GRI

GRI Annual Sustainability Report 2022:

Towards a global comprehensive reporting system

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Introduction

Letter from
Eelco van der Enden, CEO of GRI

2022 was a year of transformation for GRI on many fronts, and it was a good year. During 2022, our priority focus was set on standards development, global policy engagement and strengthening our brand and financial resources. We saw the publication of new Sector Standards, covering coal, agriculture, aquaculture, and fishing, as well as Topic Standards. In March, we signed a Memorandum of Understanding with the IFRS Foundation, committing both our organizations to coordinate work programs for sustainability-related standard setting activities. We also continued working jointly with EFRAG (former the European Financial Reporting Advisory Group) on the development of European Sustainability Reporting Standards (ESRS). Next to that, our work in the field of engagement, capacity and community building was crucial – without it we would not be where we are today. As an example, participation in the GRI Academy continued to grow with over 800 individuals becoming GRI Certified Sustainability Professionals.

GRI is a transforming factor and frontrunner in the world of sustainability reporting, and in 2022 we celebrated GRI's 25th anniversary. Taking time to reflect on this significant achievement, we see that our brand and message to the world are stronger than ever before. Today, the GRI Standards are 'the global standards for sustainability reporting on impacts.' This is reflected in KPMG's 2022 *Survey of Sustainability Reporting*,[1] which states that 78% of the largest 250 companies (G250) and 68% of the leading 5,800 companies (N100) in the world reporting on sustainability use GRI Standards. Next to that, GRI offers the only reporting standards used by a majority of surveyed companies in all regions (75% in the Americas, 68% in Asia-Pacific and Europe, 62% in ME and Africa). We understand the importance of local engagement and delivery and over the years, GRI has established representation on almost every continent. We will continue to leverage our global reach by strengthening our GRI Networks and growing our team in the different regions. This will further contribute to the overall impact of the GRI Standards, which were more popular than ever in 2022, with 974,000 downloads – a 45% increase compared to 2021.

1 *https://home.kpmg/xx/en/home/insights/2022/09/survey-of-sustainability-reporting-2022.html*

However, it is more than a numbers game: GRI's position as the preferred supplier of sustainability standards for reporting on impacts has not gone unnoticed by funders, regulators and capital markets. As a result, in 2022 we were invited to key panels, boardroom discussions and meetings with regulators and government officials to expand the reach of GRI.

Our financial position and earned revenue are solid due to our grants and revenue generating capabilities. The revenue outlook is positive for all our lines of service – Training & Certification, Report Services, Licensing & Tools, Advisory and Community. For the GRI Networks, we plan to increase stakeholder engagements and drive our services.

Looking ahead

Looking to 2023, we will keep strongly emphasizing the message that there is no sustainability reporting without impact reporting, and GRI is the preferred supplier of standards for reporting on impact. GRI is now well positioned and can play its role as a key contributor to the ESRS standards, particularly due to our complementarity to the ISSB.

GRI has become an organization where 40% of employees work remotely from around the world beyond the Netherlands; by the end of the year, this may be as high as 50%. Therefore, we need to have open lines of communication. With the prospect of growing our revenues, we have the means to invest in our people and organization to achieve our purpose. We will continue to professionalize the organization to achieve:

- Simple and effective operational processes for both business activities and fundraising;
- Strong and agile back office;
- Monitoring progress and performance measurement for progress tracking;
- Good corporate housekeeping (reporting and compliance); and
- A simple organizational structure.

Behind all of this progress is a strong global team of sustainability professionals, GRI's most valuable asset, to whom I extend gratitude as well as congratulations. The GRI team around the world is dedicated to creating a sustainable future enabled by transparency and open dialogue about impacts. I want to express my gratitude again for welcoming me over the course of this year, and look forward to continuing with you on this great journey going forward.

**Eelco van der Enden,
CEO, GRI**

June 2023

● GRI 2-3
● GRI 2-22

Highlights 2022

Setting Standards

974,000
Downloads of the GRI Standards

Completed
- GRI 12: Coal Sector 2022
- GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

Released
Exposure draft for revised GRI 304: Biodiversity

4
Project proposals approved by the GSSB

Collaborating for harmonization

Ongoing
Cooperation with EFRAG

New
MoU with IFRS Foundation

Growing regional impact

89%
The sustainability reporting rate for major companies in India, with GRI the most widely used standard[2]

223
New GRI Certified Sustainability Professionals in North America, a 110% increase compared to the previous year

70%
Of listed companies in ASEAN region report on climate, of which 85% used the GRI Standards

3
Stock exchanges in Africa supported in developing ESG guidance for listed companies

330
Number of listed companies that report in Latin America - 83% of the region's market capitalization – and of these, 97% use GRI

2,000
Attendees at the launch events of the Chinese translations of the revised Universal Standards

GRI: the global standard setter for impact reporting

Headquarters
In the Netherlands

6
Regional Networks

25
Years as the global catalyst for a sustainable future

73
Employees contracted with Amsterdam headquarters

19
Countries represented

39
Languages spoken

Capacity building and supporting reporters

7,000
People from around the world joined the GRI Academy

800+
People successfully completed the Professional Certification Program

52
Partners in the Certified Software and Tools Program – more than double since 2021

Explore GRI's impact throughout this report

GRI envisions a sustainable future enabled by transparency and open dialogue about impacts; based on facts, not perceptions. This is a future in which reporting on impacts is common practice by all organizations around the world. As provider of the world's most widely used sustainability disclosure standards, we are a catalyst for that change.

We provide the world's most widely used sustainability reporting standards – the GRI Standards – which cover topics ranging from biodiversity to tax, waste to emissions, diversity and equality to health and safety.

For over 25 years, we have developed and delivered the global best practice for how organizations communicate and demonstrate accountability for their impacts on the environment, economy and people.

Available as a free public good, the GRI Standards are the world's most comprehensive sustainability reporting standards.

We maintain these through an independent, multi-stakeholder process that relies on our governance structure.

The GRI reporting process for the 2022 Annual Sustainability Report

November 2022 - February 2023

Reporting team established

Stakeholder mapping

Indentification of potential material topics

March - April 2023

Stakeholder survey sent out and responses analysed

Material topics determined

Data gathering

May - June 2023

Report writing

Review and approval process

Layout design

GRI Content Index Service

Report published on 28 June 2023

How we engage with our stakeholders

The GRI Standards are the enabler for transparency and dialogue between companies and their stakeholders. As a global multi-stakeholder organization, engagement is a critical aspect of all our work, as well as for our sustainability reporting.

We want to make sure all our transparency efforts are informed by our most important stakeholder groups. To do this, GRI's Sustainability Reporting Team undertook a stakeholder identification exercise.

Meaningful communication for actionable insights
Input from our stakeholders is highly valuable, so we take various approaches to make sure we record stakeholder feedback and integrate it into our decision making.

We engage with stakeholders where they are. With a wide range of communication channels at our disposal, from in-person meetings to social media, we use communication channels that are appropriate for each stakeholder group and that suit the connection with the relationship owner.

We speak their language. GRI's Regional Networks (located in Africa, ASEAN, Greater China, North America, South America and South Asia) support local-level engagement with stakeholders, ensuring we account for language and cultural differences, including by interpreting key messaging from GRI.

We invite feedback. We reached out to stakeholders across all the groups we identified to provide input into our materiality process via an anonymous survey. We gave all responses equal weight. The input influenced the material topics we determined and our choice of topics to include in this report.

● GRI 3-1
● GRI 2-29

GRI's key stakeholders

- ▶ Why (purpose of the relationship)
- ▶ How (type of engagement)
- ▶ When (frequency of engagement)

- GRI Standards development
- Staff satisfaction
- Reporting and ESG landscape updates
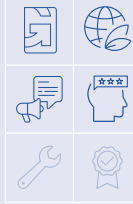- GRI services
- GRI updates
- Certification

GRI staff
- ▶ Ensure staff satisfaction and a strong and healthy organization
- ▶ Staff survey, meetings and internal GRI Share sessions
- ▶ Ongoing (monthly) and annual

Certified Training partners (CTPs) and training participants
- ▶ Share information, troubleshoot and gather feedback
- ▶ GRI Academy messaging, virtual account management and check-in calls, webinars, email surveys
- ▶ Ongoing, annual and ad-hoc
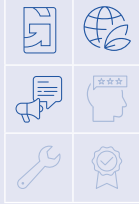
Clients of GRI's reporting support offerings (GRI Academy, Services, CST, Advisory)
- ▶ Gather feedback on GRI services
- ▶ Feedback survey after the service/course is completed
- ▶ Ongoing

GRI Community members
- ▶ Share information, provide a forum for communication and knowledge sharing, support their sustainability reporting journey, get insights and feedback
- ▶ Online global member meetings; Reporting in Practice webinars; virtual calls; email updates
- ▶ Quarterly; 5 times a year; ongoing
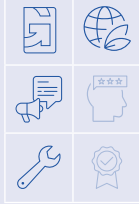
GRI Supervisory Board
- ▶ As part of its task to oversee the Management Board and the general course of affairs of the organization
- ▶ SB: 3 virtual meetings, one in person in Amsterdam; FAR: 3 virtual meetings; N&R: 2 virtual meetings; G&S: 3 virtual meetings (reduced number of meetings due to Governance restructuring)
- ▶ SB: Every 3 months: Sub-committees every three months in preparation for SB meetings.
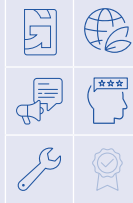
Global Sustainability Standards Board (GSSB)
- ▶ As part of its task of setting globally accepted standards for sustainability reporting
- ▶ 10 virtual meetings, one in-person in Amsterdam
- ▶ Monthly (except August)

Due Process Oversight Committee (DPOC)
- ▶ As part of its work ensuring that the standard-setting activities of the GSSB are conducted in accordance with its due process
- ▶ Virtual meetings
- ▶ Every three months
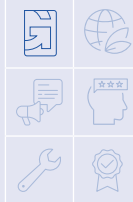
Stakeholder Council (SC)
- ▶ As part of its support of GRI and its work as a sounding board regarding key strategic issues
- ▶ Virtual meetings
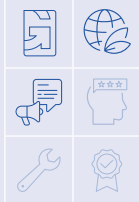
Local governments, civil society organizations, investors, rating agencies and stock exchanges
- ▶ Introduce and represent GRI and GRI Standards, encourage their use in regulation, advocacy and investment
- ▶ Virtual meetings, in-person meetings, events
- ▶ Ongoing

Standards users and potential users (non-member, non-client)
- ▶ Introduce and represent GRI and GRI Standards, provide information, engage with a broader audience
- ▶ External speaking engagements hosted by third parties (live and online), GRI-hosted webinars, email and phone calls
- ▶ Several times per year; weekly; ongoing
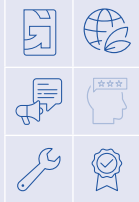
Partners and participants in GRI-led programs
- ▶ Stock exchanges in Africa for integration of ESG; business schools and advocacy partners to develop a cadre of sustainability professionals and purpose-driven leadership; investors
- ▶ Virtual and in-person meetings
- ▶ Ongoing

Donors
- ▶ To discuss progress of program implementation
- ▶ Virtual (mostly) and in-person meetings
- ▶ Quarterly update meetings; annual in-person meetings

Determining GRI's material topics

Stakeholder engagement is critical to GRI as a whole, and specifically to our own reporting process, as this is how we gather input to determine GRI's material topics.

In preparation for this report, GRI's Sustainability Reporting Team connected with more than 4,000 of GRI's stakeholders via a stakeholder engagement survey.

