“it’s not enough to just be...”

Building sustainability into the fabric of the Global Reporting Initiative

Global Reporting Initiative’s first Sustainability Report

1 JULY 2003 - 30 JUNE 2004
At the close of its second full year in operation as an independent institution in mid-2004 momentum and interest in GRI’s processes and products seemed at an all time high. Uptake of the Guidelines was accelerating, stakeholder participation in GRI processes was growing, and demand for new products such as Sector Supplements were reinforcing GRI’s main mission: to use a multi-stakeholder process to create and disseminate a generally accepted set of Guidelines for sustainability reporting for use by all organisations.

For a small organisation currently executing a full work programme at stretched staffing capacity, we knew that we could not afford to ‘report for the sake of reporting.’ However, reporting offered a systematic way to evaluate and refresh our current management system and help us set our performance targets, reporting priorities, and goals for the future.

Through the reporting process, we realised that we had been neglecting a fundamental truth: that even though an organisation may base its entire existence around promoting sustainable development, it is still necessary to take basic steps towards ensuring that its own operations are in line with such goals. While GRI’s actions are implicitly done within a sustainable-development mindset, we had not consistently implemented concrete processes and procedures to formally solidify our own management systems to reinforce our commitment to sustainable development on the operational level. Lessons learned it was not sufficient for GRI to claim that promoting sustainability reporting was its own commitment to sustainable development, we had to prove this through our actions and policies in the same way as any other organisation would have to. In other words, it was not enough to just be... The reporting process also allowed us to create the space we needed to turn the spotlight inward, a momentary change from all of our externally-focused and network-oriented activities. As we have so often heard from other organisations using the Guidelines, reporting allows you to get to know yourself much better! And obviously given the above confessions, this has been an extremely revealing process for us to go through. We hope that this report now helps you get to know GRI better – and see the things in our report that you wanted to see. We look forward to receiving your comments.

Judy Henderson
Chair of the Board of Directors
Global Reporting Initiative

“it’s not enough to just be...” statement from the chair
Objectives and goals
- Continue to build the secretariat’s internal information systems, management and governance structures; set future reporting and performance goals and engage with stakeholders to meet goals.
- Demonstrate that the GRI Guidelines can be used by small organizations and set a best practice example for small enterprises and non-profit organization reporting.
- Learn lessons from the reporting experience as an input to the process of developing the third generation (G3) of GRI Guidelines (due out 2005) and the SME Handbook for Sustainability Reporting (released November 2004).
- Evaluate how well the secretariat and GRI as a whole is doing against its core mission (i.e. to make sustainability reporting as commonplace and valuable as financial accounting.)

Reporting boundary
GRI essentially a globally spanning network-based organization, with a large governance structure and small coordinating secretariat. For this first effort we drew our reporting boundary fairly narrowly: the GRI Secretariat staff and operations, GRI governance bodies, and impacts on the local community where GRI’s Secretariat is located.

The Reporting period is consistent with GRI’s financial year and runs from 1 July 2003 – 30 June 2004.

Stakeholder engagement
GRI is essentially a globally spanning network-based organization, with a large governance structure and small coordinating secretariat. For this first effort we drew our reporting boundary fairly narrowly: the GRI Secretariat staff and operations, GRI governance bodies, and impacts on the local community where GRI’s Secretariat is located.

Stakeholder input at key moments throughout the reporting process helped to ensure the credibility and relevance of our report. The following is a brief overview, for full results visit our online report.

Assuring our report
GRI did not conduct an assurance process on its first sustainability report, but we did convene a small Review Committee composed of sustainability assurance experts who consulted with us during the reporting process. Mark Line (CSRNetwork, UK), Jennifer Iansen-Rogers (KPMG Global Sustainability Services, The Netherlands), and Vic Thorpe (Just Solutions, Switzerland), reviewed the first draft of the report and met at our offices for two days. We underwent a detailed overview of the draft, and analyzed how and why decisions were made about the report scope, the way we organized and ran the reporting process in-house and some of the indicator responses and compilation methods.

