

# GRI ANNUAL REVIEW OF ACTIVITIES 2006.

FOR MORE INFORMATION, CONTACT

THE GRI SECRETARIAT  
PO Box 10039  
1001 EA  
AMSTERDAM  
THE NETHERLANDS

TELEPHONE: +31 (0) 20 531 0000  
FAX: +31 (0) 20 531 0031  
EMAIL: [INFO@GLOBALREPORTING.ORG](mailto:INFO@GLOBALREPORTING.ORG)  
ONLINE: [WWW.GLOBALREPORTING.ORG](http://WWW.GLOBALREPORTING.ORG)

## Table of Contents

<b>1. Executive Summary .....</b>	<b>3</b>
<b>2. Guidelines Use.....</b>	<b>5</b>
2.1 Highlights on GRI Reporters .....	5
2.2 Small and Medium Sized Enterprise (SME) Reporting .....	5
<b>3. Reporting Framework Development.....</b>	<b>6</b>
3.1 Third Generation of the Sustainability Reporting Guidelines (G3) .....	6
3.2 G3 Improvements .....	6
3.3 G3 Translations .....	7
3.4 Sector Supplements.....	7
<b>4. Reporting Resources .....</b>	<b>8</b>
4.1 Learning Services .....	8
4.2 Tech Partnership .....	8
<b>5. Outreach and Communications .....</b>	<b>9</b>
5.1 Sneak Peaks .....	9
5.2 GRI Conference.....	10
5.3 Web Portal and New Media .....	11
5.4 Media Coverage .....	11
5.5 GRI Briefings .....	11
5.6 GRI Staff Conference Attendance.....	11
<b>6. Governance.....</b>	<b>11</b>
6.1 Board of Directors.....	12
6.2 Stakeholder Council (SC) .....	12
6.3 Technical Advisory Committee (TAC) .....	13
6.4 Organizational Stakeholders (OS).....	13
6.5 Secretariat .....	14

## 1. Executive Summary

2006 was undoubtedly a milestone year for the GRI network and sustainability reporting. Public awareness and heightened interest in sustainability issues such as climate change ensured that the transparency imperative became more and more relevant for organizations all around the world. Meanwhile the GRI network presented the world with the most technically sound, robust, and credible guidelines for sustainability reporting: the G3.

The launch of the G3 is the major highlight of 2006. The G3 capitalize on the years of cumulative experience in sustainability reporting. Their launch at the international conference in October 2006 signifies the culmination of a 3+ year multi-stakeholder engagement process that involved thousands of diverse stakeholders, worldwide to create the Guidelines.

Bringing together over 1000 participants to celebrate the G3 launch was another major highlight. The GRI's first international conference "Reporting: A measure of Sustainability" was a sell out success. Participant feedback and media coverage suggest great value in hearing some of the world's most influential figures in sustainability and transparency. Al Gore, Sir Mark Moody Stuart, Margot Wallstrom and others were amongst the celebrated panelists.

This Annual Review is a programmatic update of the GRI network in 2006. Some of the key highlights of 2006 include:

- The launch of the Third Generation of the Sustainability Reporting Guidelines (G3) in October 2006. The G3 are a significant step forward in the evolution of sustainability reporting.
- A very successful, and positive, first GRI Conference on Sustainability and Transparency, held in Amsterdam. This attracted 100 speakers, 1000 participants, and extensive media attention and secured over 75 media articles in 10 languages.
- The declared number of reports using the Guidelines use rose to 957.
- Further translations of the Guidelines. The 2002 Guidelines are available in 16 languages, and the G3 in 7.
- Continued work on Sector Supplements for the Apparel and Footwear sector; Transport and Logistics sector; a draft for the Electric sector and a pilot of Financial Services
- Further organizational development at the GRI, with the establishment of a new Learning Services Department. Learning Services will provide leadership for training programs and for the Small Medium Enterprise project.
- A new web portal to give report writers interactive access to the Reporting Framework.
- The creation of the Tech Partnership, an innovative collaboration bringing together a GRI working group with a range of experts to provide more technological support for the Reporting Framework.

- Expansion of the Organisational Stakeholder network, nearly doubling from 2005 figures to 392 OS by the end of 2006.
- The GRI network welcomes Mervyn King as the new Chair of the Board, and Paul Freundlich as Chair of the Stakeholder Council.