Figure 1 Geographic distribution of stakeholders who responded to the survey

Oceania **1.4%**
Middle East **2.4%**
East Asia **5.15%**
Africa **5.15%**
North America **7.2%**
43.6% Europe
South Asia **7.9%**
Latin America and the Caribbean **12.7%**
ASEAN **14.4%**
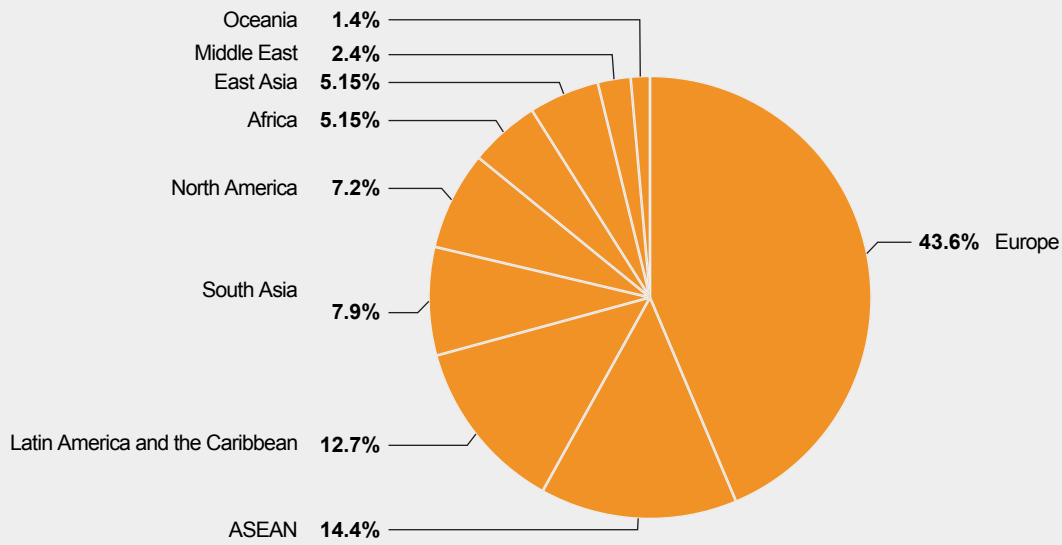
In the survey, we asked stakeholders to:
- rank GRI's likely material topics on the scale from 0 to 5; and
- provide input on other impacts they consider GRI has on sustainable development.

They ranked the following likely material topics and sub-topics:

GRI Standards development
- Enabling impact reporting
- Global multi-stakeholder engagement in the public interest

Standardized impact reporting
- Increased transparency and accountability
- Streamlining/ harmonizing the reporting landscape
- Reporting for a multi-stakeholder audience

Driving reporting uptake
- Accessible Standards
- Advocacy efforts
- Regional impact

Increasing reporting robustness
- Capacity building in sustainability reporting
- Enhancing report quality
- Sustainability data management

Impacts on people
- Organizational diversity
- Engaging with clients

Economic impacts
- Ethical fundraising
- Organizational resilience

Environmental impacts
- Emissions
- Waste

● GRI 2-29
● GRI 3-1

We looked at how stakeholders rated each topic out of five, on average, and the percentage of those who rated each topic as most significant. Overall, GRI's work on the GRI Standards came out as the most significant area of impact, with 'standardized impact reporting' and 'GRI Standards development' both rated 4 or more on average, and with more than half of respondents rating 'accessible Standards' and 'increased transparency and accountability' as most important.

Figure 2 Average rating of likely material topics out of 5

Topic	Rating
Standardized impact reporting	4.08
GRI Standards development	4.02
Driving reporting uptake	3.75
Increasing reporting robustness	3.45
Impacts to people	2.81
Economic impacts	2.58
Environmental impacts	2.12
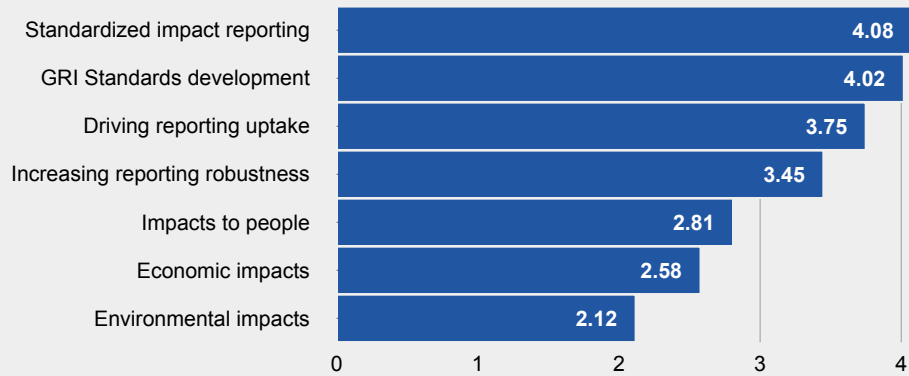
Figure 3 Percentage of stakeholders who rated each sub-topic as the most significant

Sub-topic	Percentage
Accessible Standards	64%
Enabling impact reporting	55%
Increased transparency and accountability	50%
Reporting for a multi-stakeholder audience	47%
Capacity building in sustainability reporting	44%
Streamlining/harmonizing the reporting landscape	41%
Global multi-stakeholder engagement in the public interest	36%
Advocacy efforts	34%
Regional impact	29%
Enhancing report quality	27%
Organizational resilience	26%
Organizational diversity	23%
Sustainability data management	20%
Engaging with clients	19%
Emissions	19%
Ethical fundraising	16%
Waste	16%

● GRI 2-29
● GRI 3-1

Reporting our most significant impacts

To ensure our reporting provides a true picture of GRI's most significant impacts, we set a threshold: we decided to include material topics that scored higher than 2.5 or that were considered significant by more than 20% of respondents in the stakeholder engagement survey. This means the report covers high-rating topics such as 'standardized impact reporting', and not those that were rated lower, such as 'emissions' and 'waste'.

Therefore, the material topics are the following:
- GRI Standards development
- Standardized impact reporting
- Driving reporting uptake
- Increasing reporting robustness
- Impacts on people
- Economic impacts

Emissions were not highlighted as a significant impact for GRI during the stakeholder engagement. We believe, that as a relatively small office-based organization, our biggest footprint when it comes to emissions is our business travel. As travel had not fully resumed post-Covid, emissions are not included in this report. However, GRI acknowledges the importance of this topic and the fact that it is implicitly material to all organizations, regardless of their size. We are therefore committed to monitor our emissions moving forward and aim to come up with a plan to become Net Zero by 2030. The progress on this as well as measures in place to reduce actual and potential emissions will be included in next year's report.

Regarding waste, GRI employees around the world either work in shared office spaces or from home, and therefore waste generated by our operations is considered to be minimal. GRI always disposes of outdated electronic devices such as computers and printers in the most sustainable way possible.

In addition to the potential impacts presented in the survey, GRI's stakeholders also raised what they consider additional positive and negative aspects of GRI's impacts on sustainable development.

● GRI 3-1
● GRI 3-2

In line with the responses to the rest of the survey, the positive aspects stakeholders identified were connected to GRI's contribution to standardized impact reporting. Here are the aspects raised (anonymized and consolidated):

"GRI raises awareness of impact reporting by disseminating its standards and expertise worldwide as freely accessible public goods."

"The GRI Standards assist organizations in establishing and monitoring goals and targets using effective indicators by aligning with the United Nations Sustainable Development Goals."

"The GRI Standards enhance transparency, accountability and credibility."

Stakeholders also raised concerns and identified potential negative aspects (anonymized and consolidated):

"The GRI Standards and sustainability reporting in general can be used by the organizations as a greenwashing and cherry-picking tool. GRI should establish clear criteria for distinguishing between 'good' and 'bad' reports."

"The GRI Standards are a voluntary framework and thus organizations are not held accountable on whether they implement the framework correctly."

"GRI needs to develop Standards on new topics (the transfer of wealth by corporations, data security, data privacy, social capital, etc.)."

► You can read our responses to these aspects in the chapter _Developing the world's most widely used sustainability standards_.

Our stakeholders also shared suggestions for how GRI could improve its impacts. Adapt the GRI Standards and services to regional and local contexts and partner with local organizations and consultancies; support small and medium-sized organizations.

► Discover how _GRI Networks approach regional and local contexts_

Increase collaboration with governments and regulators to promote the enforcement of sustainability frameworks

► Explore _GRI's partnerships_

Pursue the harmonization of sustainability frameworks

► Find out about _GRI's harmonization efforts_

Developing the world's most widely used sustainability reporting standards

The GRI Standards

GRI makes its most significant impact through the GRI Standards: 78% of the G250 (the 250 largest companies in the world by revenue) and 68% of the N100 (the top 100 companies by revenue in each of 58 countries) used the GRI Standards in their sustainability reporting in 2022.[3]

We see the growing use of the GRI Standards reflected in the downloads too. In 2022, there were 974,000 downloads – 45% more than in 2021.

Total GRI Standards downloads 2020 - 2022
2,046,579

Year	Downloads
2020	437,846
2021	634,191
2022	974,542

Top five languages downloaded
1. English
2. Spanish
3. Italian
4. Bahasa Indonesia
5. German

● GRI 3-3 GRI Standards development
● GRI 3-3 Standardized impact reporting

3 KPMG Global Survey of Sustainability Reporting 2022, available at: *https://assets.kpmg.com/content/dam/kpmg/se/pdf/komm/2022/Global-Survey-of-Sustainability-Reporting-2022.pdf*

The GRI Standards are a set of interrelated modular standards that any organization can use to report their impacts.
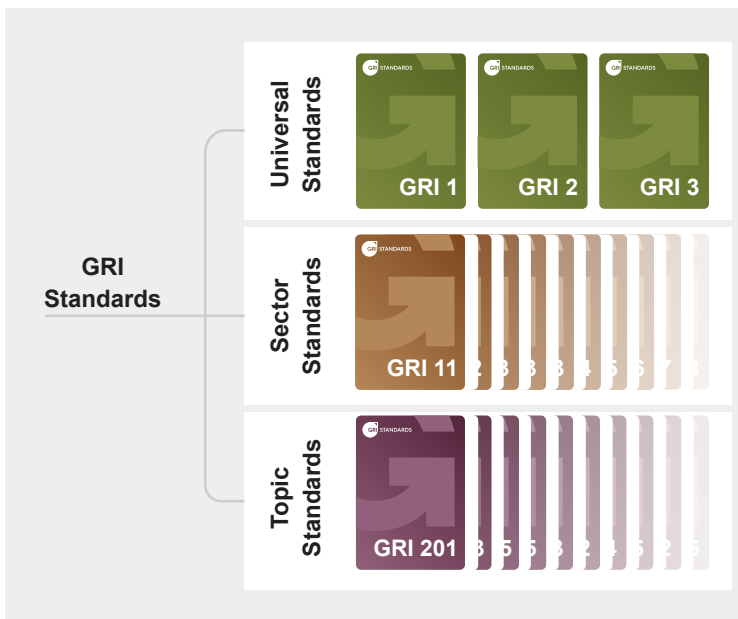
We regularly update the GRI Standards to ensure they reflect the global best practice for impact reporting. The Standards are developed through a robust multi-stakeholder approach, ensuring participation and expertise of diverse stakeholders. In 2022, we progressed in many projects to enhance and revise the GRI Standards, including working on new and existing Topic Standards and Sector Standards.

- GRI 3-3 GRI Standards development
- GRI 3-3 Standardized impact reporting

New GRI Sector Standards: coal, and agriculture, aquaculture and fishing

In 2022, GRI completed the *Sector Program pilot projects* with the publication of two new GRI Sector Standards:

- *GRI 12: Coal Sector 2022*
- *GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022*

The GSSB prioritized these sectors due to their widely documented impacts across economic, environmental and social dimensions. After the release of *GRI 11: Oil and Gas Sector 2011* in October 2021, *GRI 12* and *GRI 13* were published in 2022, and both will come into effect for reporting from 1 January 2024.

Supporting transparency in the coal sector

GRI 12: Coal Sector 2022 provides the authoritative, internationally applicable standard for all coal organizations to assess and communicate their impacts, with a central focus on accountability on climate change and the transition to a decarbonized economy. The Standard features 22 likely material topics for coal organizations, enabling them to disclose, for example, their:

- exploration, mining and processing of thermal and metallurgical coal;
- transportation, storage, closure and rehabilitation activities;
- activities supporting the transition to a decarbonized economy, including business model alignment, GHG emissions targets and investment in new technologies to remove carbon from the atmosphere;
- engagement with local stakeholders, including their meaningful engagement with vulnerable communities and Indigenous Peoples;
- land use and resettlement;
- socioeconomic, cultural, and human rights impacts on local communities.

GRI 12 is based on authoritative instruments that shape the expectations of the responsible business conduct of the coal sector.

Authoritative instrument	Content in *GRI 12*
Paris Agreement	Expectations related to climate change
United Nations Declaration on the Rights of Indigenous Peoples	The right to free, prior, and informed consent
Voluntary Principles on Security and Human Rights	Expectations on the use and management of security personnel
Global Industry Standard on Tailings Management	Reporting on tailings facility integrity
Extractive Industries Transparency Initiative (EITI) Standard	Payment, contract and ownership transparency

● GRI 3-3 GRI Standards development
● GRI 3-3 Standardized impact reporting

A *group of experts* with extensive experience in raw materials (coal, mining, oil and gas), sustainability, good governance and responsible supply chains developed *GRI 12*. Following the *Due Process Protocol*, GRI engaged with external stakeholders outside of the working group to gather further input on the content.

GRI published the exposure draft of the Standard for a public comment period of over two months. Individuals and organizations with expertise on the sector's impacts had the opportunity to engage with the content through public webinars, regional workshops, individual consultations, and an online consultation platform. We received 29 responses from organizations and individuals.