This was extremely valuable and worthwhile in terms of having a better understanding about what assurance can bring to the reporting process and shed light on how we might go about determining our assurance needs for future reports.

A message from the review committee can be read in the online report.

www.globalreporting.org/SDreport
Organisational profile
GRI was incorporated as an independent institution in the Netherlands on 26 July 2002. It has its name in Stichting Global Reporting Initiative. ‘Stichting’ in Dutch equate to ‘Foundation’ in English. GRI is a non-profit organisation and has no exempt status.

The ‘Global Reporting Initiative’ refers to the large multi-stakeholder network consisting of thousands of experts in dozens of countries worldwide that participate in GRI’s working groups and governance bodies, use the GRI Guidelines to report, or contribute to the development of the GRI reporting framework in other ways – both formal and informal.

The formal components of GRI include a secretariat located in Amsterdam, the Netherlands, which is charged with engaging the network and executing the work plan as developed by the Board in consultation with other GRI governance bodies. Two key governance bodies have been formalised and are beginning to play a critical role in GRI processes: the Stakeholders Council and Organisational Stakeholders. A third formal governance component is the Technical Advisory Committee, which only became operational in 2004. There are no other offices or formal GRI bodies located outside of the Netherlands.

$\begin{align*}
\text{Operational structure} & \\
& \text{GRI itself is a widespread multi-stakeholder network whose operations are coordinated by the GRI Secretariat. The operations of the Secretariat are guided by GRI’s Articles of Incorporation and the Board. The Chief Executive is the senior secretariat member and serves as a member of the GRI Board of Directors. The Secretariat also comprises a staff of individuals with experience in management, communications, alliance building, financial management and various technical proficiency.}
\end{align*}$

$\begin{align*}
\text{Organisational scale} & \\
& \text{Personnel include 20 Secretariat employees, 15 Board Members, 60 Stakeholder Council Members, and 160+ Organisational Stakeholders.}
\end{align*}$

$\begin{align*}
\text{Products include} & \\
& \text{the Sustainability Reporting Guidelines, Technical Protocols and Sector Supplements. Annual budget was €1.8 million in revenues.}
\end{align*}$

Major products
GRI’s mission is to use an international multi-stakeholder process to create, improve and disseminate a reporting framework for use by all organisations when reporting on their economic, environmental and social performance.

The Sustainability Reporting Guidelines form the core of the reporting framework. The Guidelines contain a set of principles and indicators for use by all organisations operating in any sector or country for reporting on sustainability impacts of operations, products and services. By June 2004 the Guidelines were available in eight languages free of charge.

Technical Protocols provide definitions, equations and detailed explanations on how to report on indicators. By June 2004 there were Technical Protocols for indicators on water, energy, child labour, health and safety. Additionally, a protocol was under development for the areas of boundary setting in reporting.

The Guidelines are complemented by Sector Supplements. Supplements provide specialised information, definitions and indicators for industry sectors.

By June 2004 Supplements were ready for use for automotive, financial services (fiscal, tour operators, and telecommunications. Supplements were under development for mining and metals, public agencies, and financial services (environment).

Nature of markets served
GRI’s reporting framework serves two main markets:

$\begin{align*}
\text{Information seekers broadly include investors and analysts, employees, communities, about another organisation’s economic, environmental or social performance.}
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& \text{advocacy groups, academics, researchers and companies looking to benchmark how to report on indicators. By June 2004 Supplements were ready for use for automotive, financial services (fiscal, tour operators, and telecommunications. Supplements were under development for mining and metals, public agencies, and financial services (environment).}
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In order to ensure the highest degree of credibility and relevance, the reporting framework is developed by both reporting organisations and information seekers working in a multi-stakeholder consensus-based process coordinated by the GRI Secretariat.

For full details on GRI’s operating and management structure, see our online sustainability report.

