Appointment of
Chief Executive
THANK YOU FOR YOUR INTEREST IN THE POSITION OF CHIEF EXECUTIVE OF GRI.

Dear Candidate,

From climate change to the loss of biodiversity, growing inequality, modern slavery and resource pressures around water and waste management, our society and planet face the most significant challenges of all times. As we have again been reminded by the COVID-19 crisis, the task of building a sustainable future is a shared mission for us all. By doing business in a way that aligns long-term commercial strategies with care for society and the environment, companies can play a crucial role.

For companies to contribute they need to understand, manage and report their impacts in a way that is trusted and objective. GRI exists to help organizations be transparent and take responsibility for their impacts so that we can create a sustainable future.

Since its inception in 1997 the Global Reporting Initiative (GRI), an international nonprofit organization, has created the most widely used, global common language for organizations to report their impacts in a standardized, comparable way, which meets the needs of all stakeholders.

Are you ready to lead our global team at GRI – from our Secretariat in Amsterdam to our regional offices on nearly every continent – to drive the future development of sustainability disclosures and the use of the GRI Standards to empower sustainable decisions?

The Chief Executive will lead our talented and diverse team of sustainability experts, drawn from over 30 countries. Excelling in this position will require you to thrive in a multicultural and international environment, while inspiring those around you.

We are seeking a candidate with the same drive, ambition and vision as GRI. Do you believe in what we do, and do you have the skills and experience to help us drive the sustainability reporting movement? If so, we would be delighted to hear from you.

Eric Hespenheide
Chairman, GRI Board of Directors
GRI plays a unique role in the global drive to create a sustainable future for all. Sustainability reporting enables transparency and helps markets function more efficiently, supporting better decisions that create sustainable benefits for everyone.

GRI works with businesses, investors, policymakers, civil society, labor organizations and other experts to develop the GRI Standards and promote their use by organizations around the world. The resulting standards help governments hold organizations accountable for their impacts and initiate dialogue to drive corporate contribution to national and international sustainable development efforts.

The GRI Standards – a free public good available in 12 languages – focus on the economic, environmental and social impacts of a company, and hence its contributions – positive or negative – towards sustainable development. It is the underlying assumption that if not already impacting financially at the time of reporting, these impacts can become financially material over time. Organizations can also use the Standards to report on their contributions towards the UN Sustainable Development Goals (SDGs).

Today some 10,000 organizations, including 75% of the largest 250 companies in the world, disclose sustainability information through the GRI Standards – something unimaginable only 15 years ago. In addition, our standards are referenced explicitly in 160 policies of governments, regulators, and stock exchanges in 60 countries.

GRI’s purpose

Why
GRI exists to help organizations be transparent and take responsibility for their impacts so that together we can create a sustainable future.

How
We create the global common language for organizations to report their sustainability impacts. This enables informed dialogue and decision making around those impacts.

What
GRI is the global standard setter for impact reporting. Through an independent, multi-stakeholder process we maintain the world’s most comprehensive set of sustainability reporting standards. Available as a free public good in 11 languages, the GRI Standards are, globally, the most widely used for sustainability reporting.
THE GRI STANDARDS

Our collective understanding of environmental, social and wider economic issues and how they affect businesses and markets is constantly evolving. This is why GRI works to drive qualitative developments in sustainability reporting by continually updating GRI Standards and by promoting sustainability reporting as best practice for all organizations.

GRI offers organizations both a framework for sustainability reporting as well as the reporting standards. The Standards are designed as an easy-to-use modular set, starting with the Universal Standards. These include disclosures about the organization’s specific context, such as its reporting practices, activities, products and services, its governance, and stakeholder engagement.

Topic Standards are then selected, based on the organization’s material topics – economic, environmental or social. The current 34 Topic Standards cover topics ranging from anti-corruption to water and biodiversity, occupational health & safety and tax. This process ensures that an inclusive picture of material topics, their related impacts, and how they are managed.

Sectors differ in the impacts that their activities have on the economy, environment, and society. The Sector Standards, a new program under development, will provide authoritative guidance on a sector’s most likely impacts, helping organizations focus their reporting on the most vital issues.