Enabling impact reporting in agriculture, aquaculture and fishing

GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022 is the first global and holistic sustainability reporting standard for all companies in the upstream production of crops, animals and seafood, setting expectations for the disclosure of their shared and distinct impacts.

While *GRI 13* covers topics that are cross-cutting and common to the production and aggregation of a wide range of commodities, it also recognizes the differences between the sectors and their business relationships. With 26 likely material topics for organizations undertaking crop production, livestock production, fishing and aquaculture, the Standard supports their disclosure of, for example, impacts related to:
- Climate and environment
- Farming and fishing practices
- Food and health
- Human rights and communities
- Equitable livelihoods
- Ethics and governance

GRI 13 draws from and aligns with a number of authoritative international instruments and frameworks that are relevant to the sectors, including those from the Food and Agriculture Organization, International Labour Organization, International Maritime Organization, and International Organization for Migration.

A group of *19 experts* developed the content of *GRI 13* following the *Due Process Protocol*. The working group consisted of experts in agriculture, aquaculture and fishing supply chains and corporate sustainability reporting. The development of the Sector Standard was also strengthened with peer review by 29 experts representing business, civil society, investor, labor, and mediating institutions.

GRI published the exposure draft of the Standard for a public comment period and received 53 submissions from organizations and individuals.

Some highlights from GRI's Latin America Network
In the Latin America region, eight countries reference or require the GRI Standards for sustainability reporting. In total, 330 listed companies, representing 83% of the region's market capitalization, disclose sustainability information, and out of these, 97% use the GRI Standards.
In addition, over 2,000 SMEs in the region use the GRI Standards to report on their sustainability impacts, 552 of which were first-time reporters in 2022. This is the result of GRI's capacity building programs, supported by the Swiss State Secretariat for Economic Affairs (SECO) and the Swedish international development agency (Sida).
The SDG Corporate Tracker in Colombia, a public-private partnership led by GRI with UNDP and the Colombian government received an *ISAR Award* granted by UNCTAD.

A global launch event for *GRI 13* featured speakers from the Food and Agriculture Organization (FAO), Organisation for Economic Co-operation and Development (OECD) Centre for Responsible Business Conduct, and World Benchmarking Alliance (WBA).

● GRI 3-3 GRI Standards development
● GRI 3-3 Standardized impact reporting

Draft GRI Standards

The development of the GRI Standards is an ongoing process led by the GSSB, and in 2022, we made progress on several projects.

Boosting biodiversity transparency
In December 2022, we released the exposure draft for the revised _GRI 304: Biodiversity_ and launched a 3-month public comment period with two global webinars. A technical committee of _19 experts_ developed the exposure draft, which includes new and forward-looking disclosures that cover:
- Impacts in the supply chain
- Location-specific information
- Direct drivers of biodiversity loss
- Impacts on people resulting from organizations' biodiversity impacts

As part of our stakeholder engagement process for the Biodiversity Standard, we participated in a series of events at the 2022 UN Biodiversity Conference (COP15) in Montreal, Canada. We took part in discussions about the role of corporates in addressing their biodiversity and land use impacts, with a special mention of GRI Biodiversity Standard alongside other accountability metrics.

Digging into mining disclosure
The _Mining Sector Standard_ exposure draft was developed in 2022, and was published for public comment in early 2023. The Sector Standard addresses key sustainability issues for the industry, including:
- Its role in supplying greener energy technologies
- Mine-site reporting
- Gender and community relations

GRI conducted consultations with sustainability initiatives in the mining sector in 2022, to ensure alignment and complementarity. In 2022, GRI conducted consultations with other prominent organizations that provide standards and guidance on responsible mining, to ensure alignment and complementarity. This included dedicated engagements with EFRAG, ICMM, and OECD, among others.

Revising climate reporting
In 2022, the GSSB approved the _draft project proposal_ to revise GRI's climate change-related disclosures, and the project started in early 2023. The purpose of the Topic Standard Project for Climate Change is to incorporate new issues to reflect stakeholders' expectations on reporting climate change-related impacts that have evolved and broadened beyond energy and GHG emissions reporting.

How the Standards are influencing policy
In 2019, GRI issued the first global standard for comprehensive tax disclosure at the country-by-country level. It supports public reporting of a company's business activities and payments within tax jurisdictions, as well as their approach to tax strategy and governance.
The impact of _GRI 207: Tax 2019_ is becoming evident, and we are seeing tax increasingly in the global agenda, including in government policy. Examples are mandated public country-by-country reporting and tax management in Australia, and _shareholder resolutions_ demanding public reporting with _GRI 207_.

● GRI 3-3 GRI Standards development
● GRI 3-3 Standardized impact reporting

Linked to this, GRI representatives attended COP27 in Egypt. Our participation was an opportunity to engage with multiple stakeholders, share knowledge and collect input for ongoing and future GRI Standards – particularly for the Topic Standard Project for Climate Change and the extractives Sector Standards.

New projects for labor, the textiles and apparel sector and financial services sector
In 2022, the GSSB approved the _project to revise_ existing and develop new disclosures for the labor-related Topic Standards. This is in line with the increasing recognition of the need for more effective protection of human rights and effective due diligence as included in the international conventions. It also aligns with the need for productive employment and decent work as the key elements for achieving fair globalization and poverty reduction, as indicated in the International Labour Organization (ILO) Decent work 2030 agenda for sustainable development.

The year closed with the approval of the draft project proposals for the _Textiles and Apparel Sector Standard_ and the _Financial Services Sector Standard_. Both projects commenced their activities in 2023.

Stakeholder feedback influences Standards development
One of the negative aspects GRI's stakeholders raised in the survey was the need for standards covering specific topics:

> "GRI needs to develop Standards on new topics (the transfer of wealth by corporations, data security, data privacy, social capital, etc.)."

Priorities for the revision of existing Topic Standards and the development of new ones are identified based on recommendations from the Sector Program (the Sector Standards surface new topics or existing topics that need updating), research carried out by GRI and third parties, and feedback from internal and external stakeholders.

At the end of 2022, the GSSB released its draft Work Program 2023-2025 for public consultation. In the draft work program, the GSSB expressed its commitment to significantly scale up its standard-setting capacity to enable an ongoing review of all existing GRI Standards and develop new ones.

● GRI 3-3 GRI Standards development
● GRI 3-3 Standardized impact reporting

Speaking the language of sustainability

Organizations around the world use the GRI Standards in their sustainability reporting. While many report in English – the language we develop the Standards in – others report in their local language or prefer to use Standards in that language.

We want to support all organizations on their sustainability reporting journeys, and translation is an important part of that effort. In 2022, we adapted the publication node in our website content management system to support the production and release of translations of the GRI Standards.

This involved adapting the style sheets to accommodate the characters and alphabets of 10 new languages, and testing exporting and importing files between our system and the software used by our suppliers. With excellent support from our business partner, we were able to overcome technical issues related to supporting different languages.

In 2022, we worked on translating the updated GRI Standards, published in English in 2021, into 10 languages. The Standards update comprised new versions of Universal Standards GRI 1, 2 and 3, along with revised versions of 32 Topic Standards, as well as one Sector Standard (GRI 11, the Oil and Gas Sector Standard). We launched six of the translations in 2022 and the remaining four in January 2023.

Four of the translations (Spanish, Portuguese, French and Bahasa Indonesia) were financed through Sida (the Swedish international development agency), two (Traditional Chinese and Japanese) were financed by local partners, and the remaining four (Simplified Chinese, Italian, Arabic and German) were directly funded by GRI.

We also launched the process of translating two more Sector Standards (GRI 12, the Coal Sector Standard, and GRI 13, the Agriculture, Aquaculture and Fishing Sectors Standard) in 2022, with both scheduled for publication by mid-2023. At the time of reporting, we have already published the Arabic, Simplified Chinese, French, German, Bahasa Indonesia, Portuguese and Spanish versions of GRI 12, and the Simplified Chinese, French, German, Bahasa Indonesia, Portuguese and Spanish versions of GRI 13.

Some highlights from GRI's Network in the Greater China Region
In 2022, the Greater China Region – comprising four markets: mainland China, Hong Kong, Taiwan, Macau – had a year of steady growth. In terms of accelerating regional uptake of the GRI Standards, the region saw the biggest increase in downloads of the Standards – up by 158% compared to 2021.
GRI published two important translations of the Universal Standards 2021 – Traditional and Simplified Chinese – and the launches attracted over 2,000 participants. In addition, we also held a launch event for the traditional Chinese translation of *GRI 11: Oil and Gas Sector Standards*.

● GRI 3-3 GRI Standards development
● GRI 3-3 Driving reporting uptake

Collaborating with other standard-setters

Harmonization of reporting standards and frameworks has long been a topic of interest, and GRI continues to work closely with other organizations to ensure alignment.

EFRAG (former the European Financial Reporting Advisory Group)
In the _EFRAG-GRI cooperation agreement_ established in 2021, GRI and EFRAG committed to share information and align the standard setting activities and timelines as much as possible. We also joined each other's technical expert groups.

In 2022, GRI actively engaged in the development of the European Sustainability Reporting Standards (ESRS), from the initial phase lead by the Project Task Force through to the collaboration with EFRAG, the Sustainability Reporting Board (SRB) and Technical Expert Group (TEG). In June 2022, GRI published its _formal response to the ESRS consultation while continuing to work with the TEG_.

EFRAG submitted the first batch of draft ESRS to the European Commission in November, and following this, GRI published _Q&A guidance_ on the alignment between the GRI Standards and ESRS. EFRAG has confirmed that the impact disclosure requirements in the draft ESRS are fully aligned or, when full alignment was not possible due to the content of the CSRD mandate, closely aligned with GRI.

International Financial Reporting Standards (IFRS) Foundation
The GRI Standards and the IFRS Sustainability Disclosure Standards (being developed by the International Sustainability Standards Board (ISSB)), can be viewed as interrelated, complementary standards that serve distinct purposes, together forming a comprehensive corporate reporting system for disclosing sustainability information. GRI addresses an organization's impacts on the economy, environment and people for a multi-stakeholder audience, while the ISSB standards focus on the sustainability-related financial information needs of investors.

In March 2022, GRI and the IFRS Foundation _signed_ a Memorandum of Understanding (MoU), which recognizes the benefits of further harmonizing the reporting landscape at an international level and commits both organizations to ensure their respective standards are compatible. Under the MoU, the International Sustainability Standards Board (ISSB) and the Global Sustainability Standards Board (GSSB) will seek to coordinate their work programs and standard-setting activities. At COP27, we announced that GRI and ISSB will also start collaborating on capacity building around the world.

In 2022, technical representatives from GRI and ISSB participated in different activities aimed at ensuring interoperability and compatibility in the sustainability reporting landscape.

Some highlights from GRI's Network in South Asia
Sustainability reporting is on the rise in India, Bangladesh and Sri Lanka, according to internal research conducted by GRI South Asia. The research analyzes the extent of various disclosure initiatives used by each country. Since 2013, reporting in India has doubled, in Bangladesh it has quadrupled, and in Sri Lanka reporting has increased by 6.5 times. As revealed in KPMG's 2022 _Survey on Sustainability Reporting_, the reporting rate in India is 89%, based on stock exchange reporting guidelines. In 2022, the SEBI Business Responsibility and Sustainability Report (BRSR) – GRI standard linkage document was launched.

GRI continues its work on advancing the SDGs
GRI has continued to be actively involved in _advancing the Sustainable Development Goals (SDGs)_ through various initiatives. In 2022, we have updated two essential tools for integrating the SDGs into company's reporting: the _Analysis of the goals and targets_ and _the linkage document_ between the GRI Standards and the SDGs. Additionally, we have concluded our _SDGs podcast series_ that have served as a valuable platform for sharing knowledge and insights on sustainable development.

● GRI 3-3 GRI Standards development
● GRI 3-3 Standardized impact reporting
● GRI 3-3 Driving reporting uptake

Increasing reporting robustness

Capacity building in sustainability reporting

GRI supports capacity building in sustainability reporting through its educational and networking programs, to enable better understanding of the practice of sustainability reporting with the GRI Standards.

Reporting practitioners, consultants, academics and students can participate in GRI's training offerings to enhance their knowledge, expertise, and skills in implementing the GRI Standards. In this way, training helps improve the quality of sustainability disclosure.

Participants can learn about selected GRI Standards and take part in GRI's Professional Certification Program online via the *GRI Academy* and in-person through GRI's *Certified Training Program*.