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\end{align*}$

For full details on GRI’s operating and management structure, see our online sustainability report.
Management Overview

GRI’s environmental policy was designed to help reduce negative environmental impacts associated with GRI’s main day-to-day activities. The environmental policy covers travel and transport, paper, and energy use.

This reporting process marked the first time GRI looked back upon the policy, evaluated our performance against it and assessed whether or not there were important elements missing or aspects that should be refined. See our full report online for details on our performance related to travel and transport, paper, and energy use.

Performance Evaluation and Future Targets for Travel and Transport

Due to GRI’s heavy reliance on international networking and meetings, impacts resulting from our heavy travel schedule was identified by our stakeholders as a key area for reporting.

This was an intensive year of international travel by GRI staff and members of the governance bodies - over 200 trips covering more than 60 countries. We did not systematically or significantly offset our travel related emissions by investing in carbon sinks. As this remains to be our most significant environmental impact we will review our policy and practice over the coming year to see how it could be further reduced. Some ideas from our stakeholders include commitment to a carbon offsetting programme or utilising video-conferencing more often.

Green commuters! 19 out of 20 GRI staff use some combination of walking, cycling, tram, and train to get to work daily.

Featured Highlight - Travel and Transport

Due to GRI’s heavy reliance on international networking and meetings, impacts resulting from our heavy travel schedule was identified by our stakeholders as a key area for reporting.

Relevant indirect greenhouse gas emissions

<table>
<thead>
<tr>
<th>Mode</th>
<th>Secretariat</th>
<th>Board</th>
<th>Stakeholder Council</th>
<th>Total KM</th>
<th>Total CO2 emissions in metric tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air</td>
<td>85,404.00</td>
<td>33,702.00</td>
<td>6,944.00</td>
<td>125,050.00</td>
<td>100.63</td>
</tr>
<tr>
<td>Train</td>
<td>19,003.00</td>
<td>8,933.00</td>
<td>1,363.00</td>
<td>30,339.00</td>
<td>2.54</td>
</tr>
<tr>
<td>Car</td>
<td>2,890.00</td>
<td>703.00</td>
<td>0.49</td>
<td>3,593.00</td>
<td>0.49</td>
</tr>
<tr>
<td>Total</td>
<td>107,297.00</td>
<td>42,938.00</td>
<td>8,317.00</td>
<td>178,452.00</td>
<td>103.66</td>
</tr>
</tbody>
</table>

Total CO2 emissions in metric tons

<table>
<thead>
<tr>
<th>Mode</th>
<th>Secretariat</th>
<th>Board</th>
<th>Stakeholder Council</th>
<th>Working Groups</th>
<th>Total CO2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air</td>
<td>93.60</td>
<td>37.80</td>
<td>72.70</td>
<td>8.10</td>
<td>212.20</td>
</tr>
<tr>
<td>Train</td>
<td>6.54</td>
<td>6.54</td>
<td>6.54</td>
<td>6.54</td>
<td>6.54</td>
</tr>
<tr>
<td>Car</td>
<td>0.49</td>
<td>0.49</td>
<td>0.49</td>
<td>0.49</td>
<td>0.49</td>
</tr>
<tr>
<td>Total CO2</td>
<td>100.63</td>
<td>43.80</td>
<td>86.25</td>
<td>15.14</td>
<td>219.23</td>
</tr>
</tbody>
</table>

Sandra Vijn, Technical Development Researcher
funding distribution both geographically and by constituency – in a way that would reflect GRI’s multi-stakeholder network itself. The Organisational Stakeholder (OS) programme allows any organisation that supports GRI’s mission to join as a member. A series of benefits are available for OS’s, including the right to vote for Stakeholder Council members. See www.globalreporting.org/os for more.

performance - stakeholder network

Management Overview

The GRI must continuously work to establish itself as a neutral convening platform for discussions around sustainability reporting. Players from all industries and from all stakeholder group franchises, academia, business, civil society, labour, etc must feel ownership of GRI as an entity, the associated consensus-building processes, and the resulting reporting framework.

