts of professional development at GRI also have global reach, indirectly contributing to a more educated pool of sustainability professionals.

No specific limitation regarding the topic boundary.

103-2: The management approach and its components

We believe that professional growth is a collaborative effort led by the individual member of staff, with the support of line managers and the Human Resources department. Members of GRI staff can avail themselves of training and other development opportunities according to their needs and professional situation. To systematize these efforts, in 2017 GRI developed an 'Approach to Professional Development', which covers our view on professional development, how an individual development plan can be set up, and forms part of the Performance Management Methodology (PMM) process. This effort began with input from the Works Council, and was rolled out in the first half of 2018, and applies to all workers at GRI who have the status of employees, including regional staff working outside of the Amsterdam office. The approach formalized a procedure for ensuring that employee-driven professional development is adequately implemented. It includes tools and systems to help employees track how they are progressing, and it defines roles and responsibilities for action. As of the second half of 2018, the Human Resources department began to keep record of how often the approach is used by staff.Employees receive regular performance and professional development appraisals (PA). This process begins on 1 October of each year. Employees who joined on or after that date do not participate in the year's appraisal as the period between October and December is too short to judge their performance accurately. Employees who leave the organization, or take maternity leave or extended parental leave do not receive a review. This explains why the number of eligible employees may be higher than the number who actually receive a Performance Appraisal every year. For the Period 1 Jan- 31 December 2017, 90% of all 82 eligible employees received a Performance Appraisal. The results of the performance appraisals for 1 Jan - 31 December 2018 will be available in 2019.

We believe that encouraging the professional development of our staff can contribute to more knowledgeable sustainability professionals who can further the mission and vision of our organization within, as well as at other organizations and in other settings.

Description
vi. GRIEVANCE MECHANISMSGRI staff channel feedback about professional development through their line managers, the HR department, and the GRI Works Council, a worker representative council that works to improve GRI policies and for the benefit of the organization as a whole, in a collaborative and transparent approach.

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach
GRI does not have standardized targets for professional development, but the Management Team regularly reflects on whether the organization is still a good place to work, and

provides enough challenge and support. In 2018, the Human Resources department further developed and implemented the HR Management application SYMPA HR, which helps to keep track of training and other HR related topics more effectively.

ii. The results of the evaluation of the management approach

When it came to use of the approach to professional development rolled out in the first half of 2018, we saw that adoption fell well below expectations. Furthermore, we have identified the following limitations for our management approach:- the available budget for training is not unlimited- the work schedule and availability of employees can become barriers to mentoring and peer learning- the size and organization type of GRI makes it challenging to offer other methods of professional development, such as job rotation.

iii. Any related adjustments to the management approach.

There is a low rate of adoption for the approach to professional development. We are considering alternative ways of bringing the new tools and systems to the attention of staff.

GRI 404: Training and Education 2016

404-1: Average hours of training per year per employee

a

Average hours of training that the organization's employees have undertaken during the reporting period, by gender

Gender	Average hours of training
Male	7.35
Female	8.77

Average hours of training that the organization's employees have undertaken during the reporting period, by employee category

Category name	Average hours of trainning
Support Staff	12.47
Middle Management	4.03
Senior Management	1.91
Other (Interns and Volunteers)	3.33

Supplementary information beyond GRI reporting requirements

<p>These numbers refer to formal training received by employees, most often from an external party, and do not include on-the-job training. </p>

404-3: Percentage of employees receiving regular performance and career development reviews

a

Gender	% of employees per gender who received a regular performance and career development review during the reporting period
Male	89.47
Female	90.48
Employee category name	% of employees who received a regular performance and career development review during the reporting period
Middle Management	90.00
Senior Management	81.82
Support Staff	92.68

G4 NGO Sector Disclosures: Mechanisms for workforce feedback and complaints and their resolutions

