



GSSB Global
Sustainability
Standards Board

Barbara Strozzi 336
1083 HN Amsterdam
The Netherlands
info@gssb.globalreporting.org

Item 23 – Transition to GRI Standards

Mock-up of Sustainability Reporting Standard 9: Part 1: Management Approach Narrative

Meeting 3-5 November 2015, Amsterdam

Project Transition to GRI Standards

Description As part of the move to become a standard setter, the Global Sustainability Standards Board (GSSB) has decided that the G4 Guidelines need to be transitioned to Sustainability Reporting Standards (GRI Standards). This paper presents the mock-up of Sustainability Reporting Standard 9: Part 1: Management Approach Narrative, formerly the G4 Disclosures on Management Approach (DMA).

This document has been prepared by the GRI Standards Division. It is provided as a convenience to observers at meetings of the Global Sustainability Standards Board (GSSB), to assist them in following the Board's discussion. It does not represent an official position of the GSSB. Board positions are set out in the GRI Sustainability Reporting Standards. The GSSB is the independent standard-setting body of GRI. For more information visit www.globalreporting.org.

Contents

2	Clean version	3
3	Sustainability Reporting Standard 9: Part I: Management Approach Narrative	4
4	Tracked version	19
5	Summary of changes	19
6	Sustainability Reporting Standard 9: Part I: Management Approach Narrative	21

7 Clean version

8 *About this version*

9 This section presents a clean version of Sustainability Reporting Standard 9: Part I: Management
10 Approach Narrative, formerly the G4 Disclosures on Management Approach (DMA).

11 For an overview of the changes applied, see the 'Summary of changes' on page 19 of this paper.
12 This summary is to be read in conjunction with Item 18 – Transition to GRI Standards – Proposals
13 and mock-ups in development, available for download on the GRI website
14 (www.globalreporting.org).

15 New text in the mock-ups is a work-in-progress, and will continue to evolve. It is not a final
16 proposal for wording. Instead, it is intended to convey the type of information that users will need.
17 It is also a place to 'trial' different terms and formulations.

18 Decisions about the text, and firm proposals for it, will be made during the forthcoming phase of
19 editorial review. This will include decisions on the tone of voice to be used in the GRI Standards,
20 and the preferred ways to construct sentences and express ideas.

21 The use of verbs in the GRI Standards will also be covered during the editorial review. In G4,
22 verbs such as 'can', 'may' or 'might' are used interchangeably. In keeping with standard-setting
23 practice, these verbs will be given fixed meanings in the GRI Standards. Each mock-up has a section
24 where the proposed meanings are explained.

25 In the mock-ups, these meanings have not yet been applied throughout the original G4 text. The
26 editorial review will include an assessment of the intended meaning behind each verb used
27 interchangeably in G4, and any repercussions that might arise from changing it.

28 The mock-ups use the standard GRI branding. The GRI Standards will have distinct branding,
29 design and layout, including visuals and infographics.

30 *GSSB decisions*

31 **Status of additional disclosure requirements contained within G4 guidance**

32 The GSSB is asked to decide whether the guidance for the generic DMA and the Aspect-specific
33 DMA guidance that deal with widely-applicable processes incorporated into this GRI Standard (see
34 line numbers 152-161, 165-331 and 338-361) should be mandatory or optional for each material
35 topic. If they are optional, they can be either presented within this GRI Standard (using
36 formulations such as 'organizations are encouraged to disclose...') or in a separate guidance
37 document.

38 **Using disclosure requirements that deal with widely-applicable processes for topics 39 not covered by the GRI Standards**

40 The GSSB is asked to decide whether the text in this GRI Standard should stress that it can be
41 used for all material topics, including those not covered by the GRI Standards.

42 Sustainability Reporting Standard 9: Part
43 I: Management Approach Narrative:
44 [Publication Year]

45 Summary information for users of this 46 GRI Standard

47 This Sustainability Reporting Standard (GRI Standard) is issued by the Global Sustainability
48 Standards Board (GSSB). It is part of the set of GRI Sustainability Reporting Standards, or SRSs.

49 The GSSB is an independent operating entity within GRI. It has responsibility for setting globally-
50 accepted sustainability reporting standards, according to a formally-defined due process,
51 exclusively in the public interest.

52 The GSSB also develops materials to support and improve the use of the SRSs. This includes
53 Guidance publications, FAQ documents and Interpretations, with the latter also developed
54 according to due process. As a component of the due process, Basis for Conclusions documents
55 are created for each GRI Standard.

56 The SRSs are designed to be used by organizations for compiling and reporting sustainability
57 information¹. The SRSs:

- 58 • set out disclosure requirements for sustainability information
- 59 • specify Reporting Principles, methods and practices to adhere to when formulating the
60 disclosures

61 The SRSs are suitable for use by organizations of any size, type, sector or geographical location.

62 **Using the SRSs in conjunction**

63 Each GRI Standard in the set of SRSs has been designed to be used in conjunction with others.
64 The exact combination of SRSs to be used by an organization depends on whether the organization
65 is:

- 66 • preparing a report 'in accordance' with the SRSs, or
- 67 • making use of individual SRSs to report on a particular topic or topics

68 This GRI Standard is used in conjunction with the following SRSs, which are necessary for its
69 application:

- 70 • SRS 1: Conceptual Framework
- 71 • SRS 2: Content Principles
- 72 • SRS 3: Quality Principles
- 73 • A topic-specific GRI Standard

74 SRS 1: Conceptual Framework gives essential information on using the SRSs. SRS 2: Content
75 Principles and SRS 3: Quality Principles set out the Reporting Principles which underpin the
76 practice of sustainability reporting, guiding choices on which information to report and how.

¹ Where the term 'sustainability' is used in the SRSs, it is intended to be understood as sustainable development. See the World Commission on Environment and Development. Our Common Future. Oxford: Oxford University Press, 1987, p.43.