Moreover, the GRI Standards are aligned with widely recognized international instruments for responsible business behavior, such as the UN Guiding Principles on Business and Human Rights, the ILO conventions, and the OECD Guidelines for Multinational Enterprises.

Developed through an independent, multi-stakeholder process

The GRI Standards are issued by the Global Sustainability Standards Board (GSSB), an independent operating entity of GRI. They are developed according to a formally defined due process overseen by the independent Due Process Oversight Committee (DPOC). Experts from different stakeholder groups across the world are involved in developing the GRI Standards using a consensus-seeking approach that builds on their diverse backgrounds and expertise.

The GSSB also routinely conducts public comment periods to gather stakeholder feedback on draft Standards. Transparency lies at the heart of the GSSB’s work. All meetings of the GSSB and the documents discussed at these meetings, including drafts of Standards, are publicly accessible via the GRI website.

Commitment to staying current

To maintain the status and relevance of the current GRI Standards as the leading global sustainability reporting standard, the GRI Standards need to reflect leading practice, international norms and the global multi-stakeholder consensus at any moment in time. Therefore, the GSSB is committed to reviewing all existing GRI Standards every 4 years.

In addition, a comprehensive Sector Program is being implemented to complete the set of GRI Standards. And finally, the GSSB aims to have 5 new topic-specific Standards under development concurrently to ensure that the GRI Standards reflect the ongoing evolution of the sustainable development agenda, are responsive to stakeholder expectations and continue to promote the public interest.
Transparency informs decision of all stakeholders

Companies/reporting organizations use sustainability reporting to measure, understand and communicate to external stakeholders how they impact on the world around them. In addition, reporting informs internal decision making to catalyze change and helps identify sustainable business models which can be profitable and contribute to the protection of the planet at the same time.

Consumers want to know that the products or services they buy and use have been developed responsibly, under fair and decent working conditions and without harm to the environment.

Policymakers are concerned with sustainability and how an economic transformation could tackle these issues, and are therefore introducing regulations, laws and other requirements to encourage companies to integrate sustainability into their business practice and reporting.

Stock exchanges around the world have started requiring listed companies to report on their impacts beyond the financial results as a means to protect investors and future proof their market.

Investors, including asset owners, pension funds and businesses are increasingly considering environmental, social and governance (ESG) risks when deciding which companies to invest in. Beyond risk management a growing group of investors expects their money to make a tangible contribution towards prosperity for people and the planet.
DRIVING ADOPTION AND IMPROVING THE QUALITY OF REPORTING

In support of the standard-setting activities, GRI engages in activities focused on ensuring that the Standards are used by organizations and interested stakeholders as well as improving the quality of reporting. These activities fall in three other distinct areas: enabling smart policy on sustainability reporting, supporting reporters, and collaborating to drive reporting innovation.

Enabling smart policy

We work with governments, international organizations and capital markets to promote and advance sustainability disclosure as a universal practice. They look to us for guidance as the world’s most widely used sustainability disclosure standards. Since the beginning of 2020 we are, for example, actively engaged in and help shape the next iteration Europe’s Non-Financial Reporting Directive. Another example is our work is with the OECD on country-by-country tax reporting.

Key to our success in the field of policy engagement are our long-standing collaborations with over 20 international organizations such as the UN Global Compact, the OECD and the UN Working Group on Business & Human Rights.

GRI is also a key player in setting the emerging “global 2030” agenda, in particular the development, implementation and monitoring of the SDGs. We work with other organizations on global leading-edge initiatives, which focus pressing challenges such as climate change, human rights abuse and corruption. Through this collaboration, we are finding innovative ways of using sustainability disclosures to help support sustainable development. The importance of this work is recognized by several governments who give GRI multi-year financial support to help enable sustainable economic growth in developing countries.