Organization response

GRI staff channel feedback and complaints through their line managers, the HR department, and the GRI Works Council, a worker representative council that works to improve GRI policies and work for the benefit of the organization as a whole, in a collaborative and transparent approach.Complaints about discrimination or (sexual) harassment go directly to the Human Resources department and a complaint register is kept. During the reporting period, three formal complaints were filed. Appropriate action was taken for each complaint filed, following the procedures established in relevant policies. The indivinduals involved were informed accordingly. HR is also aware of specific disagreements that arose between employees and line managers or among employees. No formal complaints were filed with HR during the reporting period on these matters.GRI Works CouncilAs mandated by Dutch law, GRI has a Works Council. Established in 2013, its mission is to check, give consent and suggest improvements on GRI policies and work for the benefit of the organization as a whole, in a collaborative and transparent approach. As part of its mission, the Works Council collects feedback from staff and acts as a representative to management on staff's behalf. The group can also provide input to management on policy and decision-making. In 2018, the GRI Works Council actively collected staff feedback through the 'Hot Topics' initiative and staff survey. These initiatives helped inform the Works Council's work plan. It also used results of the staff survey and introductory meetings for new employees to highlight areas of staff concern to management. After each meeting and consultation with management, the Works Council presents a summary of the results on GRI's intranet page, ensuring that staff have full access to information.

Diversity and Equal Opportunity

GRI 103: Management Approach 2016

103-1: Explanation of the material topic and its Boundary

As a global organization that develops standards and services aimed to promote sustainability reporting for all types of organizations anywhere in the world, it is important that our processes reflect the wide range of viewpoints and areas of interest that form the basis for our work. Sustainable development is a global challenge and the diversity of geographical and constituent representation is imperative to make our work most relevant for all stakeholders.

b

i. where the impacts occur

We define the boundary of the impact within our network in these main areas: GRI Staff   GRI Governance Bodies   GRI Working Groups and Technical Committees   Other key GRI activities

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

GRI is causing this impact (see Disclosure 103-1- b.i).

See reasons for omission for 405-1.

103-2: The management approach and its components

The underlying principle for our management approach is

finding the person whose skills and experience best fit the role. Keeping this

in mind, below is a description of how we manage the topic within the topic

boundary (as defined in Disclosure 103-1-b.i). GRI Staff We encourage a working environment that respects and

celebrates diversity, and our 'GRI Diversity Policy' outlines how we approach

diversity in our recruitment and retention of staff. We are committed to

providing an 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.   While we do not have a specific target for diversity in our

staff, this area is important for us and actively monitored by the Human

Resources department. In the reporting period, GRI Staff represented 42

countries. For more information on the diversity of our staff refer

to Disclosures 102-8 and 405-1.b. GRI Governance Bodies Transparency, efficiency and relevance drive our work, and

GRI's governance bodies are designed to ensure that our multi-stakeholder

nature is reflected in our decision making processes at the highest level. To

ensure that all different relevant stakeholders are represented in the

organization's strategy, the Stakeholder Council (SC) has an advisory role to

the GRI Board when it comes to strategic directions and choices. Furthermore,

the SC is represented in the GRI Nominating Committee (GNC) and appoints Board

members, with the exception of the Chief Executive. Three Board members and three SC members form the GNC, which coordinates and manages the yearly nomination

process for positions in the Board of Directors and the SC. The process is designed to

ensure transparency, openness and objectivity. Members of the Independent

Appointments Committee (IAC) are appointed by the GNC and three external individuals1.
 There is an open call for nominations for our governance bodies that is widely

disseminated through GRI's website, and the network of the SC, the IAC, the Global Sustainability Standards Board (GSSB)

and the Due Process Oversight Committee (DPOC), with a notice period of at

least 60 days. The Committee also evaluates the performance of sitting members

who are eligible for re-nomination. Members of all governance bodies within GRI

are encouraged to actively look for and engage with potential candidates at all

levels. For more information on the diversity of our Governance

Bodies refer to Disclosure 405-1.a

GRI Project Working Groups and

Technical Committees for the development of Standards
The GSSB Due Process Protocol ensures that GRI Project Working Groups and Technical Committees, which are

tasked with making recommendations for the development of the GRI Standards, reflect a

balance of multi-stakeholder constituencies. These constituencies include business, civil society, labor,

investors, and mediating institutions, such as consultants and assurance

providers.