77 Therefore, organizations are required to be familiar with SRS 1, SRS 2 and SRS 3 before using any
78 other GRI Standard.

79 This GRI Standard (SRS 9-1), and SRS 9-2: Management Approach Indicators, are designed to be
80 used in combination with any topic-specific GRI Standard. For each material topic, organizations
81 use SRS 9-1 and SRS 9-2 as well as the Indicators set out in the GRI Standard for that topic.

82 Disclosure on management approach takes two forms: narrative information and Indicators. The
83 requirements for narrative information are set out in this GRI Standard. The Indicators are set
84 out in SRS 9-2.

85 Complete information on the combined use of SRSs is given in SRS 1: Conceptual Framework.

86 All text in a GRI Standard has equal authority.

87 Disclosure requirements in a GRI Standard are presented in **bold** font. Each disclosure
88 requirement also has a unique identifier (e.g., SRS9-1-1, SRS9-1-2).

89 The specified methods and practices for formulating each disclosure are presented in regular font,
90 following the disclosure requirements.

91 The verbs used in the text have the following meanings:

92 Can = Capability: a particular scenario or course of action is achievable or applicable.

93 May = Permission: a particular scenario or course of action is permitted when using the GRI
94 Standard.

95 Might = Possibility: a particular scenario or course of action is possible.

96 Should = Recommendation: a particular scenario or course of action is recommended and
97 encouraged.

98 Where a term is defined in the Terms and Definitions section of a GRI Standard, organizations
99 are to adhere to that definition.

100 Where a document is referenced without its date of publication, the reference applies to the most
101 recent edition.

102 **Contents**

103 **Purpose 9**

104 **Terms and Definitions 10**

105 **Management Approach Narrative 11**

106 **References..... 18**

107 Purpose

108 1 This GRI Standard sets out the disclosure requirements for reporting narrative
109 information about an organization’s management approach for each material sustainability
110 topic. It specifies the methods and practices for formulating the disclosures, and gives
111 background information to aid general understanding.

112 2 The management approach narrative provides information on how an organization
113 identifies, analyzes, and responds to its impacts, and stakeholder concerns, for each topic.
114 It also provides context for the performance reported by Indicators.

115 3 Material topics are defined by the organization using SRS 2: Content Principles. Material
116 topics are those that reflect the organization’s significant economic, environmental and
117 social impacts; or that substantively influence the assessments and decisions of
118 stakeholders.

119 4 Information on the extent to which an organization has implemented its management
120 approach for a topic is reported using SRS 9-2: Management Approach Indicators.

121 Organizing the information

122 5 The management approach narrative is ordinarily provided for GRI topics, to report
123 specific management practices.

124 6 If the organization’s management approach or its components (such as policies or specific
125 actions) apply in general to more than one GRI topic, such narrative can be provided once
126 in a report, it does not have to be repeated throughout the report for every GRI Category,
127 topic or Indicator. When the narrative is combined for a group of topics, the report states
128 clearly which topics are covered by each disclosure.

129 Different types of management approach narrative

130 7 The management approach narrative is divided in two types: **generic** and **topic-specific**.
131 The generic management approach narrative is designed to be used with any topic, and is
132 presented in this GRI Standard. Topic-specific management approach narrative is designed
133 to give additional detail on the information to report for a topic, and is set out in the GRI
134 Standard for that topic, in the section called Management Approach.

135 8 When reporting management approach, organizations start by addressing the generic
136 management approach narrative. If topic-specific management approach narrative is
137 available, organizations then use it to report their management approach for that topic in
138 more detail.

139 Terms and Definitions

140 **Collective action**

141 9 Collective action refers to voluntary engagement with initiatives and stakeholders to
142 improve the broader operating environment and culture. It can include proactive
143 collaboration with peers, governments and the wider public sector, trade unions and civil
144 society organizations.

145 Management Approach Narrative

146 10 The organization should report if information presented for a DMA does not cover the
147 Boundary identified for the material topic in General Disclosures G4-20 and G4-21.

148 11 The management approach narrative includes the following disclosure requirements:

149 SRS9-I-1

150 (a) **Report why the topic is material. Report the impacts that make this**
151 **topic material.**

152 12 Describe any processes the organization used to identify its actual or potential
153 impacts, such as due diligence.

154 13 Describe work undertaken to understand impacts related to the material
155 topic at national, regional, or local level.

156 14 Explain the significance of the impacts related to the material topic in the
157 context of external benchmarks and stakeholder priorities, such as national
158 and international standards, protocols, and policy agendas.

159 15 Describe the organization's risk assessment procedures for the material topic,
160 including the criteria used in the risk assessment (such as location, activity,
161 sector).

162 SRS9-I-2

163 (a) **Report how the organization manages the material topic or its**
164 **impacts.**

165 16 Describe whether the management approach is intended to avoid, mitigate,
166 or remediate negative impacts, or enhance positive impacts.

167 17 If there are material topics for which the organization does not have a
168 management approach, identify any plans to implement a management
169 approach, or the reasons for not having one.

170 18 Describe the components of the management approach. Although the
171 following list is not exhaustive or absolute, management approach
172 components may include:

173 (a) Policies

174 (b) Commitments

175 (c) Goals and targets

176 (d) Responsibilities

- 177 (e) Resources
- 178 (f) Specific actions

179 **Policies**

- 180 19 Provide information about policies that are used to guide the organization’s
- 181 approach to managing the material topic. This may include an abstract,
- 182 summary, or link to the publicly-available policies that cover the material topic.
- 183 Provide the following information about these policies:
- 184 (a) Range of entities covered by the policies and their location
- 185 (b) Identification of the person or committee responsible for approving the
- 186 policies
- 187 (c) References to international standards and widely-recognized initiatives
- 188 (d) The date of issue and last review date
- 189 20 Describe whether the organization is subject to any country, regional, or
- 190 industry regulations and policies for the material topic. Provide examples of
- 191 such regulations and policies.
- 192 21 Describe the organization’s strategy for achieving its policy related to the
- 193 material topic.
- 194 22 Describe strategies for extending applicable policies and procedures to
- 195 external parties, such as joint ventures and subsidiaries.
- 196 23 Describe the use of criteria or clauses in contracts related to the material
- 197 topic, including the types of clauses and the types of contracts and agreements
- 198 in which they are commonly applied (such as investments, joint ventures).