Supporting reporting organizations

GRI is fully aware that producing a meaningful and comprehensive sustainability report based on our standards is no mean feat. It requires a deep understanding not just of our Standards but also of the issues facing the world and a deep understanding of the organization’s activities. Over the years GRI has developed a suite of support tools and activities to help both new and experienced reporting organizations improve their reports and for reporting professionals to hone their skills. Some of these tools are freely available while others are paid for. The revenue supports the further development of the Standards.

The GRI Community brings together reporting organizations, and sustainability professionals who are committed to driving improvements in reporting and corporate transparency and who support our work. The community is a collaborative network aimed at sharing knowledge with peers worldwide. Access exclusive webinars and roundtables, benefit from our services - and create better and more effective reports.

To help individual reporting professionals to stay ahead of the curve and progress in their career, we offer opportunities for professional development. Over the past two decades GRI has trained more than 25,000 sustainability practitioners in the use of our reporting framework. In 2020 we further enhanced our offering with the launch of the GRI Academy and the Professional Certification Program. The training programs include online training courses, tutorials and webinars; a key part of our approach is the balance between learning from experts and interacting with peers at the forefront of sustainability reporting. Both the GRI
Community and the professional development programs are offered global as well as in the regions.

From the use of sustainability information to inform better decision making, to the creation of new lines of business, it is clear that this information is not just for the exclusive use of sustainability professionals. Sustainability information is useful for investors to enable greater trust in their investments, customers in their products and services, citizens in their governments and so on. These groups and individuals all need different information, and to access it in different ways. That is why GRI works closely with providers of technical solutions for sustainability reporting. We **certify existing applications** that use GRI content to provide reporters with wider access to reliable software and tools. We also maintain a large publicly and freely available database of sustainability reports.

**Collaboration**

While GRI is internationally renowned as the global leader in sustainability reporting, the non-financial reporting landscape is becoming increasingly crowded. This is both a positive and a negative. More initiatives bring greater recognition and understanding of the importance of disclosing non-financial information and changing business practices. But there are also challenges. As GRI, we believe strongly in a vision of a single, coherent global set of reporting standards. That is why we are pursuing collaboration with these other organizations.

The world of sustainability disclosures needs consistency, compatibility and in some cases convergence, and this will not happen if the multitude of different initiatives and standards act in a disjointed way. Bringing greater co-operation, alignment and understanding to this field will therefore be a large part of GRI’s work and the Chief Executive’s focus in the months and years to come.
GRI’S GOVERNANCE STRUCTURE

The GRI Board of Directors, of which the Chief Executive is a non-voting member, is currently comprised of 14 highly-qualified individuals from a wide variety of backgrounds and cultures. The GRI Board of Directors has final decision-making authority over all aspects of GRI’s work, with the exception of standard-setting, which is conducted under the auspices of the Global Sustainability Standards Board.

The Stakeholder Council (SC) is the formal stakeholder policy forum within the GRI governance structure, and advises the GRI Board on strategic issues. The SC’s key governance functions include appointing GRI Board members and making recommendations on future policy, activities. Up to 50 individuals serve on the Stakeholder Council. Its membership is diverse, and drawn from all UN-defined regions. Its members represent the constituencies in GRI’s network: business, civil society organizations, investment institutions, labor and mediating institutions.

The GRI Nominating Committee is comprised of six members (drawn from the Board and the SC), who identify candidates to the Board of Directors, the SC and the IAC.

Governance of standard-setting

The Global Sustainability Standards Board (GSSB) is an independent body with sole responsibility for setting globally accepted standards for sustainability disclosure. GSSB members have a broad range of expertise and experience. The GSSB works in the public interest and according to GRI’s vision and mission.

The Due Process Oversight Committee (DPOC) ensures that the GSSB’s standard-setting activities 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 (IAC) has five members whose role is to appoint qualified and competent members to GRI’s standards-setting governance bodies – the GSSB and the DPOC.
GRI’S SECRETARIAT

Led by the Chief Executive and the Executive Team, the Secretariat implements GRI’s strategic work plan, in addition to managing network and institutional communications, global outreach, stakeholder relations, marketing and financial administration.

The GRI Secretariat is headquartered in Amsterdam, The Netherlands, where we have around 90 staff members, while our work is supported by a network of seven Regional Hubs (see below).