Consequently, we aim to maintain our independence by ensuring a diversity of credible funding sources. In addition, we actively engage with our stakeholder network to assess their level of satisfaction with GRI products and services. See our full online report for details on independence and stakeholder satisfaction.

Featured Highlight – Independence

Since it was started as a project in 1997 GRI has mainly relied upon foundations’ grants from American sources. Since becoming independent in 2002 GRI has aimed to shift the

Performance Evaluation and Future Targets

By the end of financial year 2003-2004 GRI’s funding sources were still mainly Foundations, but we had some success in engaging other sources such as governments and businesses. We have set the goal of reducing our dependence on philanthropy and becoming more self-sufficient. In order to get there we have developed a business plan that will seek to establish a high measure of financial independence by offering key support services such as education, training and accreditation programmes. All of this will roll out in tandem with the G3 Guidelines, see www.globalreporting.org/G3 for more information.

Organisational stakeholder revenue by source

<table>
<thead>
<tr>
<th>Type of organisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics</td>
<td>1</td>
</tr>
<tr>
<td>Business Association</td>
<td>10</td>
</tr>
<tr>
<td>Civil Society Organisation</td>
<td>12</td>
</tr>
<tr>
<td>Company</td>
<td>60</td>
</tr>
<tr>
<td>Investment Community</td>
<td>8</td>
</tr>
<tr>
<td>Mediating Institution</td>
<td>15</td>
</tr>
<tr>
<td>Non-profit research or consulting</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>103</td>
</tr>
</tbody>
</table>

visit our report at www.globalreporting.org/SDreport

Stakeholder satisfaction: During 2003-2004 GRI conducted its largest international engagement process ever to gather feedback on the 2002 Guidelines and help us build our plan for innovating the next generation of GRI Guidelines due out in 2006. This was known as the Structured Feedback Process (SFP). 210 organisations responded to our request to participate, which 110 responses were received, and a series of seven regional roundtables worldwide which engaged nearly 450 individuals in total. See www.globalreporting.org/sfp for results.

Peter Wang,
Consultant to Deloitte Touche Tohmatsu.
GRI Board Member.

“It was really time for GRI to ‘walk our talk’ so to speak, and use our own Guidelines to produce a sustainability report. It’s doing so, we very much able to see how we are performing against our own rules and from there, how to prioritise further developments.”
We find it is very important to ensure GRI reflects the “global” in its name. One way to do this is to ensure that those closely engaged in GRI activities, such as secretariat staff, Board, and Stakeholder Council members, come from a diverse array of geographic and cultural backgrounds. The only way GRI’s Guidelines can remain globally applicable is to ensure all voices are at the table. Below find details about the secretariat staff.

All workforce is located in the Netherlands. All data as of 30 June 2004

<table>
<thead>
<tr>
<th>Staff by age</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-25</td>
<td>0</td>
</tr>
<tr>
<td>26-35</td>
<td>7</td>
</tr>
<tr>
<td>36-45</td>
<td>7</td>
</tr>
<tr>
<td>46-55</td>
<td>6</td>
</tr>
<tr>
<td>56-65</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff by nationality</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>0</td>
</tr>
<tr>
<td>Asia</td>
<td>2</td>
</tr>
<tr>
<td>Europe</td>
<td>12</td>
</tr>
<tr>
<td>North America</td>
<td>5</td>
</tr>
<tr>
<td>Oceania</td>
<td>1</td>
</tr>
<tr>
<td>South America</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
</tr>
</tbody>
</table>

Performance evaluation and future targets

Since no specific requirements for staff diversity exist in GRI’s Articles of Incorporation, this was an area where reporting made us realise that we were acting on a common understanding of the importance of diversity, but that a formal, written policy, and formalised procedures around this important issue do not yet exist. Management will be taking this on board to determine how GRI can ensure it remains true to the ‘global’ in its name.

“One substantial benefit to come out of the process of writing this report was that it helped us to identify key operational areas such as monitoring and evaluation that needed to be built up and improved, and sharpened on where we still needed to stabilise our management system.”