In 2022, we contributed to capacity building in sustainability reporting by expanding our network of Certified Training Partners. The Certified Training Partners (CTPs) team added a new corporate licensing offer to the portfolio, which resulted in 10 new training partners, including in new countries like Korea and Vietnam, taking the total to more than 45 countries.

The number of CTP course participants also rose, from around 3,500 in 2021 to almost 5,000 in 2022. With the help of the team, nearly all CTPs migrated their training program to the revised GRI Standards 2021, and we launched a new account management process.

Some highlights from GRI's Network in Africa

GRI and the African Securities Exchanges Association (ASEA) signed a collaboration agreement in November 2019 aimed at supporting the integration of ESG and sustainability disclosure within capital markets in Africa. Under this collaboration, GRI supported the Nairobi Securities Exchange, Ghana Stock Exchange, and Eswatini Stock Exchanges between 2020-2022 in developing disclosure guidance to help listed companies within their respective capital markets by providing training on sustainability reporting. Non-financial disclosure has increased thanks to a number of driving factors, which include public awareness and stock exchanges issuing voluntary reporting guidance for listed companies.

Some highlights from GRI's Network in ASEAN

In 2022, the ASEAN Network collaborated with exchanges and regulators in the region through training and education programs to raise awareness on corporate sustainability, advance wider adoption of sustainability reporting, and build reporting capacity and improve the quality of the reports of the organizations. The team also undertook research on sustainability reporting topics to understand the current landscape and translate these into activities that will help improve reporting organizations which include *Climate Reporting in ASEAN: State of Corporate Practices*, published with the National University of Singapore in July 2022.

A record-breaking year for the GRI Academy

The globally recognized professional development, training, courses and tutorials delivered through the GRI Academy continued to gain relevance and importance in 2022, with the year's enrolments and revenue the highest yet.

Users and learners are at the center of the continued development of our tools and services – particularly the GRI Academy. The success of this approach is reflected in the uptake of the online learning courses: a record-breaking 7,000 people from around the world joined the GRI Academy in 2022, a substantial increase on the 5,589 in the previous year. And more than 800 people successfully completed the Professional Certification Program in 2022, a 37% rise compared to 2021.

It was also a record-breaking year in terms of revenue, with €2.4 million generated from Academy sales. This revenue directly contributes to the primary goal of the GRI Academy team: to enhance the knowledge, expertise, and skills of sustainability professionals in implementing the GRI Standards, thereby improving the quality of sustainability reporting.

We updated and expanded the GRI Academy course offerings in 2022, with updates to the Professional Certification Program and the GRI Waste Standard and GRI Occupational Health and Safety Standard courses. We also published courses on the GRI Tax Standard and the GRI content index.

> "As a sustainability professional, I see a need to learn how to prepare and write sustainability reports that are standardized and transparent about the risks and opportunities. The GRI Academy online modules provide a well-structured resourceful guidance that I can rely on to help our clients. The importance of Materiality and how the report is built around it is something that I have learnt to be mindful of. Thank you GRI for providing this opportunity to me!"
>
> **Nasim Karizi,** *Senior Energy & Sustainability Engineer, Arup*

Supporting connection and peer-to-peer learning
With more than 500 members across 35 industries in 83 countries, the GRI Community is a global network of organizations advancing sustainability. As a group of sustainability reporting pioneers and leaders working to improve their own practice, propel their business and accelerate progress in the field, the GRI Community has exclusive learning and knowledge-sharing opportunities.

In this unique networking space, members, including reporting organizations, consultants and academic institutions, can connect, share best practices and enhance their knowledge of reporting. To facilitate this, GRI hosts various webinars, online events and in-person meetings that help build reporting capacity. In 2022, we held five Reporting in Practice webinars and four Global Member Meetings, bringing together 493 people from 184 organizations. We also hosted a member-exclusive session on the European Corporate Sustainability Reporting Directive (CSRD) and various region-specific events and engagements.

We also supported connection and learning among the broader sustainability reporting audience in 2022, including through our Navigating the Reporting Landscape webinar, which attracted 2,000 participants. We delivered two Open Support Webinars to organizations worldwide and participated in 15 external speaking engagements, all providing valuable insights into how GRI can support sustainability practitioners on their reporting journeys.

Working with the GRI Policy team, the GRI Community team successfully delivered the Business Leadership Forum on the SDGs, facilitating collaboration between leading organizations and key stakeholder groups and advancing the learnings of over 2,000 sustainability professionals through an online masterclass series.

> This Professional Certification has helped me not only to improve my reporting skills for the company's report, but also to generate competitive advantages and create shared value from a strategy based on sustainability criteria.
>
> **Juan José Rebaza,**
> *Sustainability Coordinator,*
> *Asociación UNACEM Perú*

GRI's voice in global discussions
Events – virtual and in-person – are an important way for GRI to highlight the importance of sustainability reporting, promote transparency, share information about the GRI Standards and invite feedback from our stakeholders.
In 2022, GRI organized a total of 192 events (predominantly webinars), and GRI representatives spoke at 177 events organized by third parties. Some events were organized with our partners, such as the UN High Level Political Forum (HLPF) where we hosted three side sessions together with the UN Global Compact, The Danish Institute for Human Rights (DIHR) and CDP.

Some highlights from GRI's Network in North America
The North America Network conducted internal research on the uptake of GRI Standards in the US, to identify opportunities for further solidifying our position and advancing GRI's mission in the region. The Network provided engaging and informative presentations to over 3,000 individuals, both in-person and virtually, to increase awareness and understanding of the GRI Standards. Sustainability reporting expertise expanded in the region, with 223 individuals newly certified as professionals in 2022, representing a significant increase of 110% compared to the previous year.

● GRI 3-3 Driving reporting uptake
● GRI 3-3 Increasing reporting robustness
● GRI 3-3 Impacts to people

Enhancing report quality

A well-structured GRI content index can help stakeholders access the information reported and understand the applicable GRI Standards, thereby improving the quality of a report. GRI Reporting Services evaluate the quality and consistency of GRI content indexes in sustainability reports, including the adherence to GRI Standards, promoting comparability, navigability, and overall report quality.

The scope of the review varies based on the service the organization selects. These services complement each other and concentrate on distinct aspects of the report's context index, ensuring that published reports are user-friendly, clear and accurate, and that they disclose the standards applied and the location of reported information.

We offer guidance on structuring GRI content indexes to help organizations create clear and logical reports that comply with GRI Standards. This assistance empowers organizations to respond effectively to reporting requirements stipulated by GRI Standards.

These services can greatly encourage organizations to disclose information regarding their sustainability performance and impact, thereby enhancing transparency and fostering stakeholder trust in the report's quality, both in terms of GRI Standards and stakeholder expectations.

We provided more than 500 services to clients around the world in 2022.

> "As this is a transition year for the new Standards some requirements were unclear for us at first, but the examples shared proved to be very helpful."
>
> **Anonymous GRI Reporting services client**

Sevices based on 2016 GRI Standards*

Materiality Disclosures: help to assess how easily stakeholders can locate the materiality disclosures, ensuring that the final report communicates the materiality assessment clearly and accurately.

Content Index: a full review of the GRI content index to help ensure an accurate, user-friendly and clearly labelled index that meets the requirements in the GRI Standards.

SDG Mapping: makes the SDGs easily traceable in the reported information and maps them against the GRI Standards in the content index, bringing clarity and transparency on the organizations' contributions to the SDGs.

Sevices based on 2021 GRI Standards

Content Index – Essentials: focuses on the disclosures that are mandatory under the Universal Standards 2021 and verifies their proper application and reference in the index.

Content Index – Advanced: reviews the GRI content index of the report in its entirety, encompassing all disclosures and omissions, thereby helping demonstrate a high level of commitment and ensuring transparency and accessibility of the most relevant information.

SDG Mapping Add-on: the same as SDG Mapping service based on the 2016 Standards

Sector Standards Add-on: assists in evaluating the report's compliance with the relevant sector-specific standards, providing recommendations for implementing sustainability best practices on impact reporting within the sector.

● GRI 3-3 Driving reporting uptake
● GRI 3-3 Increasing reporting robustness
● GRI 3-3 Impacts to people

* As of 1 January 2023, these services are no longer provided, since the 2016 Standards are obsolete as of that date.

GRI must remain independent and impartial

In the survey to determine GRI's material topics, stakeholders raised negative aspects related to the value judgment of reports:

> "The GRI Standards and sustainability reporting in general can be used by the organizations as a greenwashing and cherry-picking tool. GRI should establish clear criteria for distinguishing between 'good' and 'bad' reports."

> "The GRI Standards is a voluntary framework and thus organizations are not held accountable on whether they implement the framework correctly."

As an independent standards setter, GRI does not verify, check, or pass judgment on the quality of the disclosures within a report, nor the process of preparing the disclosures. That responsibility remains with the reporting organization and its stakeholders. Our Reporting Services are designed to make sure stakeholders can navigate the reported information and thereby engage with organizations in this way.

Recognizing the need to improve report quality and the availability of comparable quality data, GRI is actively engaged with the International Auditing and Assurance Standards Board to develop a global assurance standard.

" "Appreciate the quick turnaround time and detailed explanation of gaps from the Report Service Analyst, especially given the time difference and urgency of my report submission."

Anonymous GRI Reporting services client

Managing sustainability data

GRI contributes to sustainability data management and reduces barriers to reporting by collaborating with software providers through its Certified Software and Tools Program.

Through this program, GRI helps to ensure that corporate reporting software and tools that offer functionalities based on the GRI Standards accurately incorporate the standards in a manner that is consistent with their principles and that encourages reporting best practice. The program also makes it easier for companies to use the GRI Standards through digital tools.

In 2022, GRI assigned a dedicated team to expanding and improving the program, which has since achieved several significant goals:

Doubled the number of partners (from 24 at the beginning of the year to 52 at the end).

Achieved the highest yearly revenue to date, increasing revenue compared to 2021 by more than 20%.

Increased applications beyond the main markets (to date) of North America and Europe.

Expanded the program's methodology, with a focus on added value to our review of the use of GRI by the program partners.

Increased the program's accessibility to a wider range of potential partners.

The income generated by the Certified Software and Tools program plays a critical role in sustaining the continued development of the GRI Standards. Through the program, we also aim to strengthen the position of sustainability reporting, putting it on an equal footing with financial reporting. We do this by making the GRI Standards more accessible to reporters through our partners' tools.

● GRI 3-3 Driving reporting uptake
● GRI 3-3 Increasing reporting robustness
● GRI 3-3 Impacts to people

Governance at GRI

Governance for a sustainable future

After a major governance change in December 2021, 2022 was the first full year of GRI operating under a new structure.

GRI has governance bodies that oversee the development of our Sustainability Reporting Standards, and others that oversee engagement and enhancement of our activities that are not related to standard setting.

On 30 December 2021, GRI implemented a major governance change by moving from a one-tier to a two-tier Board structure. This was required for GRI to comply with new legislation in the Netherlands, where GRI is headquartered (WBTR – the Management and Supervision of Legal Entities Act). This law applies to non-profit foundations and relates to governance policies, including conflict of interest and liability of directors. The GRI Board of Directors transitioned into a new Supervisory Board, and GRI established a Management Board.

● GRI 2-9

The Supervisory Board

The Supervisory Board is now the highest governance body within GRI's governance structure. The Supervisory Board's task is to oversee the Management Board and the general course of affairs of the organization. To perform this task, the Supervisory Board requires certain expertise, background, competences, and independence. It is therefore composed in a way that incorporates these qualities while ensuring the members can operate critically and independently of each other, of the Management Board and of any sub-interest. Supervisory Board members do not receive remuneration.

Supervisory Board members

The number of Supervisory Board members is determined in consultation with the GRI Nominating Committee and the Management Board. During the reporting period, the Supervisory Board consisted of 12 members – five men and seven women. Four of the members originated from countries with emerging economies, and none of the members represented under-represented social groups. None of the members of the Supervisory Board, including the Board Chair, are executives of the organization. During the reporting period, Jack Ehnes was the Chair of the Supervisory Board and Jessica Fries was the Vice Chair.

Members of the Supervisory Board are appointed for an initial term of three years. They may be reappointed for another consecutive three years if the member at the time of reappointment (still) meets the relevant requirements. Following the recent changes in governance structure, the Management Board has been tasked with developing an onboarding program for Supervisory Board members, covering issues related to the organization itself as well as sustainable development.

In cases of potentially conflicting interest of a Supervisory Board member, the member in question shall report this to the Chairperson of the Board. Subsequently, the Board determines whether a conflict of interest exists. The relevant Board member is excluded from the deliberations.

The tasks of the Supervisory Board

The legal and statutory responsibilities and competences of the Supervisory Board are vested in the Supervisory Board as a whole and are exercised under common responsibility.