Office of the Chief Executive
› GRI’s strategic work program oversight
› Organizational management
› External representation

Operations
› Finance
› Human Resources
› IT
› Legal
› Governance Support
› Operations

Strategic Partnerships and Programs
› Fundraising and management of relationships with institutional, corporate and foundation donors
› Grant implementation

Regions, Content Development and Program Delivery
› GRI’s Regional Hubs
› Program delivery in the regions
› Content development

Standards (The Chief of Standards reports directly to the GSSB with a ‘dotted line’ to the CE)
› GRI Standards development

External Affairs
› Public policy position development and relationship management with policy makers and regulators
› GRI communications, events and marketing activities

Services and Network Relations
› Reporting services and training delivery
› Corporate relationships management thought the GRI Community Program

Regional hubs
GRI has a network of seven regional hubs, strategically located around the world, which advance reporting and respond to the needs of local stakeholders at the region and country level. Each hub is guided by advisory groups that include high-level representation from the region.

The hubs are in Johannesburg (Africa), Singapore (ASEAN), São Paulo (Brazil), Hong Kong (Greater China Region), Bogota (Hispanic America), New York (North America), and New Delhi (South Asia). All other regions (including Europe) are supported from GRI’s global secretariat in Amsterdam (The Netherlands).
FUNDING

Maintaining the world’s most comprehensive set of sustainability standards requires a significant investment of time and resources. GRI’s funding model is set up to meet the requirements of the GSSB Terms of Reference to ensure that the Standards are developed in line with the needs of companies and the global community, and free from any external influences.

The current composition of GRI’s funding:

- 38% governments & foundations,
- 33% corporate engagement & memberships
- 29% services & events
Being Chief Executive at GRI – an organization small enough for a leader to be hands on, but large enough to have an impact on the world of business and beyond – is both a demanding and rewarding role.

Reporting directly to the Board of Directors, the Chief Executive has a wide-range of responsibilities, from steering GRI strategy implementation, to presiding over day-to-day operations, to delivering keynote speeches at international conferences and being GRI’s principal spokesperson.

On any given day the Chief Executive could have an interview with a high profile media outlet, meet with senior business leaders and public policymakers, hold a conference call on strategy with leaders of partner organizations, deal with internal governance issues, work on fundraising activities, or review management priorities with senior colleagues.

This role requires a strong strategic focus and a record of leadership, coupled with highly-effective networking skills and an ability to motivate and inspire both colleagues and external stakeholders alike.

Position summary

The Chief Executive (CE) is the most senior member of GRI’s management team. The CE’s responsibilities are set by the GRI Board of Directors, of which the CE is a non-voting member. The CE is directly and solely accountable to the Board. The Board Chairman represents the Board for this purpose on a day-to-day basis.

Under the direction of the Board, the CE is responsible for the development of GRI’s strategy, its funding and operational implementation. The Board delegates full responsibility for management and day-to-day operations to the CE, and the CE has the authority to carry out these responsibilities in accordance with the direction and policies established by the Board.

The CE provides direction to GRI’s staff and is ultimately responsible for their performance. The CE also oversees the effective management of relations in the global network of stakeholders, comprised of report issuers, report users, governments, policymakers and third parties that provide the foundation for GRI’s work.

The CE ensures that the GRI Board and its sub-committees, the Stakeholder Council, the Global Sustainability Standards Board (GSSB) and its governance bodies are able to carry out their governance functions.

The Chairman of the Board and the CE are the most senior spokespersons for GRI. The CE will oversee GRI’s public positioning and update this positioning as needed. CE will consult with the Chair of the GSSB when it comes to public statements about GRI Standards.

The CE will represent GRI at public forums, and at senior levels with GRI’s most important contacts, in addition to the media.

The job description

**Reports to:** Board of Directors

**Reporting to this position:** The Executive Team, consisting of a Chief Operating Officer, Chief Standards, Chief External Affairs Officer, Chief Business Development Officer, Chief Development Officer, Chief Regional Officer.