199 **Commitments**

- 200 24 Provide a statement of intent to manage the impacts for the material topic.
- 201 25 Where no such statement is available describe:
- 202 (a) The organization’s position towards the material topic
- 203 (b) Whether the commitment to manage the material topic is based on
- 204 regulatory compliance or extends beyond it
- 205 (c) Compliance with international standards and widely-recognized
- 206 initiatives related to this topic

207 **Goals and targets**

- 208 26 Describe:
- 209 (a) The baseline and context for goals and targets
- 210 (b) Range of entities included in the goals and targets, and their location
- 211 (c) The expected result (quantitative or qualitative)

- 212 (d) The expected timeline for achieving each goal and target
- 213 (e) Whether goals and targets are mandatory (based on legislation) or
- 214 voluntary, and if mandatory, list relevant legislation

215 **Responsibilities**

- 216 27 Identify:
 - 217 (a) Who is assigned responsibility for managing the material topic
 - 218 (b) Whether the responsibility is linked to performance assessments or
 - 219 incentive mechanisms
- 220 28 For Guidance on disclosing the highest governance body’s responsibilities see
- 221 section ‘Governance’ under ‘4.1 General Standard Disclosures’ of the
- 222 Implementation Manual (pp. 52-59).

223 **Resources**

- 224 29 Identify the resources allocated for managing the material topic, such as
- 225 financial, human or technological, and explain the rationale for the allocation.

226 **Specific actions**

- 227 30 Identify specific actions related to the material topic and explain actions taken
- 228 to achieve goals and targets. Specific actions may include:
 - 229 (a) Processes
 - 230 (b) Projects
 - 231 (c) Programs
 - 232 (d) Initiatives
- 233 31 For each of the specific actions identified, the organization may consider
- 234 explaining:
 - 235 (a) The range of entities covered by the actions and their location
 - 236 (b) Whether the actions are ad hoc or systemic
 - 237 (c) Whether the actions are short, medium, or long term
 - 238 (d) How actions are prioritized
 - 239 (e) Whether specific actions are a part of a due diligence process and aim
 - 240 to avoid, mitigate, or remediate the negative impacts of the material
 - 241 topic
 - 242 (f) Whether actions are informed by international norms or standards
 - 243 (such as the *OECD Guidelines for Multinational Enterprises*, the *UN*
 - 244 *Protect, Respect and Remedy: a Framework for Business and Human Rights*
 - 245 and the UN ‘Guiding Principles on Business and Human Rights’)

- 246 Supplier impact assessment:
- 247 32 Describe the systems used to screen new suppliers using criteria related to
- 248 the material topic. List the criteria used to screen new suppliers.
- 249 33 Describe processes used, such as due diligence, to identify and assess
- 250 significant actual and potential negative impacts related to the material topic
- 251 in the supply chain. Negative impacts include those that are either caused or
- 252 contributed to by the organization, or that are linked to its activities, products,
- 253 or services by its relationship with a supplier.
- 254 34 Describe how the organization identifies and prioritizes suppliers for
- 255 assessment of impacts related to the material topic. Assessments may be
- 256 informed by audits, contractual reviews, two-way engagement, and grievance
- 257 and complaint mechanisms.
- 258 35 Describe actions taken to address the significant actual and potential negative
- 259 impacts related to the material topic identified in the supply chain. Explain if
- 260 the actions are intended to prevent, mitigate, or remediate the impacts.
- 261 Actions taken may include the adjustment of the organization's procurement
- 262 practices, the adjustment of performance expectations, capacity building,
- 263 training, changes to processes and terminating the relationship with a supplier.
- 264 36 Describe actions taken to identify and adjust the organization's procurement
- 265 practices that cause or contribute to negative impacts related to the material
- 266 topic in the supply chain, including:
- 267 (a) How dialogue with suppliers is used to identify the organization's
- 268 procurement practices that cause or contribute to negative impacts
- 269 related to the material topic in the supply chain
- 270 (b) Actions taken to adjust payment policies and procedures
- 271 37 The procurement practices that cause or contribute to negative impacts
- 272 related to the material topic in the supply chain may include:
- 273 (a) Stability or length of relationships with suppliers
- 274 (b) Lead times
- 275 (c) Ordering and payment routines
- 276 (d) Purchasing prices
- 277 (e) Changing or cancelling orders
- 278 38 Describe how expectations are established and defined in contracts with
- 279 suppliers to promote the prevention, mitigation, and remediation of significant
- 280 actual and potential negative impacts related to the material topic (including
- 281 targets and objectives).
- 282 39 Describe whether suppliers are incentivized and rewarded for the prevention,
- 283 mitigation, and remediation of significant actual and potential negative impacts
- 284 related to the material topic.