The principal criterion for

selecting experts is the identification of the best persons for the job. During

the selection process we consider the following criteria: relevant knowledge,

relevant experience, and availability to perform the role. In addition,

geographical, gender and cultural diversity are also considered.

Other key GRI activitiesFor our other key activities, such as our own hosted GRI

events, we aim to meet our ambitions for

inclusiveness and diversity when we invite speakers for our panels and

sessions. While we do not set a specific target for diversity among speakers,

this is an area that we monitor very closely and report on (e.g. see 5th GRI

Global Conference highlights, p.3, 2016) _____ (1)
External individuals are understood as representatives drawn from the field of

international normative (sustainability) standard setters. These organizations (still to be determined) would be eligible to nominate one senior employee each. This may include organizations such as IOSCO, ILO (specifically from their Labor constituency as advised by the Council of Global Unions) or UNEP.

We believe that following our own established

management approach will enable us to create an equal and diverse GRI network.

Description

See Disclosure 103-2.a

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach

We monitor each process individually and critically assess

whether we meet our ambitions for inclusiveness and diversity. As mentioned in

Disclosure 103-2, we do not set specific targets for diversity, but we actively

monitor and report on the diversity within our network, and on some occasions,

we may need to take action.
For example, if we assess during the planning

of one of our own events that the panel of speakers does not meet our ambitions

for diversity, then we will strengthen our efforts and will reach out to other

potential speakers. While ultimately availability and expertise guide the

choices regarding who is a speaker at our events, creating a balanced and

diverse panel of speakers is important to us.

ii. The results of the evaluation of the management approach

We are constantly evaluating the effectiveness of our management approach, on a case by case basis. For our GRI hosted events we always strive for an equal and balanced representation of speakers. However, the ideal balance cannot always be achieved; whether a speaker will be available at the time of an event or conference is outside our control. The GRI Standards are available in 10 languages and they are being used in all regions of the world, which is a testament to the international and diverse nature of GRI's work. When it comes to engaging with our global network, the only limitation we have is that a good command of the English language is required.

iii. Any related adjustments to the management approach.
None.

GRI 405: Diversity and Equal Opportunity 2016

405-1: Diversity of governance bodies and employees

Diversity of governance bodies

Diversity categories for organization's governance bodies	Percentage
i. Gender: Male	55.0%
i. Gender: Female	45.0%
ii. Age group: under 30	0.0%
ii. Age group: 30-50	0.0%
ii. Age group: over 50	0.0%

b

Supplementary information beyond GRI reporting requirements
<p>Regarding Disclosure 405-1-a.ii, we do not track the age groups of our governance bodies.
</p><p>
</p><p>

</p>

Custom Topics

Fostering Effective Collaboration with other Organizations

GRI 103: Management Approach 2016

103-1: Explanation of the material topic and its Boundary

Collaboration with a broad set of stakeholders, along with a clear due process, lies at the heart of how GRI develops credible, globally accepted standards. It is also embedded in the multi-stakeholder approach underpinning our governance structure, which fosters inclusion and promotes working with other actors, including international organizations, governments and non-governmental organizations, and the corporate world, as well as other standard setting initiatives.

b

i. where the impacts occur

GRI's mission is to empower sustainable decisions by companies and other stakeholders in society. Effective collaboration with our multi-stakeholder network allows us, through the GRI Standards, to create a common global language on ESG issues. This common language and the related transparency provided by the GRI standards, enables conversation that can impact the decision making within and/or around organizations

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

The organization is directly linked to the impacts through its relationships with other organizations.

No specific limitation regarding the topic boundary.