Ralph Thurm, Deputy Chief Executive
The economic indicators contained in the GRI Guidelines are designed to allow an organisation to measure the impacts it has on the economic circumstances of its stakeholders. Our annual budget of nearly €2 million might seem small, but so are the numbers of economic stakeholders we affect.

The reporting goals around economic impacts for this year included:
• Gaining a better understanding of our supply chain relationships so to inform the integration of formal policies and procedures into our management system in the future.
• Gain insight into the economic relationships GRI has with its stakeholders so to better inform the creation of our business plan in the future.

See our full online report for details on fair wages, purchasing, and indirect economic impacts.

Performance Evaluation and Future Targets
It was the reporting process that brought to light the fact that we had been making informal or ad hoc decisions about which products and services we purchased. Although our staff identify strongly with the goal of sustainable development and consider themselves conscientious consumers, we do think that this needs to be captured in more formal policy and associated management system.

Our procurement budget is relatively small (less than €700,000) but our staff feel strongly that we should support best practices in environment and human rights and choose our suppliers accordingly. Management will review our performance this year and plan and prioritize the development of a three-dimensional procurement policy that would reflect economic, environmental and human rights aspects; create associated procedures, monitoring and evaluation system, and timelines for implementation in the future.

Featured Highlight - Purchasing and suppliers
For this reporting year there was no formally documented policy in place guiding GRI’s economic, environmental and social goals around purchasing, even though most of our regular or major purchases were made after careful consideration of such factors.

- GRI purchases Max Havelaar coffee, a Fair Trade brand
- GRI prints its materials on recycled, chlorine free paper

Performance and Evaluation - Purchasing and suppliers
EC3 Cost of all goods, materials and services purchased
€698,698

EC11 Supplier breakdown by organisation and country
90% of expenditure was to Netherlands based businesses.

HR2 Evidence of consideration of human rights impacts as a part of investment and procurement decisions.
GRI staff made conscious decisions to purchase products and services from suppliers where human rights and environment are being addressed.
For example:
• GRI purchases Max Havelaar coffee, a Fair Trade brand
• GRI prints its materials on recycled, chlorine free paper

EN33 Performance of suppliers relative to environmental components of programmes
Before making a bulk purchase of furniture this year GRI staff researched wood sourcing and labour aspects of the furniture’s construction as a part of the decision making process. We did not perform an audit of the company’s overall environmental performance.

EN17 Initiatives to use renewable energy sources and increase energy efficiency
GRI purchased three desktop computers with TCO energy saving device. The desktops meet most US Environmental Protection Agency (EPA) Energy Star requirements for reduced power consumption.
GRI also purchased a printer/photocopier and scanner with energy saving technology. These features were taken into consideration during the decision making process for both environmental and cost saving reasons.

“Reporting was a valuable experience as it forced me to approach things in a different way, to look at things from a different angle in order to obtain requested information. It also showed me that a gap sometimes exists between what we aspire to do, and the formal policies and procedures that are in place to help accomplish those things.”

Monique Hutten,
GRI Human Resources and Operations Manager

For up to date figures and full details visit
www.globalreporting.org/SDreport

“Reporting under a reliable experience is the means to approach things in a different way, to look at things from a different angle in order to obtain requested information. It also showed me that a gap sometimes exists between what we aspire to do, and the formal policies and procedures that are in place to help accomplish those things.”

Monique Hutten
GRI Human Resources and Operations Manager

14 | GRI First sustainability report
visit our report: www.globalreporting.org/SDreport
1 july 2003 - 30 june 2004

15
outcomes -
key successes
and products

The goals below are directly related to the Chief Executive’s goals as agreed to for the financial year by the Board of Directors, and outlined in GRI’s Business Plan for 2003-2005.