- 285 40 Describe practices for assessing and auditing suppliers and their products and
286 services using criteria related to the material topic.
- 287 41 Explain the rationale and methodology for tracing the source, origin, or
288 production conditions of raw materials and production inputs purchased, if
289 applicable.
- 290 42 List the type, system, scope, frequency, current implementation of assessment
291 and audit, and which parts of the supply chain have been certified and audited.
292 Assessments and audits of suppliers and their products and services using
293 criteria related to the material topic may be undertaken by the organization,
294 by a second party or by a third party.
- 295 43 Describe the systems in place to assess the potential negative impacts related
296 to the material topic of terminating a relationship with a supplier as a result
297 of an impact assessment, and the organization's strategy to mitigate these
298 impacts.
- 299 Product and service impact assessment:
- 300 44 In each of the following life cycle stages, describe whether impacts of products
301 and services related to the material topic are assessed for improvement:
- 302 (a) Development of product concept
- 303 (b) Research and development
- 304 (c) Certification
- 305 (d) Manufacturing and production
- 306 (e) Marketing and promotion
- 307 (f) Storage distribution and supply
- 308 (g) Use and service
- 309 (h) Disposal, reuse, or recycling
- 310 Training:
- 311 45 Describe at which stage the training related to the material topic is provided
312 (such as when new employees join the organization, when relationships with
313 new business partners are established) and the frequency of the training (such
314 as annually, biannually).
- 315 Collective action:
- 316 46 Describe the collective action activities to address impacts related to the
317 material topic in which the organization participates, including:
- 318 (a) The strategy for collective action activities
- 319 (b) A list of collective action initiatives in which the organization
320 participates
- 321 (c) A description of the main commitments of these initiatives

- 322 Grievance mechanisms:
- 323 47 Describe the availability and accessibility of grievance mechanisms and
- 324 remediation processes for impacts related to the material topic, including
- 325 along the organization’s supply chain, and the involvement of stakeholders in
- 326 monitoring their effectiveness. Stakeholders involved in monitoring the
- 327 effectiveness of the organization’s grievance mechanisms and remediation
- 328 processes may include suppliers and local community and workers’
- 329 representatives.
- 330 48 List the types of training on the availability and accessibility of grievance
- 331 mechanisms and remediation processes.

332 **SRS9-I-3**

- 333 **(a) Report the evaluation of the management approach, including:**
- 334 **(i) The mechanisms for evaluating the effectiveness of the**
- 335 **management approach**
- 336 **(ii) The results of the evaluation of the management approach**
- 337 **(iii) Any related adjustments to the management approach**
- 338 49 When disclosing the evaluation of its management approach, an organization
- 339 may focus its explanation on three items:
- 340 (a) Mechanisms for monitoring the effectiveness of the management
- 341 approach. This may include:
- 342 (i) Internal or external auditing or verification (type, system,
- 343 scope)
- 344 (ii) Measurement systems
- 345 (iii) External performance ratings
- 346 (iv) Benchmarking
- 347 (v) Stakeholder feedback
- 348 (b) Results:
- 349 (i) GRI Indicators or organization-specific indicators used to
- 350 report results
- 351 (ii) Performance against goals and targets – key successes and
- 352 shortcomings
- 353 (iii) How results are communicated
- 354 (iv) Challenges and gaps in the management approach
- 355 (v) Any obstacles encountered, unsuccessful endeavors, and any
- 356 lessons learnt in the process

- 357 (vi) Progress in implementing the management approach
- 358 (c) What is the organization doing differently as a result?
- 359 (i) Changes in the allocation of resources, goals, targets, and
- 360 specific actions aimed at improving performance
- 361 (ii) Other changes to the management approach

362 References

- 363 50 The following documents informed the development of this GRI Standard. Organizations
364 are encouraged to be familiar with these documents, as they can improve understanding
365 of the disclosure requirements.
- 366 (a) Organisation for Economic Co-operation and Development (OECD), *OECD*
367 *Guidelines for Multinational Enterprises*, 2011.
- 368 (b) United Nations (UN), 'Guiding Principles on Business and Human Rights,
369 Implementing the United Nations "Protect, Respect and Remedy" Framework', 2011.
- 370 (c) United Nations (UN), *Protect, Respect and Remedy: a Framework for Business and*
371 *Human Rights*, 2008.
- 372 (d) United Nations (UN), *Report of the Special Representative of the Secretary-General on*
373 *the Issue of Human Rights and Transnational Corporations and Other Business Enterprises*,
374 John Ruggie, 2011.

375 Tracked version

376 *About this version*

377 This section presents a tracked version of Sustainability Reporting Standard 9: Part I: Management
378 Approach Narrative, formerly the G4 Disclosures on Management Approach (DMA).

379 It includes a summary of the changes applied. This summary is to be read in conjunction with Item
380 18 – Transition to GRI Standards – Proposals and mock-ups in development, available for
381 download on the GRI website (www.globalreporting.org).

382 New text in the mock-ups is a work-in-progress, and will continue to evolve. It is not a final
383 proposal for wording. Instead, it is intended to convey the type of information that users will need.
384 It is also a place to ‘trial’ different terms and formulations.

385 Decisions about the text, and firm proposals for it, will be made during the forthcoming phase of
386 editorial review. This will include decisions on the tone of voice to be used in the GRI Standards,
387 and the preferred ways to construct sentences and express ideas.

388 The use of verbs in the GRI Standards will also be covered during the editorial review. In G4,
389 verbs such as ‘can’, ‘may’ or ‘might’ are used interchangeably. In keeping with standard-setting
390 practice, these verbs will be given fixed meanings in the GRI Standards. Each mock-up has a section
391 where the proposed meanings are explained.

392 In the mock-ups, these meanings have not yet been applied throughout the original G4 text. The
393 editorial review will include an assessment of the intended meaning behind each verb used
394 interchangeably in G4, and any repercussions that might arise from changing it.

395 The mock-ups use the standard GRI branding. The GRI Standards will have distinct branding,
396 design and layout, including visuals and infographics.