## **2. Guidelines Use**

The total number of organizations using the GRI Guidelines as the basis for their reporting increased to 957 by December 2006. This represents a 27.6% increase since the 2005 Annual Review. Reporting organizations were drawn from 60 countries (up from 53 in 2005), from all six (inhabited) continents. Looking towards 2007, it is expected that the improved clarity and usability of the G3 *Guidelines* will spur continued growth in reporting, both in quantity and quality.

### **2.1 Highlight on GRI Reporters**

There were over 180 new GRI reporters by the end of 2006, with 194 reports 'In Accordance' with the 2002 GRI Guidelines, either self-declared or GRI checked, representing 20% of the total. At year end 2005, 12% of reporters were In Accordance. The following new reporters in 2006 are noted in a selection of different sectors:

- Public agency reporting: South Australian Department for Environment & Heritage; City of Melbourne; New Zealand department of Corrections; and eThekweni Municipality in South Africa.
- In April, the first report by a law firm was announced: Freshfields Bruckhaus Deringer LLP from the UK.
- In June, food and beverage retailers came out in force, with new reports from Tesco and Smithfield Foods.
- Several new reports were released by energy companies, including the giant Exxon Mobil, as well as Centrica, and Green Mountain.
- New corporate reporters include: Coca-Cola UK, L'Oreal, TimeWarner, Cisco Systems, and General Electric
- Towards the end of 2006, some organizations issued reports based on the new G3 Guidelines. These included: Bristol-Myers Squibb, Australia and New Zealand Banking Group (ANZ), National Australia Bank (NAB) and De Beers.

### **2.2 Small and Medium Sized Enterprise (SME) Reporting**

During 2006, the GRI SME projects formally developed into an SME program with the aim of creating a new platform for enhancing sustainability performance and reporting by SMEs. The SME program lies with the responsibility of the new Learning Services Department.

In June 2006, sustainability reporting in India achieved significant momentum as GRI attended a 4-day conference near Mumbai. The conference was organized by the Bombay Chambers of Commerce and Industry and the UK-based Business in the Community (BITC). The GRI Guidelines and the High 5! Handbook for SMEs were key in a Corporate Social Responsibility workshop at the Conference, and were well received by the Indian companies who are seeking ways to communicate their sustainability efforts to their stakeholders.

In Chile, 12 SMEs from fruit producing, wine and manufacturing sectors went through a reporting process with Vincular (an organization part of the Catholic University of Valparaiso). The resulting short GRI sustainability reports, based on the High 5! Handbook, were presented at a large conference in Santiago, on 14 December.

Another major initiative during 2006 was the start of a pilot project with Spanish micro-company pharmacies using the GRI reporting framework and the SME Handbook to report on their sustainability performance. They are part of the Spanish Federation of Pharmacies (FEFE). The

project is a collaboration between the FEFE, the NGO FUINSA and the GRI. Two workshops were held in 2006, in which the pharmacies learned to understand, to measure as well as improve their sustainability performance. They were also given the opportunity to provide feedback on the GRI guidance available and its applicability for small pharmacies. FEFE would like to develop the project and involve another 22,000 of their members in Spain.

### 3. Reporting Framework Development

2006 saw the culmination of one of the most significant evolutions in the history GRI and indeed, sustainability reporting, with the release of the G3 Guidelines in 2006. The release represented a culmination of three years' effort, involving thousands of stakeholders worldwide. Whilst 2005 was dedicated to the development and the release of the draft G3 Guidelines, 2006 was spent finalizing the draft version. This culminated in the launch of the Third Generation of Sustainability Reporting Guidelines (G3) in early October. The Reporting Framework was further expanded with G3 translations and calibration to Sector Supplements, some of which are new and still underway. 2006 proved a very important year for the GRI Reporting Framework.

#### 3.1 Third Generation of the Sustainability Reporting Guidelines (G3)

On 3 January 2006, the GRI announced the release of the draft G3 Guidelines for Sustainability Reporting, along with a full set of indicator protocols. The G3 and its protocols were available for a three-month public comment period until end of March. This allowed various stakeholders to engage with, and comment on, the draft.