The Supervisory Board is tasked with:

- **Supervising and advising the Management Board** in a number of areas, including: achieving strategic objectives; ensuring the design, operation and security of internal risk management and control systems; financial and non-financial reporting of the organization and the integrity and quality of that reporting; relationships with stakeholders.

- **Selecting, appointing and dismissing the external auditor** and supervising the internal audit function.

- **Establishing a diversity policy for the Management Board and the Supervisory Board** that addresses the concrete objectives with regard to diversity and the aspects of diversity relevant to GRI, such as nationality, age, gender and background in terms of education and professional experience. During the reporting period, the Supervisory Board Members came from the following countries: Brazil, China, Finland, India, Mexico, Nigeria, United Kingdom and the United States of America and the following stakeholder groups were represented: Investment institutions, 2 members; Business, 3 members; Civil Society, 3 members; Mediating Institutions, 2 members; and Labor organizations, 2 members.

GRI 2-9
GRI 2-10
GRI 2-11
GRI 2-12

GRI 2-15
GRI 2-17
GRI 2-19

- **Evaluating the functioning of the Supervisory Board**, the functioning of the individual committees of the Board and that of the individual members of the Supervisory Board at least once a year. The same goes for evaluating both the functioning of the Management Board as a collective and that of the individual members of the Management Board at least once a year without the presence of the Management Board, as well as evaluating the cooperation between the Management Board and the Supervisory Board at least once every two years.

- **Approving certain tasks delegated to the Management Board.** Development of further policies, updating the organization's purpose, value and mission statements and goals related to sustainable development is delegated to the Management Board but requires approval from the Supervisory Board. The same applies to due diligence and other processes that identify and manage the organization's impacts on the economy, environment and people, including engagement with stakeholders.

The Supervisory Board and the Management Board meet on a regular basis.

The Supervisory Board has three core committees that are composed of its members. The main task of these committees is to prepare the Board's decision making.

1

The Finance, Audit and Risk Committee must consist of at least two members, one of which is a financial expert. During the reporting period, the Finance, Audit and Risk Committee consisted of four members – three male, one female. The tasks and focus areas of the Finance, Audit and Risk Committee relate to financial risks, financial controls, and internal and external financial and sustainability reporting.

2

The Nomination and Renumeration Committee must consist of at least two members, at least one of which must have knowledge and proven experience and expertise in the fields of selection and renumeration. During the reporting period, the Nomination and Renumeration Committee consisted of two members – both female. This committee draws up the selection criteria and appointment procedures for members of the Management Board and Independent Appointments Committee (see below).

3

The Governance and Strategy Committee must consist of at least two members, one of which must have knowledge and proven experience in the field of corporate governance and supervision. During the reporting period, the Governance and Strategy Committee consisted of six members – five female and one male. This committee is charged with preparing and, if necessary, executing decisions and actions that need to be taken by the Supervisory Board in the domain of governance, strategy, corporate responsibility, and sustainability. Furthermore, the Governance and Strategy Committee is tasked with making a proposal to the Supervisory Board regarding the remuneration of the members of the Management Board. The related policy is being prepared and will be ready in 2023.

GRI 2-9
GRI 2-14
GRI 2-18
GRI 2-19
GRI 2-20

The Management Board

Under the supervision of the Supervisory Board, the Management Board is tasked with managing the day-to-day operations of the business and affairs of the organization. This includes:

- Achieving strategic objectives;
- Ensuring the design, operation and security of internal risk management and control systems;
- Managing the organization's financial and sustainability reporting and the integrity and quality of that reporting;
- Managing the organization's impacts on the economy, environment, and people, including their human rights.

The Supervisory Board appoints the members of the Management Board. In 2022, the Management Board consisted of two members – the CEO and the CFO. GRI's Secretariat supports the Management Board in its activities.

In cases of potentially conflicting interest of a Management Board member, the member in question shall report this to the CEO, who is also the Chairperson of the Board. Subsequently, the Board determines whether a conflict of interest exists. The relevant Board member is excluded from the deliberations. If the CEO has a potential conflict of interest, they will immediately report this to the chairperson of the Supervisory Board.

Communicating critical concerns

The Management Board has established a 'Whistleblowing Policy' for employees to report any concerns or suspicions regarding possible violations of laws, rules or regulations or possible violations or suspected wrongdoing of internal GRI policies, standards or procedures, including GRI's Principles & Values, for the countries in which it operates. The policy also includes processes for handling such concerns as well as steps towards remediation of established negative impacts, guaranteeing anonymity of the person who reported the concern. No concerns were reported during the reporting period.

Currently, there are no policies or procedures in place for communication of critical concerns for external stakeholders. The Management Board will include this in their ongoing policy review that will be concluded in 2023.

Policies

The Management Board is tasked with the development of certain policies, including policies related to responsible business conduct. In light of the recent changes to GRI's governance structure, the Management Board is in the process of reviewing and adjusting the relevant policies to ensure that the appropriate intergovernmental instruments are reflected, due diligence commitments are appropriately stipulated, and commitments to applying the precautionary principle are clearly communicated as appropriate.

The topics covered by the policies include:

Anti-Corruption
This policy is aligned with the relevant sections of the OECD Guidelines and, to a lesser degree, the Transparency International Handbook and the International NGO Accountability Charter. It applies to all GRI staff and governance body members and, where feasible, to GRI's business partners.

Diversity
In addition to a specific diversity policy for the Supervisory and Management Boards (which is developed by the Supervisory Board), GRI also has a policy that relates to its staff. This policy shall ensure that all people have equal opportunity of employment and advancement on the basis of ability, necessary qualifications and fitness for work, regardless of gender, age, civil status, sexual orientation, color, race, creed, religion, and national or ethnic origin.

● GRI 2-9
● GRI 2-13
● GRI 2-15
● GRI 2-16
● GRI 2-25
● GRI 2-26
● GRI 2-23
● GRI 2-24
● GRI 3-3 Impacts to people

Ethical Fundraising

This policy aims to ensure that fundraising activities, including sponsorships, are carried out in an ethical manner. It applies to the Supervisory Board, the Management Board, staff, contract staff and anyone explicitly requested to carry out fundraising related activities on behalf of GRI. As a registered Dutch foundation with the ANBI *(Algemeen Nut Beogende Instelling*, or Public Benefit Organization) status, GRI adheres to the ANBI status requirements. As an international organization with activities worldwide, GRI also adheres to the International Statement of Ethical Principles in Fundraising, as set out by the Association of Fundraising Professionals (AFP). GRI will only undertake fundraising efforts that are in line with its mission, vision, strategic plan and code of conduct.

Whistleblowing

This policy sets the procedures for employees, as well as contractual third parties or partners doing business with GRI, to report any concerns or suspicions regarding possible violations of laws, rules or regulations or possible violations or suspected wrongdoing of internal GRI policies, standards or procedures, including GRI's Principles and Values, for the countries in which it operates. The policy also includes processes for handling of such concerns as well as steps towards remediation of established negative impacts, guaranteeing anonymity of the reporter of the concern.

Human Resources

GRI's Human Resources (HR) Policy describes the strategic content for GRI's people-focused initiatives. The HR policy is based on GRI's values, mission and vision, as defined in GRI's business plan. With its focus on organizational effectiveness and employee welfare, GRI believes that all people should have equal opportunity for job growth, employment security and career advancement in a safe and nurturing environment, on the basis of ability, necessary qualifications and fitness for work; and irrespective of sex, age, marital or civil partnership status, sexual orientation, religion, nationality or race.

Although GRI does currently not have a specific policy related to human rights in place, GRI has other foundational policies related to workers' rights, as described here, and is committed to providing equal opportunity in employment. GRI will include further commitments related to human rights as relevant into policies as part of the review process.

The Human Resources department and the Management Board have oversight of the implementation of these policies, as well as other internal policies. They are responsible for ensuring the policies are integrated into organizational strategies, operational policies and procedures.

Internal policies relevant to staff are made available through a dedicated area on the intranet, and policies related to governance bodies through special communications from the Management Board. Policies relevant for external parties, such as consultants and business relations, are shared as part of Memoranda of Understanding or other types of contracts. None of GRI's policies are currently publicly available, but as part of the review process, the Management Board will consider which policies should be made public through the GRI website. During the reporting period, GRI did not provide specific trainings related to the implementation of policies and related commitments, but this will be provided as relevant when the ongoing policy review is complete.

Sustainability reporting

The Management Board is tasked with preparing an annual sustainability report based on the GRI Standards, and the Secretariat provides support for this activity.

- GRI 2-9
- GRI 2-14
- GRI 2-23
- GRI 2-24

The Finance, Audit and Risk Committee and the Governance and Strategy Committee of the Supervisory Board is tasked with reviewing and approving the annual sustainability report.

The Stakeholder Council

The Stakeholder Council supports GRI's objectives and serves as a sounding board for the Management Board regarding key strategic issues facing the organization. Its purpose is to provide non-binding advice on these issues, if the Management Board requests this or if the Stakeholder Council brings it to the attention of the Management Board on its own initiative.

The Stakeholder Council consists of 50 individuals who represent a balance of the GRI Community Members' constituent groups and geographic locations. The GRI Community Members elect 60% of the Stakeholder Council members from nominees presented by the GRI Nomination Committee. The remaining 40% are self-appointed by the members of the Stakeholder Council. Members of the Stakeholder Council act as individuals while broadly representing their constituency and not their organization.

The GRI Community

The GRI Community is a global network of over 500 organizations committed to corporate transparency. Their financial contributions, which are based on the member's consolidated annual turnover for the most recently completed fiscal year, directly support GRI's mission and the work to develop and update the GRI Standards, and therefore influence the global debate on corporate transparency. In exchange for their contribution, GRI Community members gain a first-hand understanding of sustainability reporting best practices, foster global innovation through collaboration, and have the opportunity to demonstrate their sustainability efforts to the world.

The GRI Nomination Committee

The GRI Nomination Committee is comprised of six members: two from the Stakeholder Council, two from the Supervisory Board, one from the GRI Works Council, and GRI's CEO. Its function is to identify candidates for the Supervisory Board, the Stakeholder Council and the Independent Appointments Committee and create a slate of nominees for vacant positions of these bodies. The committee considers diversity when fulfilling its duties and assessing nominations, including gender balance and geographic diversity. There are five constituent categories in the Board and the Stakeholder Council, organized into seven major geographic categories based on the World Bank's geographic distribution: East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, North America, South Asia, and Sub-Saharan Africa.

A strong governance structure for standard setting

GRI's governance structure commits the organization to standard-setting that is in the public interest. In addition to the governance bodies that oversee GRI's engagement and activities, the GRI governance structure also includes governance bodies specific to its standard-setting activities: the Global Sustainability Standards Board (GSSB), the Due Process Oversight Committee (DPOC) and the Independent Appointments Committee (IAP).

The Global Sustainability Standards Board (GSSB)

The GSSB is an independent operating entity under the auspices of the Management Board and has sole responsibility for setting globally accepted standards for sustainability reporting, according to a formally defined due process, exclusively in the public interest. The GSSB consists of minimum 11 and maximum 15 members that are appointed by the Independent Appointments Committee (IAP).

▶ Read more about the GSSB's work in the section on the *GRI Standards*

Due Process Oversight Committee (DPOC)

The Due Process Oversight Committee is an independent committee under the auspices of the Management Board and comprises five members of integrity, creditability and high reputation with an interest in and knowledge of international issues related to sustainability reporting, including a sound understanding of standard setting processes, and a willingness to serve the public interest in an independent and unbiased manner. It has primary responsibility for ensuring that the standard-setting activities of the GSSB are conducted in accordance with its due process in order to increase public and stakeholder confidence that the Standards are properly responsive to the public interest.

The Independent Appointments Committee (IAP)

The Independent Appointments Committee is an independent committee under the auspices of the Management Board and comprises five members. It has primary responsibility for appointing qualified, competent, independent persons, of independent mind, to the GSSB and DPOC. Members of the IAP are appointed by the Supervisory Board upon recommendation from the GRI Nomination Committee.

You can find more information on the range of boards, committees and groups supporting the strategic planning that underpins GRI's standard-setting on the *website*.

GRI: Our organization

GRI's operations

Since 2002, GRI has been a registered non-profit foundation in the Netherlands under the legal name of Stichting Global Reporting Initiative. Headquartered in Amsterdam, the Netherlands, GRI's operations are global: we have a network of six regional offices, and during the reporting period, our employees were located all around the world.

GRI did not merge, acquire, or dispose of any entities in 2022. As a foundation ("Stichting") GRI does not have shareholders.

GRI did not face any instances of non-compliance with laws and regulations during the reporting period.