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach

We are constantly evaluating and developing our approach to existing stakeholders and, as the field of sustainability reporting evolves, GRI continues to identify stakeholders that hold new opportunities for cooperation and alignment. We engage in collaboration clearly aligned with our objectives, capacity, and Key Performance Indicators, and we monitor the number of references to GRI in policies and other reporting instruments, which allows us to evaluate progress and effectiveness. A second driver for constantly updating and growing

our network, is the development of specific standards. In order for each to reflect the most recent thinking, we are constantly identifying and engaging with a wide range of experts.

ii. The results of the evaluation of the management approach
We are constantly evaluating the effectiveness of our management approach.

iii. Any related adjustments to the management approach.
None.

103-2: The management approach and its components
We

consider collaboration crucial to the work that we do and have established

long-standing partnerships with the following organizations:
CDP
Danish

   Institute for Human Rights
International

   Organization for Standardization's ISO 26000
International

   Finance Corporation
The Earth

   Charter InitiativeThe International Integrated Reporting Council (IIRC)
The

   Organization for Economic Co-operation and Development (OECD)
Sustainability

   Accounting Standards Board
The UN

   Conference on Trade and Development (UNCTAD)
The UN

   Environment Program (UNEP)
The UN

   Global Compact
World

Business Council for Sustainable Development (WBCSD)
Further, we have a multi-stakeholder governance structure

with 90 seats, representing five constituencies and in the reporting period

with membership drawn from seven regions and more than 30 countries. We also collaborate with governments and foundations to

improve reporting in emerging markets. They provide input and the funding to

make our activities possible. Our active projects in the reporting period were

funded by the governments of Australia, United Kingdom, Switzerland, Sweden, and

Norway. Other funders include Alcoa Foundation, Fundación ONCE, and Robert Wood

Johnson Foundation. As the role of sustainability reporting evolves, both

governments and GRI have a shared interest in ensuring that GRI's activities

help support government-agreed goals and are optimally supported – and used –

by public agencies, GRI therefore also convenes the Governmental Advisory

Group. Its an informal advisory body that has no constitutional role but serve

in a high-level function to advise and provide feedback to GRI's Board and

Executive Management. We are in constant dialogue and engagement with the private

sector. When it comes to the support and involvement of corporations, the GRI

Community, our membership program, connects more than 500 organizations from more

than 60 countries. They range from multinationals to small enterprises, and

from civil organizations to investors, all with the common interest to advance

sustainability reporting GRI also works together with a network of 45 Data Partners who

help capture vital information about sustainability reporting the world over.

And to help sustainability professionals deepen their knowledge of

sustainability reporting, we have a network of nearly 100 GRI Certified

Training Partners around the globe. They add their local knowledge to give

reporters insights into the relevant sustainability issues in their regions and

can also provide training in the reporters' own language. Finally, to give

concrete tools to those professionals who are responsible for reporting on

sustainability impacts, we have partnerships with 20 companies that offer

software and tools that can help collect data and manage the reporting process

while ensuring that the report meets GRI requirements.

Because of the central nature of collaboration

to GRI's ability to develop credible, relevant, high-quality standards, it is

essential for us to create and maintain a good working relation with all

members of our network.

Description
Not applicable.

Custom

Driving Better Sustainability Reporting

GRI 103: Management Approach 2016

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach
We believe that GRI is most effective when more organizations, governments, and
companies, regardless of their size or their sector, use the GRI Standards to report, avail
themselves of our services to increase the accuracy of the data they collect, and participate

in our global community and contribute to the further development of GRI and the GRI Standards. And we evaluate our standards and services through regular consultation with the report preparers that use our services and with members of the GRI Community. In this way, we ensure GRI's offering continues to be fit for purpose, giving report preparers ways to improve their sustainability reporting.

ii. The results of the evaluation of the management approach
We are constantly evaluating the effectiveness of our management approach.

iii. Any related adjustments to the management approach.
None.