The G3 public comment period was the biggest public comment period that the GRI has ever undergone. A total of 275 individuals and organizations commented on the Draft G3.

Respondents came from 31 different countries across all 6 continents. Among different stakeholder groups, the following were represented: academics, civil society, companies, governmental agencies, investors and labor.

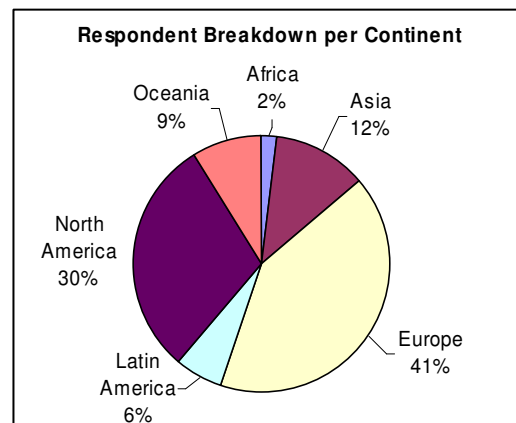
The feedback was diverse and focused on a large number of details and changes. The general themes of the feedback included the following:

- Generally, the direction of the G3 was welcomed.
- Reporting principles and tests were popular.
- Boundary guidance was generally seen as a useful addition.
- Many respondents welcomed the addition of the Disclosure on Management Approach.

After comments were received, the Secretariat analysed feedback, incorporating the changes into the G3 draft. The draft passed through the Technical Advisory Committee (TAC), and finally the Board and the Stakeholder Council where a "concur" vote indicated the G3 were ready for launch.

#### 3.2 G3 Improvements

The main goal of the G3 was to develop Guidelines that improved on the 2002 Guidelines and made sustainability reporting more routine and comparable.



Some of the major improvements of the G3 compared to the G2 are:

- Clear guidance on defining report content, report quality and report boundary
- Reporting principles that are accompanied by a set of self tests to assist their application.
- A new section on 'Strategy and Analysis' in the Profile disclosures, intended to provide a high-level, strategic view of the reporting organization's relationship to sustainability.
- Restructured Indicator sections that contain a Disclosure on Management Approach, in which the management and integration of sustainability to achieve results are disclosed.
- Consolidated and refocused performance indicators: reduced from 97 indicators in the 2002 Guidelines to 79 in the new G3.
- Indicator protocols for each performance indicator, outlining key definitions, complication methodologies and resources.
- Improved Application Levels to replace In Accordance reporting.

Thanks to these improvements, the G3 provides a perfect opportunity to refresh and refocus the reporting process.

### **3.3 G3 Translations**

The draft G3 was translated into five languages: French, Japanese, Portuguese (Brazil), Russian and Spanish.

Upon their release in final form, the G3 was translated into four languages in 2006: Dutch, Spanish, Korean, and Hungarian, with more than 10 translations commencing for release in 2007. Sincere thanks to the translation teams and sponsors whose efforts ensured timely, widespread accessibility of the G3 Guidelines in an international context.

### **3.4 Sector Supplements**

Sector supplements are a key part of the Reporting Framework. Some sectors have unique and detailed needs, and require disclosures and specific indicators to be used in conjunction with that of the core Guidelines. During 2006, GRI continued to expand its reporting infrastructure; one new Sector Supplement was released, two were under development, and one was being tested.

Sector Supplements are developed through multi-stakeholder working groups that comprise sector (reporters) and non-sector stakeholder representatives (report users), across a range of geographic areas and constituencies. Working groups run for about 12 months in which several face-to-face meetings are held. A draft is created and undergoes a 90-day public comment period, feedback is incorporated and the final draft is sent to the Technical Advisory Committee for approval and release as a pilot version. The launch of the pilot version is followed by a testing phase which then leads to the finalization of the Sector Supplement.

Key Sector Supplement activities in 2006:

- The draft of the Apparel and Footwear Sector Supplement was finalized in May and released for a public comment period of 90 days. The Apparel and Footwear Sector Supplement will be released in 2007.
- The Logistics and Transportation Sector Supplement was released in June 2006, after over a year's work by a multi-stakeholder working group. The working group was convened by GRI and the World Economic Forum's Logistics & Transportation Corporate Citizenship Initiatives.