- Headquarter
- Regional office

- Belgium
- Georgia
- Italy
- **The Netherlands**
- Spain
- Switzerland
- Turkey
- United Kingdom

- **Hong Kong**
- **India**
- Indonesia
- The Philippines
- **Singapore**

- Brazil
- **Colombia**
- Mexico
- Peru
- **United States of America**

- **South Africa**

- GRI 2-1
- GRI 2-27

Celebrating 25 years as the global catalyst for a sustainable future

Established in 1997, GRI has transitioned from creating the world's first sustainability reporting guidelines to being the leading provider of reporting guidance and setting global standards, building up a regional network of offices that span Europe, North America, Latin America, Africa, Greater China, South Asia and ASEAN along the way.

In 2022, we celebrated 25 years of GRI – the '*GRI-25 moment*' – with a celebratory event, hosted by Salesforce on 15 September in New York City, and attended by GRI leadership, founders, funders and other key supporters.

> As a Community Member since 2007, we saw the importance GRI played in shaping and standardizing sustainability reporting, which has now become the most commonly used standard to support interested parties. We look forward to more great work to keep up with the evolving sustainability landscape.
> **Raji Hattar,** *Chief Sustainability Officer, Aramex (long-term GRI Community Member; UAE)*

> In a period of great change within the European and international reporting landscape, GRI confirms its primary role as leading guide for companies that focus on robust and transparent reporting on impacts and performance. Enel supports GRI's pioneering and continuous improvement work and encourages an ongoing dialogue in view of a common growth path and constant evolution – to ensure that companies are able to represent value creation in an increasingly complete and transparent way, considering the interest of all stakeholders.
> **Giulia Genuardi,** *Head of Sustainability Planning, Performance Management & Human Rights, Enel Group (GRI Community Member, SDGs Business Leadership Forum Participant; Italy)*

> GRI is a pioneer in the field of sustainability reporting and has been one of the most popular standards used in Singapore. It has brought to bear its influence on the shaping of the collective response to our sustainability challenges in the quarter century since its establishment. I wish GRI every success in maintaining its relevance to businesses and the communities in which they operate!
> **Michael Tang,** *Head of Listing Policy & Product Admission, Singapore Exchange (GRI ASEAN Consortium member; Singapore)*

GRI CEO, Eelco van der Enden, said:

In reaching this milestone, GRI can look back with some pride on how far we have come. Our standards have become the enabler for multi-stakeholder accountability for impacts by companies around the world – with reporting that is based on facts, not perceptions. Yet our journey is far from over. We need to continue to drive up consistency in reporting, ensuring that transparency and dialogue is effectively and quickly translated into tangible action that unlocks sustainable outcomes. Going forward, we will double our efforts, working in collaboration with global partners, to achieve this aim. That is our continuing mission for the next 25 years.

> I very much appreciate the significant role GRI has played in developing global sustainability reporting. GRI's work on best practices has been invaluable input to the development of the EU's own standards. But our collective job is not yet finished so we are glad for GRI's continued commitment to a sustainable future.
> **Sven Gentner,** *Head of Unit for Corporate Reporting, Audit and Credit Rating Agencies, DG FISMA, European Commission (EU)*

> We congratulate GRI on its 25th anniversary. We have been using GRI sustainability reporting guidelines and standards ever since our first sustainability report was published back in 2009. Its guidance has been crucial in structuring and developing our reporting activities, and we look forward to improving our disclosure following GRI best practices.
> **Edoardo Miscioscia,** *CSR & Sustainability Manager, Ferrrero (long-term GRI Community Member, SDGs Business Leadership Forum Participant; Italy)*

▶ **For more on GRI's history, read the publication** *25 years as the catalyst for a sustainable future***.**

GRI's connections

The GRI Standards are applicable for all types of organizations, regardless of sector, size or location. GRI, therefore, has interactions with stakeholders from all sectors.

> ► Read about the *GRI Standards in 2022*

GRI provides various support services globally to the users of the GRI Standards and sustainability professionals, such as reporting services, certification of sustainability reporting software and tools, and training and capacity building through the GRI Academy and a network of GRI Certified Training Partners (CTPs).

> ► Read about GRI's *Reporting Services and training offerings*

For the *Certification of Software & Tools* and *Certified Training Partner* programs, GRI enters into a contractual relationship with the relevant partners where the partners pay (one-off) certification and annual license fees to GRI. These contracts are renewable on an annual basis, provided the partner fulfils the appropriate criteria.

We also work with external consultants and working groups, who provide intellectual input into projects.

Our supply chain

GRI's own supply chain centers around maintaining office operations. Whenever possible, we purchase energy, water and paper – along with other services to keep the offices working – from suppliers of sustainable products and services. In September 2022, GRI moved its headquarters in Amsterdam to a shared office space with the aim of increasing efficiencies and reducing operational costs.

There were no significant changes to the organization's size or supply chain during the reporting period. However, there were significant changes to the governance structure – you can read about these on *page 26*.

Financing GRI

This report covers all entities included in GRI's financial statements: GRI's Secretariat in the Netherlands and the regional offices (Networks) in Colombia, Hong Kong (closed in January 2023), Singapore, and South Africa, which are within the financial jurisdiction of the Secretariat.

The investments and the accumulated results in unconsolidated subsidiaries are reported by the equity method. The investments and accumulated results in Global Reporting Initiative India Private Ltd have been accounted for by Equity Investment. Stichting Global Reporting Initiative is the sole member of the Global Reporting Initiative (USA) Corporation, a 501c3 tax exempted not-for-profit organization under US Delaware law. The membership does not require an investment, and consequently, the financial implications of the US entity are not included in GRI's annual accounts.

GRI's finances are managed centrally, by a dedicated Finance team at the Secretariat in the Netherlands. GRI's Management Board has fiduciary responsibility for GRI, including its finances. Together with a general financial briefing for the entire Supervisory Board, the Finance, Audit and Risk Committee receives more detailed information each quarter and reviews the auditing process and outcomes once a year.

Through GRI's structure and products, the organization has financial impacts in the regions where it operates. GRI uses recognized financial systems, and has appropriate financial controls in place, including segregation of duty, spending approval and sign-off. Budget holders discuss financial performance and expectations with the Finance team. Based on these interactions, the Management Board prepares

● GRI 2-2
● GRI 2-6
● GRI 3-3 Economic impacts
● GRI 201-1

an annual budget, which is reviewed by the Supervisory Board's Finance, Audit and Risk Committee. There is a yearly financial audit, carried out by an independent audit firm.

GRI maintains a rolling forecast to actively manage the financial situation as the year progresses. The regular financial reporting and forecasting processes have proven to be effective in managing finances within the monetary boundaries set out by the Board. The Management Board and budget holders review the process throughout the year to monitor its effectiveness and evaluate whether the expenses are proceeding as forecasted in the budget.

The GRI Standards are a public good, and GRI is accountable to stakeholders and the wider reporting community for their financial management – including the management of public funds. Financial transparency and clarity help ensure stakeholders who invest time, money, and effort to develop or report with the GRI Standards can have trust in the benefit of their engagement.

GRI 201-1: Direct economic value generated and distributed

	2020	2021	2022
Direct economic value generated: revenues	9,032,050	9,978,256	10,181,923
Operating costs	3,199,845	3,383,108	4,357,401
Employee wages and benefits	5,400,203	4,549.879	5,764,242
Economic value retained: 'direct economic value generated' less 'economic value distributed'	432,002	2,045,269	60,280

GRI 201-1: Income by source

	2020 EUR	2020 %	2021 EUR	2021 %	2022 EUR	2022 %
GRI Community	1,976,525	21.88	2,026,865	20.31	1,885,199	18.5
Services	1,996,568	22.11	2,675,799	20.28	2,853,695	28.0
Training	918,906	10.17	2,023,202	20.28	2,792,276	27.4
Grants and subsidies	3,937,746	43.60	3,118,409	31.25	2,494,564	24.5
Events & Conferences	202,306	2.24	133,980	1.34	156,189	1.5

Ethical fundraising

GRI is committed to ensuring that fundraising activities, including sponsorship, are carried out in an ethical manner. GRI only undertakes fundraising efforts that are in line with its purpose statement, strategic plan and code of conduct.

In 2018, GRI developed the Ethical Fundraising Policy, which documents the standards and guidance expected for fundraising. This policy applies to its Boards, employees, contract staff and anyone explicitly requested to carry out fundraising duties on behalf of GRI. It is based on the requirements set by the Dutch tax office for charities (*Algemeen Nut Beogende Instelling* or *Public Benefit Organization*) as well as the International Statement of Ethical Principles in Fundraising, as set out by the Association of Fundraising Professionals (AFP). The policy is updated regularly – the most recent update was performed in 2019, and this policy is part of the overall policy

● GRI 3-3 Economic impacts
● GRI 201-1

review currently being undertaken by the Management Board. (See separate section on Policies for more information).

To best align GRI's work and donor priorities, GRI first engages 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.

GRI 201-1: Largest donors and contributors in 2022

	2022 EUR	2022 %
Swiss State Secretariat for Economic Affairs – SECO	961,691	9.45
Swedish international development agency – Sida	940,919	9.24
Undisclosed	183,977	1.81
Caisse des Depots/EFRAG	128,571	1.26
Australian Dept. of Foreign Affairs and Trade – DFAT	127,573	1.25

GRI 201-1: Spend by economic value distributed in 2022

	2022 EUR	2022 %
People	5,744,280	56.75
Programs	2,837,748	28.04
Operations	1,379,211	13.62
Governance	58,601	0.74

Memberships and endorsements

GRI endorsed the following initiatives and principles in the reporting period, as:
● Signatory of UN Global Compact;
● 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; and
● Co-constructor with EFRAG of the European Sustainability Reporting Standards.

In 2022, GRI signed an MOU with the IFRS Foundation to cooperate on standards development. As part of this MOU, the chair of the GSSB became a member of Sustainability Consultative Committee of the ISSB and the CEO of GRI became a formal observer in the Sustainability Standards Advisory Forum.

GRI's Chief Policy Officer, acted as:
● Observer to the board of the International Foundation for Valuing Impacts;
● Member of the Leadership Committee of the Impact Management Platform; and
● Member of the Integrated Reporting and Connectivity Council (IRCC), part of the IFRS Foundation.

● GRI 2-28
● GRI 3-3 Economic impacts
● GRI 201-1

GRI: Our people

Creating a secure and supportive work environment

GRI's most important and valuable asset is its people. Throughout its 25-year history, GRI has prided itself on the organization's dedicated and highly qualified workforce, and GRI continues to be a preferred employer for many sustainability professionals around the world.

We have a clear set of cultural principles and values to help our employees understand what GRI stands for and provide both guidance and a sense of security. Furthermore, GRI's Code of Conduct describes how we expect our people to act during their employment with us in order to create a productive, respectful, and safe working environment.

Employment contracts

GRI has employees around the world, but we do not have registered entities in all those locations, so different contractual employment arrangements currently apply:

- Regular employment contract with the Dutch Stichting Global Reporting Initiative (GRI headquarters, based in Amsterdam). Those employees can have a fixed-term contract (a temporary contract), which usually lasts a year, or a permanent contract, which does not require renewal.
- Employment contract with an Employer of Record (EOR – a business that employs an individual on behalf of another company) in the country or territory where the staff member is located. The type and length of such contracts follows the local labor law in each country or territory.
- Long-term consultancy contract with the Dutch Stichting Global Reporting Initiative.

On 31 December 2022, 73 staff members had an employment contract with the Amsterdam-based headquarters, and eight had an employment contract with an EOR agency. On 31 December 2022, 17 individuals had a long-term consultancy contract with GRI, compared to 13 on 31 December 2021.

▶ See the _annex_ for a further breakdown and information on employment in previous years.

> "In an era of climate crisis, measuring and reporting organizational impacts has never been so relevant. With this in mind, I feel inspired working for GRI at the forefront of this essential effort. I am constantly motivated by the knowledge that our daily work has the capacity to effectuate positive change across social, economic and environmental spheres."
>
> **Michael Lawrenson,** _Senior Coordinator | GRI Academy_

● GRI 2-7
● GRI 2-8

In previous reports, people in the last of the three categories were reported as employees. However, according to disclosures 2-7 Employees and 2-8 Workers who are not Employees of *GRI 2: General Disclosures 2021*, these should be reported separately. We have therefore adjusted the numbers in the tables regarding staff falling into the first two categories – you can see the breakdown in the annex.

On 31 December 2022, staff with long-term consultancy contracts were located in Colombia, Hong Kong, India, Georgia, Italy, Indonesia, Mexico, The Philippines, South Africa, Spain, Turkey, the United Kingdom and the United States of America.