397 *Summary of changes*

398 **Formatting legend**

399 **Blue underlined:** New, amended or combined text (i.e., several G4 texts remade into one)

400 **Regular text:** Existing text or text that has been moved

401 **Red strike through:** Text deleted permanently

402 **Regular strike through:** Text deleted from its G4 location and moved elsewhere

403 **Grouping G4 disclosure requirements that deal with widely-applicable processes**

- 404
- 405 • The following G4 Aspect-specific DMA that deal with widely-applicable processes have
406 been grouped into this GRI Standard:
 - 407 ○ (parts of) Indirect Economic Impacts (*Implementation Manual*, p. 78) on impact
assessment (see line numbers 626-630)

- 408 ○ (parts of) Procurement Practices (*Implementation Manual*, p. 82): it will be
- 409 combined with the management approach text on supplier impact assessment (see
- 410 line numbers 812-824 and 865-866)
- 411 ○ Energy and Emissions (*Implementation Manual*, pp. 88, 106); they will be remade
- 412 into one management approach text on regulations and policies (see line numbers
- 413 663-664)
- 414 ○ (parts of) Biodiversity (*Implementation Manual*, p. 100) on strategy for policies (see
- 415 line numbers 666-667)
- 416 ○ Supplier Environmental Assessment, Supplier Assessment for Labor Practices,
- 417 Supplier Human Rights Assessment and Supplier Assessment for Impacts on
- 418 Society (*Implementation Manual*, pp. 136-137, 167-168, 192-193, 215-216); they
- 419 will be remade into one management approach text on supplier impact assessment
- 420 (see line numbers 719-733, 825-831 and 867-873)
- 421 ○ Environmental Grievance Mechanisms, Labor Practices Grievance Mechanisms,
- 422 Human Rights Grievance Mechanisms and Grievance Mechanisms for Impacts on
- 423 Society (*Implementation Manual*, pp. 140, 171, 196, 219); they will be remade into
- 424 one management approach text on grievances (see line numbers 931-938)
- 425 ○ Investment (Human Rights sub-Category) (*Implementation Manual*, p. 175) on
- 426 policies and procedures applicable to external parties (see line numbers 672-676)
- 427 ○ (parts of) Anti-corruption (*Implementation Manual*, p. 205) on risk assessment,
- 428 training, and collective action activities (see line numbers 632-633 and 918-930)
- 429 ○ Customer Health and Safety (*Implementation Manual*, p. 222) on product and
- 430 service impact assessment (see line numbers 906-917)
- 431 ● The above content has been made widely applicable to any material topic, including
- 432 definitions, and integrated within the G4 Generic DMA

433 **Relocating G4 content**

- 434 ● Definitions have been consolidated in the section ‘Terms and Definitions’
- 435 ● References have been consolidated in the section ‘References’

436 **Eliminating the unnecessary duplication of G4 content**

- 437 ● Duplicated content has been deleted from G4-DMA-a (see line numbers 620-622)

438 **Removing unnecessary G4 guidance**

- 439 ● Section headings from guidance text have been removed (‘GUIDANCE’, ‘Guidance for
- 440 G4-DMA’, ‘References’)
- 441 ● Guidance text of questionable relevance for a standard has been deleted from G4-DMA-
- 442 b (see line numbers 637-638)

443 **Updating G4 content**

444 In this mock-up, the following new terms have been trialed:

- 445 ● The term ‘Disclosures on Management Approach’ has been changed to ‘Management
- 446 approach narrative’
- 447 ● The term ‘Aspect’ has been changed to ‘topic’

448 ~~Disclosures on Management Approach~~

449 Sustainability Reporting Standard 9: Part I:
450 Management Approach Narrative:
451 [Publication Year]

452 Summary information for users of this 453 GRI Standard

454 [This Sustainability Reporting Standard \(GRI Standard\) is issued by the Global Sustainability](#)
455 [Standards Board \(GSSB\). It is part of the set of GRI Sustainability Reporting Standards, or SRSs.](#)

456 [The GSSB is an independent operating entity within GRI. It has responsibility for setting globally-](#)
457 [accepted sustainability reporting standards, according to a formally-defined due process,](#)
458 [exclusively in the public interest.](#)

459 [The GSSB also develops materials to support and improve the use of the SRSs. This includes](#)
460 [Guidance publications, FAQ documents and Interpretations, with the latter also developed](#)
461 [according to due process. As a component of the due process, Basis for Conclusions documents](#)
462 [are created for each GRI Standard.](#)

463 [The SRSs are designed to be used by organizations for compiling and reporting sustainability](#)
464 [information². The SRSs:](#)

- 465 [• set out disclosure requirements for sustainability information](#)
- 466 [• specify Reporting Principles, methods and practices to adhere to when formulating the](#)
467 [disclosures](#)

468 [The SRSs are suitable for use by organizations of any size, type, sector or geographical location.](#)

469 **Using the SRSs in conjunction**

470 [Each GRI Standard in the set of SRSs has been designed to be used in conjunction with others.](#)
471 [The exact combination of SRSs to be used by an organization depends on whether the organization](#)
472 [is:](#)

- 473 [• preparing a report ‘in accordance’ with the SRSs, or](#)
- 474 [• making use of individual SRSs to report on a particular topic or topics](#)

475 [This GRI Standard is used in conjunction with the following SRSs, which are necessary for its](#)
476 [application:](#)

- 477 [• SRS 1: Conceptual Framework](#)
- 478 [• SRS 2: Content Principles](#)
- 479 [• SRS 3: Quality Principles](#)
- 480 [• A topic-specific GRI Standard](#)

481 [SRS 1: Conceptual Framework gives essential information on using the SRSs. SRS 2: Content](#)
482 [Principles and SRS 3: Quality Principles set out the Reporting Principles which underpin the](#)
483 [practice of sustainability reporting, guiding choices on which information to report and how.](#)

² Where the term ‘sustainability’ is used in the SRSs, it is intended to be understood as sustainable development. See the World Commission on Environment and Development. [Our Common Future. Oxford: Oxford University Press, 1987, p.43.](#)

484 [Therefore, organizations are required to be familiar with SRS 1, SRS 2 and SRS 3 before using any](#)
485 [other GRI Standard.](#)

486 [This GRI Standard \(SRS 9-1\), and SRS 9-2: Management Approach Indicators, are designed to be](#)
487 [used in combination with any topic-specific GRI Standard. For each material topic, organizations](#)
488 [use SRS 9-1 and SRS 9-2 as well as the Indicators set out in the GRI Standard for that topic.](#)

489 [Disclosure on management approach takes two forms: narrative information and Indicators. The](#)
490 [requirements for narrative information are set out in this GRI Standard. The Indicators are set](#)
491 [out in SRS 9-2.](#)

492 [Complete information on the combined use of SRSs is given in SRS 1: Conceptual Framework.](#)

493 All text in a GRI Standard has equal authority.

494 Disclosure requirements in a GRI Standard are presented in **bold** font. Each disclosure
495 requirement also has a unique identifier (e.g., SRS9-1-1, SRS9-1-2).