- The draft Electric Utilities Sector Supplement draft was finalized towards the end of 2006, and is scheduled for public comments early in 2007.
- The Financial Services Sector Supplement (Environment & Social versions) was piloted. Draft indicator protocols are expected to be released for public comment in 2007.

#### **4. Reporting Resources**

2006 represented the launch of a new era of consolidated GRI support and learning resources. The anticipated Learning Services department was established, and other initiatives such as the Tech Partnership were also launched.

##### **4.1 Learning Services**

2006 launched the Learning Services Department. In July 2006, Dr. Nelmara Arbex was appointed Director, Learning Services. The Learning and Training program provides comprehensive support to report makers, report users and service providers, to help them get the most out of the Reporting Framework. The program aims to improve the quality and increase the quantity of GRI reports, and to develop consistent approaches by creating and distributing learning resources.

The Learning and Training Program will offer Learning Publications, Training Courses, training associations, access to case studies and discussion for a on sustainability reporting.

GRI Learning Publications will include three series of educational manuals:

- *Starting Points*: for a general audience and for organizations considering reporting for the first time.
- *Pathways*: for report makers of all levels and types.
- *Explorations*: focused on new issues in sustainability reporting and indicators.

Work on the first publications in all three series started by the end of 2006. The first publication in the “Pathways” series. *The GRI reporting cycle: A handbook for small and not-so-small organizations* will be launched in early 2007.

2006 also saw preparations for the Training Associations. In November, a “Call for Partners” for the regional GRI Training Associations in Brazil, India and the United States was announced. These partnerships will be further developed during the first months of 2007.

The Learning Services Department has also taken over responsibility for the Small and Medium Sized Enterprises team. This reflects the strong demand for content production and training from the SME projects.

##### **4.2 Tech Partnership**

Over the years GRI stakeholders have asked for the creation of technology-based solutions that can support GRI’s Sustainability Reporting Framework. As a result, the development of a modern web portal with interactive tools is now a key component in support of the new G3. Additionally, GRI has been developing the G3 XBRL taxonomy which will greatly ease the transfer and evaluation of sustainability data.

To further GRI's technology outreach, the GRI partnered with various leading technology providers and developers to form an expert group known as the 'GRI Tech Partnership'. GRI Tech Partners participate, on a continuing basis, in a consultative process designed to align their software and toolsets with the G3 and with the marketplace for sustainability reporting. These partners are actively involved in the direction of development of future technology as well as in adopting a long-term leadership position by working with GRI to embed sustainability reporting solutions into their own products.

The GRI Tech Partnership is a highly visible group and a key component of GRI's goal of encouraging a competitive marketplace to drive sustainability reporting. The GRI are pleased to see the valued commitment of the founding members: BSi Entropy International Designs, Credit 360, Enablon, ESP, Hyperion, Plan A, Proventia Solutions, SAP, StakeWare and TechniData.

## 5. Outreach and Communications

Network expansion and consolidation, as well as an evolution in the GRI's communication and outreach strategy were key themes of 2007. Much of this reflects the growing sophistication of the GRI network itself.

As well as GRI staff attending many events around the world, 2006 also included many more events that were hosted by the GRI itself. These included the major GRI Conference on Sustainability and Transparency in October as well as the many Sneak Peaks earlier in the year.

### 5.1 Sneak Peaks

GRI offered a series of one-day workshops, 'Sneak Peaks', in major centers globally during the first months of 2006. These enables participants to gain in-depth orientation on the draft G3, hear from working group members, engage with staff, meet opinion leaders and submit their own comments and opinions on the G3 draft.

GRI organized 27 one-day Sneak Peak events around the world, to coincide with the release of the draft G3 Guidelines. The GRI partnered with interested members to deliver these events. Many thanks to all the partners who contributed to making the Sneak Peak events a success and ensured that they were of top quality. 27 successfully completed events in 3 months is an effort to be proud of.