Uptake of the GRI Guidelines

By the end of the financial year GRI counted 475 organisations headquartered in 43 countries that had used the GRI Guidelines as the basis for their sustainability report. GRI believes it is on track to exceed 600 users one full year before the original target date of end-2005. The 600 target was established by projecting linear growth in Guidelines uptake, but this more rapid pace is evidence that uptake is still in the early stages of a growth curve more exponential in nature. To better record the uptake, GRI revamped its report tracking system during this year, and approximately one-third of the database was populated by end of financial year. GRI is on track to complete this project by mid-2005.

Translations

Translating the guidelines into more languages was one way of increasing access and thus the use of them. During this reporting year, the Guidelines were available in 10 languages: Dutch, French, German, English, Japanese, Portuguese (Brazil and Portugal), Spanish, Italian and Russian. Chinese translation was also started during fiscal year 2003-04. These numbers exceed the 2003-2005 Business Plan goal of making the Guidelines available in five or more languages.

Sector Supplements

GRI released four supplements, they were:

- Telecommunications
- Automotive
- Tour Operators
- Financial Services (social)

This fiscal year we also began the development of supplements for:

- Mining and Metals
- Public Agencies
- Financial Services (environment)
- Logistics and Transportation

The next generation of GRI Guidelines: Introducing G3

In 2003-2004 the groundwork was done in preparation for the process that will unfold over 2004-2006 to update, innovate and create the third generation of GRI Guidelines. An international Structured Feedback Process was completed which engaged 450 individuals and organisations worldwide for their ideas on how the Guidelines should evolve. A strategic planning phase was also completed which concluded that GRI should undergo a dual transition:

- Evolving the Guidelines into a more robust and user-friendly framework
- Shifting GRI as an institution towards economic self-sufficiency.

“...the GRI network was designed to make a collective contribution towards the global sustainable development movement by generating transparency and accountability through reporting. For us, the Guidelines were invaluable because they forced us to evaluate how well GRI was accomplishing its mission, and how our processes could be further refined to make GRI even more effective.”

Ernst Ligteringen, Chief Executive
stakeholder feedback survey

Your feedback is important to us. Take a moment to tell us what you thought of our first sustainability report so that we might improve our reporting process in the future. A more detailed feedback form is available in our online report, feel free to submit your comments digitally instead or in addition to this form.

General Satisfaction

Overall I am satisfied with GRI’s sustainability report

- Strongly agree
- Agree
- Somewhat disagree
- Disagree

I am happy with GRI’s candor and depth of transparency

- Strongly agree
- Agree
- Somewhat disagree
- Disagree

I am satisfied with the depth and scope of issues covered

- Strongly agree
- Agree
- Somewhat disagree
- Disagree

Have your say

What was your reason for reading GRI’s sustainability report?

- Brief explanations for why some indicators were not reported on.

I am satisfied with the depth and scope of issues covered

- Strongly agree
- Agree
- Somewhat disagree
- Disagree

What are your specific suggestions for improving GRI’s web-based reporting?

- Brief explanations for why some indicators were not reported on.

What was your reason for reading GRI’s sustainability report?

- Brief explanations for why some indicators were not reported on.

What are the most critical issues for GRI, what should be included next time, what should be avoided?

- Brief explanations for why some indicators were not reported on.

What was your reason for reading GRI’s sustainability report?

- Brief explanations for why some indicators were not reported on.

Having read the report, has your opinion of GRI changed? State how.

- Brief explanations for why some indicators were not reported on.

Optional information

Name

Country

Organization

Email

Please copy this page and Fax back to +31 20 531 0031

Snapshot of GRI Content Index

A brief overview of the indicators we fully reported on this year is provided below. See our online report for those that were partially reported on, and brief explanations for why some indicators were not reported on.

Indicators reported

<table>
<thead>
<tr>
<th>Element</th>
<th>1.1</th>
<th>1.2</th>
<th>2.1</th>
<th>2.2</th>
<th>2.3</th>
<th>2.4</th>
<th>2.5</th>
<th>2.6</th>
<th>2.7</th>
<th>2.8</th>
<th>2.9</th>
<th>2.10</th>
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Design

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