103-1: Explanation of the material topic and its Boundary
GRI's mission is to empower decisions that create social, environmental and economic benefits for everyone, by helping organizations understand and communicate their impact on critical sustainability issues. To do this effectively, the GRI Standards and the reporting process seek to help organizations and their stakeholders to obtain information they can readily act on.In the past two decades, the GRI Sustainability reporting framework has been used by thousands of organizations worldwide to communicate their non-financial, performance. In more recent years, investors, policy makers and stock exchanges have increasingly started to require non-financial reporting from publicly listed companies. In coming years, we will continue supporting new and existing report preparers to ensure that more sustainability professionals use the GRI Standards. Furthermore, we will continue working together to ensure that reports are useful for decision-making and improve the quality of the data that is reported.We believe that reporting practices should address the main impacts particular to each organization. And that better quality reporting will create a virtuous circle that promotes credibility, transparency and in turn drives better and more useful reporting practice.

b

i. where the impacts occur
The impacts occur in spheres outside of GRI as an organization, including, but not limited to: - Among report preparers and sustainability professionals that use the GRI Standards   - Among stakeholders who are the intended audience or beneficiaries of the reported information or related sustainability reporting process   - Among policymakers who want to advance sustainability reporting and refer to the GRI Standards when looking into non-financial disclosure obligations.The activities of report preparers can only be linked indirectly to GRI's activities. Yet it is our strong belief that because the GRI Standards help these organizations measure their impacts in concrete ways, they are better able to manage the issues that are material to them and their stakeholders.

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

GRI actively promotes the use of its Standards and the practice of sustainability reporting in general through activities such as the Certified Training Program (in collaboration with partners); implementation of various capacity building programs, including in developing countries; and through speaking engagements at events around the world. In addition to encouraging the uptake of the practice of sustainability reporting, GRI believes that these activities also help improve quality of the reporting.

No specific limitation regarding the topic boundary.

103-2: The management approach and its components

To achieve our goal of making sustainability

reporting more efficient and effective, we have identified the following areas

where GRI's activities can lead to better sustainability reporting:

1.

Continuous development of the GRI Standards. The Global Sustainability

Standards Board (GSSB), GRI's independent standard setting body, is committed

to the continuous development and improvement of the GRI Standards. This

ensures the Standards are aligned with best practice for managing and reporting

on economic, environmental and social impacts, and that they cover new and

emerging issues. In 2018, the GSSB published updated standards for water and

effluents and occupational health and safety, and started the review of its

standards on human rights and waste, as well as a new standard on tax and

payments to governments. The GSSB work program can be accessed here.

2. Training and Coaching: In its nearly 10

years of existence, GRI's Global Training Program has managed to establish a

network of around 100 Certified Training Partners in 50 countries, with more

than 3,500 participants taking the GRI Standards Course during the reporting

period, and more than 35,800 participants taking GRI's courses since its

inception. Since the launch of the online Standards Exam in July 2017, there

have been 266 takers. 3. Report services and tools: Better reporting

means better communication with stakeholders, and more transparency. Through our wide range of services, we help organizations improve the quality of their

sustainability reports, making them easier to navigate. More than 600 companies

made use of the GRI Content Index and Materiality Disclosures Service, among

others.For example, with our Kick-off Service we gave

reporters a boost, and the Review Services to help reporters gain insights on

the content of their report, to incorporate that feedback going forward. We

certified 10 Software Tools Providers in 2018, ensuring the GRI Standards are

accurately incorporated into their various reporting tools. In the same period,

GRI developed and launched the Digital Reporting Tool which helps report

preparers provide an interface that is easy to use and allows companies to

customize their own set of material metrics drawn from the GRI Standards, map

their data needs and include responses to their selected disclosures. This tool

has been made possible with the support of the Swedish International

Development Cooperation Agency (SIDA) and inspired by the work done for the

Digital Reporting Platform under the Competitive Business Program funded by the

Swiss State Secretariat for Economic Affairs (SECO). 4. GRI

GOLD Community: The GRI GOLD Community members are GRI's core supporters. They

are at the heart of the community shaping the future of sustainability and

reporting, and empowering decision making towards a more sustainable economy

and world. The GRI GOLD Community includes diverse companies and organizations

across business, consultancies, civil society, academia, labor, public and

intergovernmental agencies. They are always up to date with the latest insights

and trends in sustainability and reporting, demonstrate leadership, collaborate

with peers, and form a global community of practice and knowledge sharing.