The Sneak Peaks reached literally thousands of people around the world, through visits in:

- Africa (2): Cape Town, Johannesburg
- Asia (5): Hong Kong, Mumbai, New Delhi, Seoul, Tokyo
- Europe (10): Amsterdam, Barcelona, Brussels, London, Madrid, Milan, Moscow, Munich, Paris, Zagreb
- Latin America (5): Buenos Aires, Lima, Rio de Janeiro, Santiago, Sao Paolo



- North America (3): Bay Area, New York, Toronto
- Oceania (2): Auckland, Sydney

The events were offered by the Secretariat in a variety of languages including: English, French, Spanish, German, Japanese, Portuguese, Chinese, Korean, Russian, Italian and Croatian. Around 3000 people were involved in the Sneak Peaks.

## **5.2 GRI Conference**

On October 4-6 2006, the GRI hosted the 2006 Amsterdam Conference on Sustainability and Transparency. A total of 1,150 participants from 65 countries gathered to celebrate the launch of GRI's G3 Guidelines, including some 250 participants from 37 different developing countries and emerging markets.

The conference comprised plenary sessions, leadership tracks, panel discussions, 'Future Now' fora and 'See and believe' visits. Leadership Tracks provided a platform for important and exciting discussions about the topics of sustainability reporting and the business case, capital markets, emerging markets, civil society, SMEs, public agencies and assurance among others. A total of approximately 160 expert speakers and panellists were invited and set the stage for the future of sustainability reporting.

Keynote speakers, among many others, included:

- His Royal Highness the Prince of Orange, Prince Willem-Alexander of the Netherlands
- Al Gore, former Vice President of the USA
- Margot Wallström, Vice-President, European Commission
- Sir Mark Moody Stuart, Chair of Anglo American
- Achim Steiner, Executive Director, United National Environment Programme
- Gerard Kleisterlee, CEO Philips
- Hugh Scott-Barrett, CEO ABN AMRO
- Job Cohen, Mayor, City of Amsterdam
- Karien van Gennip, Minister of Foreign Trade, The Netherlands
- Pieter van Geel, State Secretary of Housing, Spatial Planning and Environment, the Netherlands
- Professor Stuart Hart, Cornell University
- Mervyn E. King, Institute of Directors South Africa and Chair-Elect of Board of Directors, GRI

Speakers highlighted the value of sustainability reporting and its challenges triggered by global crises such as climate change, poverty and declining resources like energy and water. The Prince of Orange underlined the urgency of these global issues and welcomed GRI's unique emphasis on public-private partnerships in its creation of a common sustainable development agenda. Others urged the uptake of the Guidelines and encouraged organizations to commit to greater transparency about their sustainability impacts. UNEP Executive Director Achim Steiner emphasized that it is critical for organizations to show willingness to be accountable, transparent and trustworthy in how they deal with the impacts of their operations.

The GRI Conference was a great opportunity to bring together the GRI network and sustainability community to advance sustainability reporting and transparency. The conference was the first ever major conference hosted by the GRI itself, and it was an exciting opportunity to convene different experts, GRI stakeholders and many other interested people from all over the world. The next GRI Conference is planned for May 2008, and preparations have already begun.

Thousands of individuals and organizations made the conference and G3 launch possible. The GRI's sincerely thanks you each.

### **5.3 Web Portal and New Media**

Requests for an online platform for the Guidelines have long been heard, and in 2006 such requests were answered with the development and launch of the G3 Web portal. More than just a website, the portal enables interactive access to the Reporting Framework, and customizes your visit based on who you are. The portal gives access to interactive navigation and online tools for the G3, in a logical and clear manner. Other features of the new portal include registrations and renewals for Organizational Stakeholders, eShop access and many useful downloadable documents on reporting. To view the GRI portal please visit: <http://www.globalreporting.org>

With the launch of the new G3 and the GRI web portal, the GRI communications team generated creative "web 2.0" solutions to encourage information and knowledge sharing amongst a community of stakeholders and to reach a wider audience. In the lead up to the GRI Conference in October 2006, communications director Alyson Slater started a blog describing behind the scenes action at the GRI. In view of the blog's popularity, it will continue through 2007.

The overwhelming success of the conference podcasts (Al Gore's presentation was downloaded over 1000 times) has led to a continually updated podcast library, which will continue throughout 2007.

### **5.4 Media Coverage**

The GRI enjoyed extensive media coverage during 2006, especially during and after the conference when Sustainability reporting, the GRI and the city of Amsterdam were placed in the global spotlight. For the conference alone, more than 75 newspaper articles were published in over 150 newspapers and magazines in approximately 30 countries.