496 The specified methods and practices for formulating each disclosure are presented in regular font,
497 following the disclosure requirements.

498 The verbs used in the text have the following meanings:

499 Can = Capability: a particular scenario or course of action is achievable or applicable.

500 May = Permission: a particular scenario or course of action is permitted when using the GRI
501 Standard.

502 Might = Possibility: a particular scenario or course of action is possible.

503 Should = Recommendation: a particular scenario or course of action is recommended and
504 encouraged.

505 Where a term is defined in the Terms and Definitions section of a GRI Standard, organizations
506 are to adhere to that definition.

507 Where a document is referenced without its date of publication, the reference applies to the most
508 recent edition.

509 **Contents**

510 **Purpose26**

511 **Terms and Definitions29**

512 **Management Approach Narrative30**

513 **References.....41**

514 Purpose

515 Introduction

516 This GRI Standard sets out the disclosure requirements for reporting narrative information about
517 an organization's management approach for each material sustainability topic. It specifies the
518 methods and practices for formulating the disclosures, and gives background information to aid
519 general understanding.

520 The management approach narrative provides information on how an organization identifies,
521 analyzes, and responds to its impacts, and stakeholder concerns, for each topic. It also provides
522 context for the performance reported by Indicators.

523 Material topics are defined by the organization using SRS 2: Content Principles. Material topics are
524 those that reflect the organization's significant economic, environmental and social impacts; or
525 that substantively influence the assessments and decisions of stakeholders.

526 Information on the extent to which an organization has implemented its management approach
527 for a topic is reported using SRS 9-2: Management Approach Indicators.

~~528 The DMA is intended to give the organization an opportunity to explain how the economic,~~
~~529 ~~environmental and social impacts related to material Aspects are managed.~~~~

~~530 Material Aspects are defined by the organization using the Reporting Principles for Defining Report~~
~~531 ~~Content (see the Guidance for G4-18 in Implementation Manual pp. 31-40). Material Aspects are~~~~
~~532 ~~those that reflect the organization's significant economic, environmental and social impacts; or~~~~
~~533 ~~that substantively influence the assessments and decisions of stakeholders.~~~~

~~534 DMA provides narrative information on how an organization identifies, analyzes, and responds to~~
~~535 ~~its actual and potential material economic, environmental and social impacts.~~~~

~~536 DMA also provides context for the performance reported by Indicators.~~

537 Organizing the information

538 ~~DMA~~The management approach narrative is ordinarily provided for GRI ~~Aspects~~topics, to report
539 specific management practices.

540 If the organization's management approach or its components (such as policies or specific actions)
541 apply in general to more than one GRI ~~Aspect~~topic, such ~~DMA~~narrative can be provided once in
542 a report, it does not have to be repeated throughout the report for every GRI Category,
543 ~~Aspect~~topic or Indicator. When ~~DMA~~the narrative is combined for a group of ~~Aspects~~topics, the
544 report states clearly which ~~Aspects~~topics are covered by each disclosure.

545 Different types of ~~Disclosures on Management Approach~~management 546 approach narrative

547 The ~~Guidance for DMA~~management approach narrative is divided in two types: ~~G~~generic and
548 ~~Aspect~~topic-specific~~Guidance~~. ~~The G~~generic DMA Guidancemanagement approach narrative

549 is designed to be used with any ~~Aspect~~topic, and is presented in this GRI Standard. ~~Aspect~~Topic-
550 specific ~~management approach narrative~~DMA Guidance is designed to give additional detail on the
551 information to report for ~~the Aspect~~a topic, and is set out in the GRI Standard for that topic, in
552 ~~the section called Management Approach~~.

553 When reporting management approach, organizations start by addressing the ~~g~~Generic DMA
554 ~~Guidance~~management approach narrative. If ~~Aspect~~topic-specific ~~Guidance~~management approach
555 ~~narrative~~ is available, organizations then use it to report their management approach for that
556 ~~Aspect~~topic in more detail.

557 ~~At the time of publication, Aspect-specific DMA Guidance has not yet been developed for every~~
558 ~~Aspect in the Guidelines~~.

559 ~~Aspect-specific DMA Guidance is provided for the following Aspects:~~

- 560 ~~• Indirect Economic Impacts~~
- 561 ~~• Procurement Practices~~
- 562 ~~• Energy~~
- 563 ~~• Biodiversity~~
- 564 ~~• Emissions~~
- 565 ~~• Supplier Environmental Assessment~~
- 566 ~~• Environmental Grievance Mechanisms~~
- 567 ~~• Employment~~
- 568 ~~• Occupational Health and Safety~~
- 569 ~~• Equal Remuneration for Women and Men~~
- 570 ~~• Supplier Assessment for Labor Practices~~
- 571 ~~• Labor Practices Grievance Mechanisms~~
- 572 ~~• Investment~~
- 573 ~~• Freedom of Association and Collective Bargaining~~
- 574 ~~• Supplier Human Rights Assessment~~
- 575 ~~• Human Rights Grievance Mechanisms~~
- 576 ~~• Local Communities~~
- 577 ~~• Anti-corruption~~
- 578 ~~• Public Policy~~
- 579 ~~• Supplier Assessment for Impacts on Society~~
- 580 ~~• Grievance Mechanisms for Impacts on Society~~
- 581 ~~• Customer Health and Safety~~
- 582 ~~• Product and Service Labeling~~