**Location:** Amsterdam, The Netherlands
Core responsibilities include:

**Strategic management and leadership**

▷ Leading strategy development with staff colleagues, in consultation with the Stakeholder Council and the GSSB, and in partnership with the Board, which has ultimate decision-making authority for GRI.
▷ Implementing GRI’s strategy in line with the overall direction and parameters set by the Board.
▷ Directing and monitoring the effective implementation of this strategy.
▷ Informing the Board on progress in the implementation of the strategy, and sharing this information with other governance bodies as relevant.

**External representation**

▷ Ensuring an effective public profile for the GRI through the development and implementation of a focused external engagement strategy.
▷ Speaking for GRI at high-profile public events.
▷ Representing GRI in strategic institutional relations.
▷ Representing GRI in policy, strategy and funding discussions with high priority contacts within governments, international organizations, business, professional institutions, labor organizations, civil society, academia, and the media.

**Operational management**

▷ Overseeing key objectives and target-setting for all senior officers.
▷ Monitoring and ensuring the effective achievement of objectives and targets by all senior officers.
▷ Ensuring the proper use of financial resources through effective financial planning and budgeting, and the oversight of financial management and controls.
▷ Promoting staff motivation and development, and ensuring effective performance management and efficient resource use across the organization.
▷ Ensuring an effective plan for the long-term resourcing of GRI’s strategy, ensuring its day-to-day implementation, and representing GRI to major supporters and funders as required, in close consultation with officers responsible for the relevant areas of GRI’s strategy.
▷ Ensuring effective management reporting for internal and external accountability and legal compliance.

**Governance**

▷ The CE is an ex officio (non-voting) member of the Board and board membership responsibilities are therefore part of the CE’s overall responsibilities; safeguarding the GRI governance and due process principles, and ensuring their effective implementation in all relevant operations.
▷ Ensuring effective management of the governance processes for the Board and its sub-committees, Stakeholder Council, GSSB, and the other governance bodies.
Person Specification

› A track record of strategic leadership at Director level or above, gained in a relevant organisations and/or sectors.
› Clarity of vision and the ability to bring people along with you through change.
› Knowledge of global sustainability and its relevance to business, international and national policy, the economy, markets and society is desirable.
› Knowledge of/ or experience in organizational reporting is not essential but would be an advantage.
› An experienced and competent manager; combining people and operational skills including proven financial management, and the ability to coach and empower talented staff.
› Proven ability to work with, and manage culturally diverse teams, including remote management relations with staff located around the globe.
› Significant experience in global stakeholder engagement, a naturally collaborative approach and proven ability to promote synergies and collaboration among stakeholders from different sectors (i.e. business, government, audit and professional services, civil society, investors and labor).
› An inspiring and persuasive (internal and external) communicator, both written and spoken.
› Prior income generation experience, from a variety of sources including, but not limited to, foundations, corporations and governments.
› Diplomatic, politically astute and demonstrable understanding of international relations;
› The highest level of integrity and the ability to lead by example.
› Demonstrated commitment to GRI’s vision and mission.
› Fluency in English is essential. Ability to speak other languages would be an advantage.
› Willingness to travel extensively.
APPOINTMENT PROCESS AND HOW TO APPLY

Appointment process

Perrett Laver will conduct an executive search process in parallel with the public advertisement of the role. Longlisted Candidates will be invited to an interview with Perrett Laver during mid-late January and shortlisted candidates will be invited to interview with Global Reporting Initiative in early-mid March.

The salary is competitive and commensurate with the seniority of the appointment.

The appointment will be made subject to satisfactory references and the successful candidate will be expected to take up the post in Amsterdam as soon as is reasonably possible.

How to apply

To apply, please upload an up-to-date curriculum vitae (including comprehensive details of key achievements and responsibilities), along with a cover letter summarising your motivation for applying and addressing the role description and key competencies at https://candidates.perrettlaver.com/vacancies/ quoting reference 4884.

The deadline for applications is Monday 4th January 2021 at 12:00 p.m. CET.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR). Our legal basis for much of our data processing activity is ‘Legitimate Interest’. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website.