### **5.5 GRI Briefings**

Following the conference, the GRI began a series of G3 roll-outs around the world. These were especially designed to provide further information on the content and changes in the G3 Guidelines, and for those who were unable to join the GRI at the Amsterdam conference. Between October and December, there were over 100 presentations in 60 cities, worldwide.

### **5.6 GRI Staff Conference Attendance**

GRI staff participated in just over a 100 events in approximately 25 countries. By speaking and participating at events worldwide, GRI staff and governance leadership reached an estimated audience of over 10,000 people during 2006.

## **6. Governance**

2006 was a dynamic year for GRI Governance bodies, with rotations, changes and additions in the different bodies. Both the Board of Directors and the Stakeholder Council elected new Chairs; and the first ever Stakeholder Council member rotation occurred. Membership to the popular Organizational Stakeholder group continued to grow, and at year end stands at 392.

## **6.1 Board of Directors**

Judy Henderson's term as Chair of the GRI Board ended in December 2006. Judy had held the position of Chair of the Board from 2002. Many thanks to Judy for her dedication and guidance as Chair of the Board; she has been an invaluable asset to the Board and has guided the GRI through some important years in its history. Upon stepping down as Chair, Judy was elected a Board member.

Early in 2006, Kishor A. Chaukar (Tata) from India and Sean Harrigan (formerly of CalPERS) from United States joined the GRI's Board of Directors for a two year term. Kishor and Sean filled the positions vacated by Jamshed J. Irani and Barbara Shairlor, from India and the United States, respectively. Early in 2006, Lindiwe Mokate unfortunately stepped down from the Board. The position was filled by Kumi Naidoo (CIVICUS) from South Africa.

During July 2006 potential new Board members were put forward by the GRI Nominating Committee for election by the Stakeholder Council (SC) members. The SC members unanimously agreed on the appointment of the following new Board members: Ignasi Carreras from Spain, Shizuo Fukada from Japan and Mervyn King from South Africa. The Board unanimously agreed on the appointment of Mervyn King from South Africa as new Chair of the GRI Board.

Positions on the Board had been vacated by Toshihiko Goto from Japan, Hanns Michael Hölz from Germany and Peter Wong from Hong Kong. Towards the end of the year, Joan L. Bavaria from the United States resigned from the Board.

All newly appointed board members and the newly appointed chair, Mervyn King, will officially take their positions on the Board of Directors as of January 2007. To those outgoing members: sincere thanks and your contributions and participation have been of great value to the development of the GRI Network.

## **6.2 Stakeholder Council (SC)**

During the July SC meeting, Paul Freundlich was unanimously elected as the new Stakeholder Council Chair; a position that becomes active 1 January 2007. Paul fills the position vacated by Linda Funnell Milner, who served as SC Chair from 2003. Linda is congratulated and thanked for so competently steering the leadership of the SC in this time.

The first SC rotation occurred during 2006. During March 2006, Organizational Stakeholders (OS) voted for new SC Members: this was the first time elections for new members of the Council had been held. The then current SC members voted for ten additional members at their annual meeting on 11<sup>th</sup> July 2006. The following new members were elected from various different constituencies to ensure the balance of representation:

### *Business Constituency*

- Michiko Arikawa, Panasonic, Japan
- Uwe Brekau, Bayer AG, Germany
- Ramesh Chagan, Kumba Resources, South Africa
- Marilou Erni, Petron Foundation, The Philippines

- Karin Ireton, Anglo American, South Africa
- Helen Macdonald, Newmont Mining Company, United States
- Sam Mostyn, IAG, Australia

#### *Mediating Institutions*

- Filippa Bergin, Amnesty Business Group, Sweden
- Nabide Isah Kiti, Water Resource management, Uganda
- Kayo Ito, Cre-en, Japan
- Tarcila Reis Ursini, Ethos Institute, Brazil
- Wayne Wescott, ICLEI, Australia/New Zealand

#### *Civil Society Organizations*

- Colin Legarde Hubo, Center for Social Responsibility/Foundation for People Development, The Philippines
- Soledad Teixido, Fundacion PROhumana, Chile
- Johan Verburg, Oxfam International, The Netherlands

These new members are officially welcomed to the Stakeholder Council on 1 January 2007. The efforts of those members rotating off remains much valued and appreciated. Your guidance has been important in the governance of the GRI network.