583 ~~For guidance on Generic DMA, which can be applied for any material Aspect, and for Aspect-~~
584 ~~specific DMA, which is designed to give additional details to report on a specific Aspect, see p. 64~~
585 ~~and p. 66 in the Implementation Manual.~~

586 ~~Guidance for Indicators and Aspect-specific Disclosures on Management~~ 587 ~~Approach~~

588 ~~Indicators give information on the economic, environmental and social performance or impacts of~~
589 ~~an organization related to its material Aspects.~~

590 ~~Material Aspects are those that reflect the organization’s significant economic, environmental and~~
591 ~~social impacts; or substantively influence the assessments and decisions of stakeholders.~~

592 ~~Indicators and related Guidance are provided for each Aspect, as described in Table I,~~
593 ~~Implementation Manual p. 62.~~

594 ~~This section contains Guidance for each Indicator in each Category and Aspect. This Guidance~~
595 ~~also includes Aspect-specific DMA Guidance. At the time of publication, Aspect-specific DMA~~
596 ~~Guidance has not yet been developed for every Aspect in the Guidelines.~~

597 ~~The organization should report if information presented for an Indicator or Aspect-specific DMA~~
598 ~~does not cover the Boundary identified for the material Aspect in General Standard Disclosures~~
599 ~~G4-20 and G4-21.~~

600 Terms and Definitions

601 Collective action ~~to combat corruption~~

602 Collective action refers to voluntary engagement with initiatives and stakeholders to improve the
603 broader operating environment and culture ~~to combat corruption~~. It can include proactive
604 collaboration with peers, governments and the wider public sector, trade unions and civil society
605 organizations.

Management Approach Narrative

606

607 ~~Generic Disclosures on Management Approach~~

608 ~~DMA should contain sufficient information to explain an organization's response to material Aspects. The~~
609 ~~process for selecting material Aspects is described in the Guidance for G4-18, Implementation Manual pp.~~
610 ~~31-40.~~

611 The organization should report if information presented for a DMA does not cover the Boundary
612 identified for the material [Aspect/topic](#) in General ~~Standard~~ Disclosures G4-20 and G4-21.

613 ~~DMA~~ [The management approach narrative](#) includes the following ~~Standard Disclosures~~ [disclosure](#)
614 [requirements](#):

615 [SRS9-1-1](#) ~~G4-DMA~~

616 a. Report why the [Aspect/topic](#) is material. Report the impacts that make this
617 [Aspect/topic](#) material.

618 **GUIDANCE**

619 ~~Guidance for G4-DMA-a~~

620 ~~Describe why the Aspect is material. As a minimum, this includes information on the organization's~~
621 ~~impacts, whether positive or negative, related to that Aspect. For additional Guidance on how to~~
622 ~~identify material Aspects, see the Guidance for G4-18 (Implementation Manual pp. 31-40).~~

623 Describe any processes the organization used to identify its actual or potential impacts, such as
624 due diligence.

625 ~~Indirect Economic Impacts~~

626 Describe work undertaken to understand ~~indirect economic~~ impacts [related to the material topic](#)
627 at national, regional, or local level.

628 Explain the significance of the ~~indirect economic~~ impacts [related to the material topic](#) in the
629 context of external benchmarks and stakeholder priorities, such as national and international
630 standards, protocols, and policy agendas.

631 ~~Anti-corruption~~

632 Describe the organization's risk assessment procedures for ~~corruption~~ [the material topic](#), including
633 the criteria used in the risk assessment (such as location, activity, sector).

634 [SRS9-1-2](#)

635 ~~a. b.~~ Report how the organization manages the material [Aspect/topic](#) or its impacts.

636 ~~Guidance for G4-DMA-b~~

637 ~~Provide sufficient information for report users to understand the organization's approach to~~
638 ~~managing the material Aspect and its impacts.~~

639 Describe whether the management approach is intended to avoid, mitigate, or remediate negative
640 impacts, or enhance positive impacts.

641 If there are material ~~Aspects~~[topics](#) for which the organization does not have a management
642 approach, identify any plans to implement a management approach, or the reasons for not having
643 one.

644 Describe the components of the management approach. Although the following [Guidance list](#) is
645 not exhaustive or absolute, management approach components may include ~~(in no particular~~
646 ~~order)~~:

- 647 • Policies
- 648 • Commitments
- 649 • Goals and targets
- 650 • Responsibilities
- 651 • Resources
- 652 • Specific actions

653 **Policies**

654 Provide information about policies that are used to guide the organization's approach to managing
655 the material ~~Aspect~~[topic](#).

656 This may include an abstract, summary, or link to the publicly- available policies that cover the
657 material ~~Aspect~~[topic](#). Provide the following information about these policies:

- 658 • Range of entities covered by the policies and their location
- 659 • Identification of the person or committee responsible for approving the policies
- 660 • References to international standards and widely-recognized initiatives
- 661 • The date of issue and last review date

662 **Energy**

663 Describe whether the organization is subject to any country, regional, or industry regulations and
664 policies for ~~energy~~[the material topic](#). Provide examples of such regulations and policies.

665 **Biodiversity**

666 Describe the organization's strategy for achieving its policy ~~on biodiversity management~~[related to](#)
667 [the material topic](#).

668 **Emissions**

669 ~~Explain whether the organization is subject to any country, regional, or industry regulations and~~
670 ~~policies for emissions~~. Provide examples of such regulations and policies.

671 **Investment (HR)**

672 Describe strategies for extending applicable policies and procedures to external parties, such as
673 joint ventures and subsidiaries.

674 Describe the use of ~~human rights~~ criteria or clauses in contracts [related to the material topic](#),
675 including the types of clauses and the types of contracts and agreements in which they are
676 commonly applied (such as investments, joint ventures).