During the reporting period more than 500 organizations from over 60 countries were
active in

the GRI GOLD Community.As the

field of sustainability reporting continues to evolve and grow, GRI's

membership program evolves with it. In 2019, we are building on years of

success for GRI's global network with the establishment of the new GRI

Community. 5. GRI Data Partners: GRI works together with a

network of around 45 Data Partners who help capture vital information about

sustainability reporting over the world. 6. Certified Software and Tools Program: In

order to give concrete tools to those professionals who are responsible for

reporting on sustainability impacts, we have partnerships with around 20

companies that offer software and tools that can help collect data and manage

the reporting process while ensuring that the report meets GRI requirements.

See Disclosure 103-2-a

See Disclosure 103-2-a

Custom

Improving Performance through Sustainability Reporting

GRI 103: Management Approach 2016

103-2: The management approach and its components
GRI's main source of information about the impact of sustainability reporting was anecdotal evidence. However, as part of its monitoring, evaluation and learning activities (MEL), in 2018 we established several initiatives to contribute to the collection of more evidence on corporate reporting and its causal relationship with corporate behavioral change and impacts. These include but are not limited to: - Research activities to contribute to the discourse about the impact of sustainability reporting   - Data gathering to measure impact of Sustainability Reporting and GRI's donor-funded programs   - Outlining activities that should be taking place to develop/validate the GRI Theory of Change

Sharing this information with the committed community of report preparers, investors, policy makers and donors supports GRI's efforts and incentivizes more organizations to engage in sustainability reporting. We understand that GRI's work does not happen in isolation, and that any impacts that occur, whether positive or negative, are only partly influenced by our work. But by carefully monitoring the work that we do, we can learn, improve, and maximize our impact. This allows us to generate evidence of our organizational impact, and to understand where and how GRI's input is helping enact change. It also gives us clear direction to replicate or scale up successful activities.

Description
iv. The GRI Executive Teamv. The GRI Program Implementation Teamvii. See Disclosures 103-2-a and 103-2-b

103-1: Explanation of the material topic and its Boundary
The ultimate goal of GRI is to contribute to a sustainable global economy, as established in in our Theory of Change. We believe that using the GRI Standards can help bring about more awareness and transparency regarding the sustainability related impacts of reporting organizations on the world.

b

i. where the impacts occur

The reach and scope of our work is global, and is present wherever organizations use the GRI Sustainability Standards to produce a report.

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

GRI actively promotes the use of its Standards and the practice of sustainability reporting in general through activities like the Certified Training Program (in collaboration with partners), implementation of various capacity building programs, including in developing countries; and through speaking engagements at events around the world.

None.

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach

As described in Disclosure 103-2-a, GRI started research to measure the impact of its work in 2018. Outcomes of some of these initiatives are being shared as of 2019, as they are finalized.

ii. The results of the evaluation of the management approach

Both internal and external stakeholders have responded positively to the increased focus on researching impact and GRI will continue to expand on this work, including forging new partnerships in the coming years.

iii. Any related adjustments to the management approach.

None.

Harmonizing the Sustainability Reporting Landscape

GRI 103: Management Approach 2016

103-3: Evaluation of the management approach

a

i. The mechanisms for evaluating the effectiveness of the management approach
In recent years, several new reporting initiatives have begun offering tools that are oftentimes sector specific. GRI engages with these initiatives, trying to ensure that reporting becomes more efficient, lowering the burden for report preparers. Our goal in the foreseeable future is alignment and complementarity among the key reporting and disclosure initiatives with significant uptake in different areas, in the belief that this would encourage more companies to report on their impacts, and that the resulting reports would be of better quality and more useful.

ii. The results of the evaluation of the management approach
We are constantly evaluating the effectiveness of our management approach.

iii. Any related adjustments to the management approach.
None.