### **6.3 Technical Advisory Committee (TAC)**

The TAC provides high-level technical advice and expertise to the Board and the GRI network as a whole. Its key functions include guiding the overall architecture of the Reporting Framework and submitting recommendations to concur / non concur to the Board on Reporting Framework elements. This year, the TACs' priority was to deliver the final draft of the G3 to the Board, which received their 'concur' vote in July.

The TAC consists of technical experts in areas linked to reporting and disclosure. It was a year of considered input for the TAC, whose unwavering technical expertise helped ensure the G3 was technically robust.

#### *TAC members are:*

Roger Adams, Association of Chartered Certified Accountants (ACCA), UK. TAC Chair  
 Tom Etty, Netherlands Trade Union Confederation (FNV), the Netherlands  
 Saliem Fakir, Sustainability Institute, South Africa  
 Rob Frederick, Brown-Forman Corporation, USA  
 Dr. Aditi Halder, Confederation of Indian Industry, India  
 Dr. Craig Mackenzie, Centre for Ethics in Public Policy and Corporate Governance, UK  
 Michael Nugent, International Federation of Accountants (IFAC), Australia  
 David Russell, Dow Europe GmbH, Switzerland  
 Maria Sillanpää, the Smart Company, UK  
 Hidemi Tomita, Sony Corporation, Japan

### **6.4 Organizational Stakeholders (OS)**

The Organizational Stakeholder Network of the GRI continued to expand. 2006 closed with 392 Organizational Stakeholders, an impressive increase from around 240 members in the end of 2005.

The growth of OS reflects the value that members receive. In 2006, this included significant profiling opportunities, promotion, and financial discounts for the conference. A full list of the new OS for 2006 can be found later in this report.

The conference in October was a unique opportunity to show appreciation to the Organizational Stakeholders for their support. Over 450 participants came from Organizational Stakeholders, representing over a third of all conference attendees. This figure also includes speakers and sponsors who became OS as a result of their sponsorship. Benefits for OS at the conference included: discounted rate to attend the conference, special registration desk, OS Booth with information and GRI staff for questions, extra gift in conference bag, exclusive free dinner at the opening evening of the conference and special OS logo on name badges.

Thank you to all the new OS who registered during the year, as well as to those continuing to support the GRI. Your continuous support is invaluable to the GRI, and forms the backbone of the GRI network and the governance system. If your organization finds value in the Guidelines and the GRI mission, please join today at <http://www.globalreporting.org/os>

## **6.5 Secretariat**

A handful of new staff members joined the Secretariat, especially around the conference team. During conference-lead up, a Conference Communication Manager, a Conference Assistant and an Intern joined GRI. The Secretariat remains a dynamic environment of approximately 25 staff.