In order to align the employment conditions for all staff under a global policy and approach, GRI is in the process of transitioning all staff with long-term consultancy contracts to an EOR Agency. This transition is expected to be completed by the end of 2023.

Although employment contract types vary, the type of work delivered by employees with long-term consultancy contracts does not differ from other employees and spans across the different departments of the organization.

For the calculations, full-time employees are employees with regularly scheduled and budgeted working hours of no less than forty (40) hours per week, and part-time employees are employees who works less than the specified number of hours of full-time employees during a standard work week.

> ► Visit the *annex* for a detailed overview of the breakdown of staff by gender, type of employment contract, age group and location.

Supporting parents at GRI
GRI provides maternity leave, paternity or partner leave, and parental leave.

Maternity leave: Consistent with *Dutch law*, female staff members with an employment contract with GRI's Amsterdam-based headquarters are entitled to 16 weeks of maternity leave, which can commence between six and four weeks before the expected date of delivery. During maternity leave, an employee is entitled to 100% of her most recent salary. For female employees with employment contract with an EOR, local labor laws apply.

> In 2022, three staff members started maternity leave, and none had returned yet by the end of the year (one staff member resigned, and two continued their maternity leave into 2023).

Paternity/partner leave: Staff members with employment contracts with GRI's Amsterdam-based headquarters whose partners have given birth are entitled to six weeks of leave in total during the first six months after the baby's birth. During paternity/partner leave, GRI continues to pay 100% of the most recent salary. This deviates from the legal obligation in the Netherlands, which is to pay 70% of the most recent salary. To grant paternity/partner leave, the law requires that relevant staff members are either the spouse, registered partner or living together with the mother of the child. For employees with employment contract with an EOR, local labor laws apply.

> No staff members requested paternity/partner leave in 2022.

Parental leave: Parents with employment contracts with GRI's Amsterdam-based headquarters are entitled by *Dutch Law* to paid or unpaid parental leave for children under eight years of age, for a maximum of 26 times their contracted weekly working hours. GRI pays 100% of the contractual hours for 1-9 weeks until the child turns one year old. The remaining 17 weeks of parental leave are unpaid.

> In 2022, 73 employees were entitled to parental leave – 52 women and 21 men. Out of those, 10 women and 0 men took parental leave during the year.

"
"GRI sees the value in investing in young leaders, and I am here for it! As an advocacy-driven organization ahead of its time, GRI highly values diversity and flexibility and offers nothing short of highly rewarding, formative experiences. Through the power of partnerships, contributing to something bigger than myself, while cultivating lasting relationships within a multi-stakeholder community in and outside of GRI, fuels my craving to consistently deliver quality work with GRI."

Katreena Pillejera, *Country Manager - Philippines*

● GRI 2-4
● GRI 2-7
● GRI 2-8
● GRI 401-3

Monitoring staff turnover

The turnover of staff is a topic that we monitor very closely and pay great attention to. It is important to understand the underlying reason for leaving the organization in order to manage the turnover rate and provide learnings for retention.

GRI's HR department conducts confidential in-person exit interviews, which, among other things, help to distinguish between preventable and non-preventable resignations. Such interviews have proven to be insightful.

About half of employees leaving the organization do so for reasons that GRI cannot influence (i.e., non-preventable reasons, such as return to home country, ending of working permit, relocation of spouse). Other reasons for leaving are mainly related to career development and progress. In 2022, the staff turnover was 32%.

> ► Visit the *annex* for details on staff turnover, including new hires.

In addition to the employees already mentioned, GRI also offers internship positions for various departments. These internships, which are paid by means of an internship stipend, typically last between three and six months. On 31 December 2022, GRI employed two interns in total.

If GRI needs expertise that is not covered by current employees, or if there is a lack of temporary capacity, GRI may decide to hire external parties for short-term assignments.

The GRI Works Council

The working conditions and terms of employment for GRI employees is not covered by a collective bargaining agreement. However, in the Netherlands, companies that employ at least 50 people are legally required to establish a works council. A Works Council is made up of employees from a company that their peers elect. These employees collaborate with management to ensure that employee interests across the company are being represented. On 31 December 2022, the GRI Works Council represented 73 employees. For employees with an EOR employment contract, local legislation and labor laws apply.

The GRI Works Council comprises six staff members from different parts of the organization, bringing various perspectives to discussions and decisions. In 2022, the Works Council focused on a number of priorities suggested by colleagues, including salary and benefits and learning and development.

Supporting professional development

Our people are the driving force behind GRI's work and our contribution to sustainable development. GRI is committed to supporting employees in their professional development, including through annual performance and professional development appraisals (PA) and training.

Performance and professional development appraisals (PA)
The PA process begins on 1 October each year. Employees who joined on or after that date do not participate in the given year's appraisal, as the period between October and December is too short for an accurate assessment of their performance.

Employees who leave the organization or take a leave of absence can choose not to participate in the performance review. This explains why the number of eligible employees may be higher than the number of those who receive a performance appraisal every year. In the period from 1 January to 31 December 2022, 91% of all 67 eligible employees received a performance appraisal.

"

"Every day I get to work on our standards that are used by many organizations around the world to report on their impacts. I enjoy working with great, committed colleagues and sustainability experts on creating the best standards to contribute to a sustainable future."

Sharon Hagen, *Technical Content Manager, Standards*

● GRI 2-30
● GRI 3-3 Impacts to people

Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews per gender and employee category*

PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Male

	2020	2021	2022
	17.91	25.42	26.87

Female

	2020	2021	2022
	67.16	66.1	64.18

Senior Management

2022	2.99
2021	3.39
2020	2.99

Middle Management

2022	44.78
2021	40.68
2020	38.81

Support Staff

2022	43.28
2021	42.37
2020	43.28
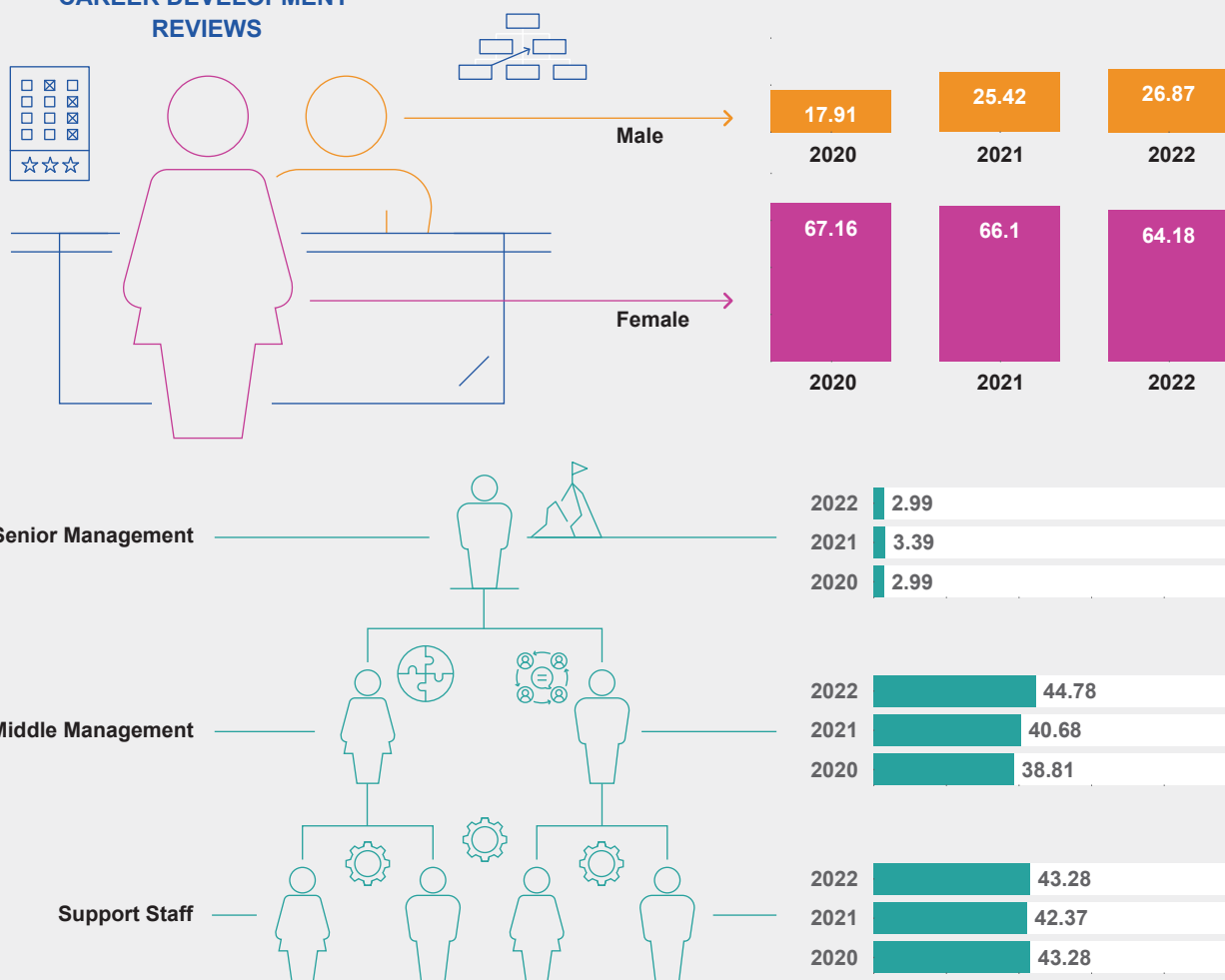
Training at GRI

We believe that professional growth is a collaborative effort led by an individual member of staff, with the support from line managers and the Human Resources department. In 2022, a dedicated senior training coordinator joined the HR department.

GRI staff can choose from a variety of training and other development opportunities, such as mentoring and peer-to-peer learning, according to their needs and professional situation. On average, GRI employees took part in 15 hours of organized training sessions in 2022. Furthermore, all staff had unlimited access to the LinkedIn Learning Platform.

In 2018, GRI developed the Approach to Professional Development – a document that explores our views and position on the topic and outlines how an individual development plan can be set up. The document is part of the Performance Management Methodology (PMM) process. It applies to all staff members at GRI with the status of employees, including those who work outside of the Amsterdam office, i.e. Networks and remote workers. We are constantly monitoring its application and we are ready to make changes when and if necessary.

● GRI 2-4
● GRI 404-3

* The numbers for 2020 and 2021 have been adjusted to reflect only those with employment contracts, i.e. staff with long-term consultancy contracts are not included.

GRI employees channel feedback on professional development and other employee-related matters through their line managers, the HR department, and the GRI Works Council. Although limited due to the size and financial restrictions that a non-profit such as GRI faces, our employee training and professional development are a cornerstone of our work. We do not have standardized targets for professional development, but the Management Board regularly reflects on whether the organization is still a good place to work at and provides employees with enough challenge and support to enable them to be successful in their roles. The Human Resources department keeps track of training and other HR-related topics through our HR software system.

Disclosure 404-1 Average hours of training that the organization's employees have undertaken during the reporting period, by gender and employee category*

AVERAGE HOURS OF TRAINING

	2022	2021	2020
Female	14.10	5.71	5.31
Male	18.78	15.64	7.86
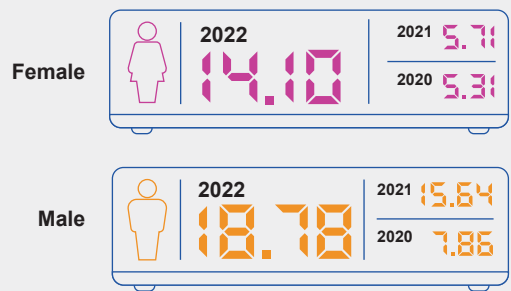
	Support Staff	Middle Management	Senior Management	Other (Interns and Volunteers)
2022	12.34	21.81	3.30	1.00
2021	6.84	10.97	8.44	10.00
2020	4.13	8.68	1.09	0.33

● GRI 404-1

* Due to unavailability of data, the numbers from 2020 and 2021 have not been updated in the table.
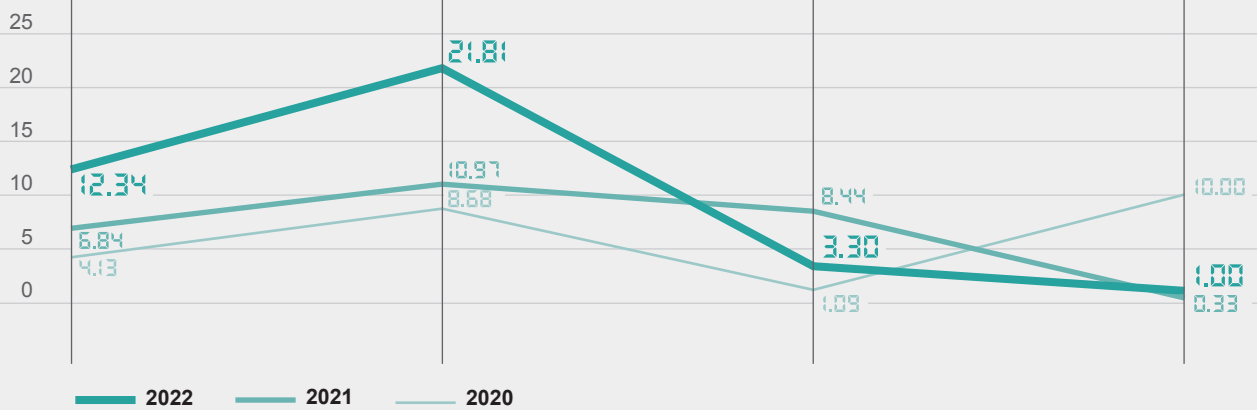
Annex

Likely material topics

This table lists GRI's likely material topics, sub-topics and a description of each sub-topic.