103-2: The management approach and its components
The GRI framework, including the GRI Standards can be used to comply with requirements set by other actors. We commit to communicating this to all potential users. We are also transparent about GRI's potential to meet all of these reporting needs and continue to collaborate with partners in strategic areas to further harmonization.GRI continuously develops and updates linkage documents that outline important linkages to other frameworks and enable organizations to fulfil multiple reporting requirements using the GRI Standards. Here are some of the linkage documents with the frameworks that we currently engage with: - Linking GRI and CDP: Water and Effluents (31 Oct 2018)- Linking the GRI Standards and the SEBI BRR Framework (14 Feb 2017)- Linking the GRI Standards and the EU Directive on Non-Financial and Diversity disclosure (14 Feb 2017)- SDG Compass Annex: Linking the SDGs and GRI Standards (06 Feb 2017)- Linking GRI and CDP: How are GRI Standards and CDP climate change questions aligned?

(08 Dec 2016)- Linking the GRI Standards and HKEX ESG Reporting Guide

(21 Nov 2016)The role of the GSSB in harmonizationThe

 GRI Standards are developed in alignment with expectations set out in

internationally recognized standards, such as UN, ILO and OECD

instruments. The GSSB invites other standard-setters to participate in

the expert groups developing the GRI Standards and consults with them

regularly to ensure the different standards are aligned as much as

possible. For example, the Technical Committee reviewing the human

rights-related Standards includes experts from the UN, OECD, and Shift,

the Technical Committee developing the draft Standard on Tax and

Payments to Governments includes an expert from the UN PRI, and the

Project Working Group reviewing the GRI waste disclosures includes an

expert from CDP, among many others.

See Disclosure 103-2-a

Description
See Disclosure 103-2-a

103-1: Explanation of the material topic and its Boundary
In its 20 years of existence GRI has contributed to making sustainability reporting a widely adopted practice, particularly among large companies. The GRI Standards are the most widely used worldwide and cover three universal standards and over 32 topic specific standards.The message from report preparers and data users alike is clear. The emergence of multiple other reporting framework initiatives has led to confusion. Companies are looking for a simple and aligned system for standardized reporting, and stakeholders need information that is comparable and usable. Harmonization is the logical next step in our continuous efforts to coordinate activities with other actors.

b

i. where the impacts occur
Harmonizing the sustainability reporting landscape is a strategic focus area for us. We are committed to helping create the necessary clarity, and driving harmonization by engaging with relevant actors to align and improve corporate sustainability reporting around the world, including financial markets regulators, policymakers and international

organizations, as well as other reporting initiatives. In the meantime, GRI does acknowledge that the objectives and focus of the existing initiatives often do not overlap.

ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

As part of its efforts at continuous improvement, GRI's GSSB has opted to work closely with experts from the relevant players to drive harmonization in updating the Standards. Below is a list with the name of each new or revised standard in 2018 and the relevant organizations that participated in its creation or review: OHS Standard – experts from ILO and US OSHA in the Project Working Group (PWG). Collaboration with ISOWater Standard – experts from CDP and SASB involved building on the work of CEO Water Mandate, WWF, WRI (all part of the PWG)Waste Standard – experts from CDP in the PWGTax Standard – experts from UN PRI, Tax Justice Network and Accountancy Europe in the TC Human rights Standards – experts from Shift, Corporate Human Rights Benchmark, OECD and UN OHCHR in the TCGRI has joined initiatives such as the Corporate Reporting Dialogue to create more clarity in the market and address harmonization through better aligning the various initiatives and offer a higher level of clarity to (potential) report preparers.

No specific limitation regarding the topic boundary.

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