## **New Organizational Stakeholders for 2006**

Abertis  
Advocacia ubirajara silveira  
AGORA SL  
AKIBA Commercial Bank Tanzania Limited  
Art Meta  
Alan Willis & Associates  
Alcan Inc.  
AmBioDiv  
Andrew Beatty (Baker & McKenzie)  
ARDT  
Arkada  
Asociacao Thalamus  
Assif Strategies Ltd. - environment initiatives & development  
At Stake Advisors S.L.U.  
Australia and New Zealand Banking Group (ANZ)  
AVAS - L'Association Volontaire des Actionnaires Salariés  
Bali Export Development Organization  
Bali International Consulting Group  
Barbets' Duet  
Batavia Brand Communications Sdn Bhd  
BeFsa CSR Bench Marks Foundations of Southern Africa for Corporate Social Responsibility  
BEL Business Enhancement Lda  
BIDEA CONSULTANTS  
Bits-communication  
Boise State University  
Borella projects  
Bosch  
BrownFlynn  
BSD Business meets Social Development  
Buhrmann NV  
Business Institute for Sustainable Development KOREA  
Business Social Compliance Initiative (BSCI)  
Butterfly R & C  
BuzzWord Sustainable Reporting  
Caiteur Group Climate Change Institute  
Carbon Disclosure Project  
Carole Burnham Consulting  
Centro Colombiano de Responsabilidad Empresarial CCRE  
CEPI  
City of Amsterdam  
Claudine O'Brien  
Climate Partners  
Connection Training & Consulting AS  
Cocinfar - Soluções Informáticas, Lda  
Community Partnership Consultants  
Comunitas  
Cobat  
Conservation International Netherlands  
Copn. Cord. Consulting  
Create2connect  
CPA Australia  
Crossrelations Corporate Communications Consultants  
CSIR - Council for Scientific and Industrial Research  
CSR-Project, TUD (Institute of Political Science)  
CSRware, Inc.  
Daimler Chrysler  
Dellacasa & Castillo Consultores  
Dita Financial, Inc.  
Dokeo GmbH  
Dr. Hardte Unternehmensberatung  
Duma Tau  
Dunin  
E.ON  
Ecomundis Editorial  
ECOPROGRESSO  
Electras Nova d.o.o.  
Electricité de France (EDF)  
Energetics  
Enviromental Management Centre  
ENVIRON Netherlands  
EPA Victoria  
Ergon Associates  
ESP (Environmental Software Providers)  
EuroeReg Consulting  
Evaluation International  
Ever  
Federacion Empresarial de Farmaceuticos Espanoles  
FIRM Solutions B.V.  
Francis J. Maher  
Fundacion PROhumana  
Futerra Sustainability Communications  
Georgina Legoe  
Getronics  
Global Sustainability Institute, RMIT University  
Grant Thornton LLP  
GreenTrack Strategies  
GROUPE BERNARD JULHIET  
Groupe Investissement Responsable  
Hamish Stewart  
Hauska & Partner  
Hong Kong Quality Assurance Agency  
IESE Business School  
IFOK GmbH Institut für Organisationskommunikation  
ifu Hamburg  
Instituto Argentino de Responsabilidad Social Empresaria (IARSE)  
International Coral Reef Standard

InterPraxis  
IPS - Institute for Industrial Policy Studies  
Israel Center for Social Responsibility  
IZAITE (Asociación de Empresas Vascas por la Sostenibilidad)  
Jantzi Research  
Karakter  
KLM  
Korean Foundation for Quality  
KSA - Korean Standards Association  
LARAGON MARKETING E INNOVACION S.L.  
Leyendar  
Maala - Business and Social Responsibility  
Martone Assunta  
MEGA (Morris Environmental & Groundwater Alliances)  
Midas International Asset Management  
Monica Araya - consulting & research services  
Moragues and Scade business  
National Center for Sustainability Reporting, Indonesia  
natlika Sustainability  
Nieuwe Maan  
Novadelta, Comércio e Indústria de Cafés, S.A.  
Numico  
Office Depot  
OIKOS  
Omnes Imperium  
Orsa Strategic Communications Consultancy  
Pacific Institute  
Paharpur Business centre & Software  
Papavasiliou D. & Associates Law Offices  
Petrobras  
Plan-A, LLC  
ProcessMAP Corporation  
Promotora Accse s.a. de c.v.  
Quality Experts  
Radley Yeldar  
Report Comunicacao  
Reputation Partners  
Responsables

Royal Bank of Canada (RBC)  
RSDB  
Russel and Associates  
RWE  
S.U.Khan Associates, Management Consultants  
Sabanci University Corporate Governance Forum  
SAGE  
Sakile Development Partners Ltd  
Schiller Corporate RSC  
SGS UK Ltd  
Socio-Cultural Development Association International  
Socsal - Foco Sustentable  
Solstice Sustainability Works Inc.  
Sperantia  
Stakeholder Reporting  
StakeWare  
Stichting Mijn CO2 Spoor / My CO2 Track  
Sustainable Ventures  
Sustainserv GmbH  
Sustinova - Consultoria para a Sustentabilidade, Lda  
Symantec  
Synerlux  
TechniData AG  
The Anders & Winst Company - Strategy & Sustainability  
The Network for Responsible Marketers  
Tineke Lambooy  
Transparency International  
Transredes  
Triple Innova  
Trivia Advies  
UCA Funds Management  
Unidad com  
Valora Consultores de Genstion, S.L.  
Vasin, Heyn & Company  
Visão Sustentável  
VP Consulting  
Xagic NV

See full list of all Organizational Stakeholders at <http://www.globalreporting.org/os>