Likely material topic	Sub-topic	Description
GRI Standards development	Enabling impact reporting	By using the GRI Standards, reporting organizations are able to identify their impacts on sustainable development and report on how they are managing this.
	Global multi-stakeholder engagement in the public interest	The formally defined Due Process Protocol that entails robust global multi-stakeholder engagement during the development process, ensures that the GRI Standards continue to promote the public interest and remain aligned with GRI's vision of a sustainable future enabled by transparency and open dialogue about impacts.
Standardized impact reporting	Increased transparency and accountability	By adopting the GRI Standards, reporting organizations are more transparent about their impacts and subsequently, more accountable to how they manage their impacts.
	Streamlining/ harmonizing the reporting landscape	GRI's collaboration with other standard setters and intergovernmental organizations enables interoperability and helps streamline the reporting landscape.
	Reporting for a multi-stakeholder audience	The GRI Standards generate information of interest to a diverse group of information users.
Driving reporting uptake	Accessible Standards	GRI currently provides Standards in 12 languages and as a free public good via its website.
	Advocacy efforts	GRI engages with investors, stock exchanges and regulators to improve sustainability disclosure, and with governments to develop policies that stimulate corporate transparency.
	Regional impact	Through the work of its Regional Networks, GRI introduces and promotes sustainability and reporting in emerging markets.
Increasing reporting robustness	Capacity building in sustainability reporting	By providing training and certification programs (through the GRI Academy and Certified Training partners), creating a community of like-minded reporters (GRI Community) and organizing events, GRI drives capacity building in sustainability reporting.
	Enhancing report quality	GRI enhances report quality by offering Reporting Support services to reporting organizations.
	Sustainability data management	GRI contributes to sustainability data management and reduces barriers to reporting by collaborating with software providers through its Certified Software and Tools Program on the correct ways of including the GRI Standards in reporting software.
Impacts to people	Organizational diversity	GRI maintains organizational diversity through its Diversity Policy both for staff and governance bodies, as well as by ensuring multi-stakeholder representation as part of the standard development process.
	Engaging with clients	GRI engages with clients by offering competitive services in terms of quality and pricing.
Economic impacts	Ethical fundraising	GRI engages with current and potential donors following ethical fundraising policy and practices.
	Organizational resilience	To secure funding for the standards development, GRI maintains diverse sources of income, including offering support services and trainings through the GRI Academy and the network of GRI Certified Training Participants.
Environmental impacts	Emissions	GRI employees produce transport emissions while travelling/commuting to the office and to overseas engagements. GRI general office operations, including electricity and heating usage, also produce emissions.
	Waste	GRI contributes to e-waste by regularly discarding electrical or electronic devices.

Employment tables

Information on employees by gender

Reporting period	Female	Male	Other[4]	Not disclosed	Total
Number of employees					
31.12.2020	58	19	0	0	77
31.12.2021	50	20	0	0	70
31.12.2022	58	23	0	0	81
Number of permanent employees					
31.12.2020	55	17	0	0	72
31.12.2021	41	12	0	0	53
31.12.2022	35	18	0	0	53
Number of temporary employees					
31.12.2020	3	2	0	0	5
31.12.2021	9	8	0	0	17
31.12.2022	23	5	0	0	28
Number of non-guaranteed hours employees					
31.12.2020	0	0	0	0	0
31.12.2021	0	0	0	0	0
31.12.2022	0	0	0	0	0
Number of full-time employees					
31.12.2020	47	18	0	0	65
31.12.2021	41	20	0	0	61
31.12.2022	50	22	0	0	72
Number of part-time employees					
31.12.2020	11	1	0	0	12
31.12.2021	9	0	0	0	9
31.12.2022	8	1	0	0	9

● GRI 2-7

Information on employees by region						
Reporting period	**Africa**	**Asia**	**Europe**	**Latin America**	**North America**	**Total**
Number of employees						
31.12.2020	0	0	74	3	0	77
31.12.2021	0	0	67	3	0	70
31.12.2022	0	1	76	4	0	81
Number of permanent employees						
31.12.2020	0	0	69	3	0	72
31.12.2021	0	0	51	3	0	54
31.12.2022	0	0	50	3	0	53
Number of temporary employees						
31.12.2020	0	0	5	0	0	5
31.12.2021	0	0	16	0	0	16
31.12.2022	0	1	26	1	0	28
Number of non-guaranteed hours employees						
31.12.2020	0	0	0	0	0	0
31.12.2021	0	0	0	0	0	0
31.12.2022	0	0	0	0	0	0
Number of full-time employees						
31.12.2020	0	0	62	3	0	65
31.12.2021	0	0	58	3	0	61
31.12.2022	0	1	67	4	0	72
Number of part-time employees						
31.12.2020	0	0	12	0	0	12
31.12.2021	0	0	9	0	0	9
31.12.2022	0	0	9	0	0	9

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

New employee hires	2020			2021			2022		
	Number of new employee hires	Number of employees (excl. interns)	Rate of new employee hires (%)	Number of new employee hires	Number of employees (excl. interns)	Rate of new employee hires (%)	Number of new employee hires	Number of employees (excl. interns)	Rate of new employee hires (%)
Age group									
<30	-	10	0%	8	13	62%	10	20	50%
30-50	4	51	8%	13	39	33%	16	45	36%
>50	2	16	13%	2	18	11%	4	16	25%
Gender									
Male	2	19	11%	11	20	55%	7	23	30%
Female	4	58	7%	12	50	24%	24	58	41%
Total	**6**	**77**	**8%**	**23**	**70**	**33%**	**31**	**81**	**38%**
Region									
Main office, NL	7	74	9%	22	67	33%	29	76	38%
South Africa	-	-	0%	-	-	0%	-	-	0%
Brazil	-	-	0%	-	-	0%	1	1	100%
Greater China	-	-	0%	-	-	0%	-	-	0%
Colombia	-	3	0%	1	3	33%	-	3	0%
North America	-	-	0%	-	-	0%	-	-	0%
South Asia/India	-	-	0%	-	-	0%	1	1	100%
Indonesia	-	-	0%	-	-	0%	-	-	0%
Peru	-	-	0%	-	-	0%	-	-	0%

● GRI 401-1

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

New employee hires	2020			2021			2022		
	Number of employee turnover	Number of employees (excl. interns)	Rate of employee turnover (%)	Number of employee turnover	Number of employees (excl. interns)	Rate of employee turnover (%)	Number of employee turnover	Number of employees (excl. interns)	Rate of employee turnover (%)
Age group									
<30	5	10	50%	3	13	23%	4	20	20%
30-50	8	51	16%	14	39	36%	19	45	42%
>50	1	16	6%	7	18	39%	3	16	19%
Gender									
Male	13	58	22%	5	22	23%	6	23	26%
Female	14	77	18%	19	48	40%	20	58	34%
Total	**13**	**74**	**18%**	**24**	**70**	**34%**	**26**	**81**	**32%**
Region									
Main office, NL	13	74	18%	23	67	34%	26	76	34%
South Africa	-	-	0%	-	-	0%	-	-	0%
Brazil	-	-	0%	-	-	0%	-	1	0%
Greater China	-	-	0%	-	-	0%	-	-	0%
Colombia	-	3	0%	1	3	33%	-	3	0%
North America	-	-	0%	-	-	0%	-	-	0%
South Asia	1	-	0%	-	-	0%	-	1	0%
Indonesia	-	-	0%	-	-	0%	-	-	0%
Peru	-	-	0%	-	-	0%	-	-	0%

The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)*

Ratio 2020	Ratio 2021	Ratio 2022
6.73	3.48	4.31

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

Ratio 2020	Ratio 2021	Ratio 2022
4.44	0.60	0.44

● GRI 2-21
● GRI 401-1

* The ratio for 2020 and 2021 has been recalculated.
** The ratio for 2020 and 2021 has been recalculated.

GRI content index

For the Content Index - Advanced Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for all disclosures are included correctly and aligned with the appropriate sections in the body of the report. For the SDG Mapping Add-on, GRI Services reviewed that the GRI disclosures included in the content index are appropriately mapped against the SDGs.

Statement of use	GRI has reported in accordance with the GRI Standards for the period 1 January to 31 December 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI standard/ Other source	Disclosure	Location	SDGs	UNGC CoP
General disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	33		
	2-2 Entities included in the organization's sustainability reporting	35		
	2-3 Reporting period, frequency and contact point	This report covers the reporting period from 1 January to 31 December 2022. GRI prepares and publishes the Annual Report for every calendar year which is the same period as its annual financial reporting. The contact point can be found on page 4.		
	2-4 Restatements of information	39, 41		
	2-5 External assurance	GRI did not seek external assurance for this reporting period. As a result of the recent changes in governance structure, all internal policies and procedures will be reviewed in 2023. This includes the approach to external assurance and the aim is to have the 2023 Annual Sustainability Report externally assured.		
	2-6 Activities, value chain and other business relationships	35		E12
	2-7 Employees	38, 39, 44-45	8.5, 10.3	
	2-8 Workers who are not employees	38, 39	8.5	
	2-9 Governance structure and composition	26-32	5.5, 16.7	G5, G11
	2-10 Nomination and selection of the highest governance body	27	5.5, 16.7	G10
	2-11 Chair of the highest governance body	27	16.6	
	2-12 Role of the highest governance body in overseeing the management of impacts	27	16.7	G1, G7
	2-13 Delegation of responsibility for managing impacts	29		G4, G5
	2-14 Role of the highest governance body in sustainability reporting	28, 30		G1

GRI standard/ Other source	Disclosure	Location	SDGs	UNGC CoP
General disclosures *continued*				
GRI 2: General Disclosures 2021 *continued*	2-15 Conflicts of interest	27, 29	16.6	
	2-16 Communication of critical concerns	29		
	2-17 Collective knowledge of the highest governance body	27		
	2-18 Evaluation of the performance of the highest governance body	28		
	2-19 Remuneration policies	27-28		
	2-20 Process to determine remuneration	28		
	2-21 Annual total compensation ratio	47		
	2-22 Statement on sustainable development strategy	3-4		G1
	2-23 Policy commitments	29-30	16.3	G2, G3, G7, G7.1, HR2, HR2.1, L1.1
	2-24 Embedding policy commitments	29-30		
	2-25 Processes to remediate negative impacts	29		
	2-26 Mechanisms for seeking advice and raising concerns	29	16.3	G8, G8.1
	2-27 Compliance with laws and regulations	33		
	2-28 Membership associations	37		
	2-29 Approach to stakeholder engagement	7-10		
	2-30 Collective bargaining agreements	40	8.8	L1.2
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	7, 9-12		G7, G7.1, HR3
	3-2 List of material topics	11		G7
Economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	35-37		G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	35-37	8.1, 8.2, 9.1, 9.4, 9.5	
GRI Standards development				
GRI 3: Material Topics 2021	3-3 Management of material topics	13-20		G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8
Standardized impact reporting				
GRI 3: Material Topics 2021	3-3 Management of material topics	13-20		G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8
Driving reporting uptake				
GRI 3: Material Topics 2021	3-3 Management of material topics	19-23, 25		G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8
Increasing reporting robustness				
GRI 3: Material Topics 2021	3-3 Management of material topics	21-23, 25		G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8
Impacts to people				
GRI 3: Material Topics 2021	3-3 Management of material topics	21-23, 25, 29, 40		G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	46, 47	5.1, 8.5, 8.6, 10.3	
	401-3 Parental leave	39	5.1, 5.4, 8.5	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	42	4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3	
	404-3 Percentage of employees receiving regular performance and career development reviews	41	5.1, 8.5, 10.3	