677 **Commitments**

678 Provide a statement of intent to manage the impacts for the material [Aspect/topic](#).

679 Where no such statement is available describe:

- 680 • The organization’s position towards the material [Aspect/topic](#)
- 681 • Whether the commitment to manage the material [Aspect/topic](#) is based on regulatory
682 compliance or extends beyond it
- 683 • Compliance with international standards and widely- recognized initiatives related to this
684 [Aspect/topic](#)

685 **Goals and targets**

686 Describe:

- 687 • The baseline and context for goals and targets
- 688 • Range of entities included in the goals and targets, and their location
- 689 • The expected result (quantitative or qualitative)
- 690 • The expected timeline for achieving each goal and target
- 691 • Whether goals and targets are mandatory (based on legislation) or voluntary, and if
692 mandatory, list relevant legislation

693 **Responsibilities**

694 Identify:

- 695 • Who is assigned responsibility for managing the material [Aspect/topic](#)
- 696 • Whether the responsibility is linked to performance assessments or incentive mechanisms

697 For Guidance on disclosing the highest governance body’s responsibilities see section ‘Governance’
698 under ‘4.1 General Standard Disclosures’ of the *Implementation Manual* (pp. 52-59).

699 **Resources**

700 Identify the resources allocated for managing the material [Aspect/topic](#), such as financial, human or
701 technological, and explain the rationale for the allocation.

702 **Specific actions**

703 Identify specific actions related to the material [Aspect/topic](#) and explain actions taken to achieve
704 goals and targets. Specific actions may include:

- 705 • Processes
- 706 • Projects
- 707 • Programs

- 708 • Initiatives
- 709 For each of the specific actions identified, the organization may consider explaining:
 - 710 • The range of entities covered by the actions and their location
 - 711 • Whether the actions are ad hoc or systemic
 - 712 • Whether the actions are short, medium, or long term
 - 713 • How actions are prioritized
 - 714 • Whether specific actions are a part of a due diligence process and aim to avoid, mitigate, or remediate the negative impacts of the material **Aspect**topic
 - 715
 - 716 • Whether actions are informed by international norms or standards (such as the OECD
 - 717 *Guidelines for Multinational Enterprises*, the UN *Protect, Respect and Remedy: a Framework for*
 - 718 *Business and Human Rights* and the UN ‘Guiding Principles on Business and Human Rights’).

719 Supplier impact assessment:

720 Describe the systems used to screen new suppliers using criteria related to the material topic. List
 721 the criteria used to screen new suppliers.

722 Describe processes used, such as due diligence, to identify and assess significant actual and
 723 potential negative impacts related to the material topic in the supply chain. Negative impacts
 724 include those that are either caused or contributed to by the organization, or that are linked to
 725 its activities, products, or services by its relationship with a supplier.

726 Describe how the organization identifies and prioritizes suppliers for assessment of impacts related
 727 to the material topic. Assessments may be informed by audits, contractual reviews, two-way
 728 engagement, and grievance and complaint mechanisms.

729 Describe actions taken to address the significant actual and potential negative impacts related to
 730 the material topic identified in the supply chain. Explain if the actions are intended to prevent,
 731 mitigate, or remediate the impacts. Actions taken may include the adjustment of the organization’s
 732 procurement practices, the adjustment of performance expectations, capacity building, training,
 733 changes to processes and terminating the relationship with a supplier.

734 **Supplier Environmental Assessment**

735 ~~Describe the systems used to screen new suppliers using **environmental** criteria. List the~~
 736 ~~**environmental** criteria used to screen new suppliers. **Environmental criteria or environmental**~~
 737 ~~**impact assessments may cover Aspects under the Environmental Category.**~~

738 ~~Describe processes used, such as due diligence, to identify and assess significant actual and~~
 739 ~~potential negative **environmental** impacts in the supply chain. Negative impacts include those that~~
 740 ~~are either caused or contributed to by the organization, or that are linked to its activities, products,~~
 741 ~~or services by its relationship with a supplier.~~

742 ~~Describe how the organization identifies and prioritizes suppliers for assessment of **environmental**~~
 743 ~~impacts. Assessments may be informed by audits, contractual reviews, two-way engagement, and~~
 744 ~~grievance and complaint mechanisms.~~

745 ~~Describe actions taken to address the significant actual and potential negative **environmental**~~
 746 ~~impacts identified in the supply chain. Explain if the actions are intended to prevent, mitigate, or~~
 747 ~~remediate the impacts. Actions taken may include the adjustment of the organization’s~~

748 procurement practices, the adjustment of performance expectations, capacity building, training,
749 changes to processes and terminating the relationship with a supplier.

750 ~~Supplier Assessment for Labor Practices~~

751 Describe the systems used to screen new suppliers using ~~labor practices~~ criteria. List the ~~labor~~
752 ~~practices~~ criteria used to screen new suppliers. ~~Labor practices criteria or assessments of impacts~~
753 ~~for labor practices may cover:~~

- 754 ~~• Employment practices~~
- 755 ~~• Health and safety practices~~
- 756 ~~• Incidents (such as of verbal, psychological, physical, or sexual abuse, coercion or~~
757 ~~harassment)~~
- 758 ~~• Industrial relations~~
- 759 ~~• Wages and compensation~~
- 760 ~~• Working hours~~

761 Describe processes used, such as due diligence, to identify and assess significant actual and
762 potential negative impacts for ~~labor practices~~ in the supply chain. Negative impacts include those
763 that are either caused or contributed to by the organization, or that are linked to its activities,
764 products or services by its relationship with a supplier.

765 Describe how the organization identifies and prioritizes suppliers for assessment of impacts for
766 ~~labor practices~~. Assessments may be informed by audits, contractual reviews, two-way
767 engagement, and grievance and complaint mechanisms.

768 Describe actions taken to address the significant actual and potential negative impacts for ~~labor~~
769 ~~practices~~ identified in the supply chain. Explain if the actions are intended to prevent, mitigate, or
770 remediate the impacts. Actions taken may include the adjustment of the organization's
771 procurement practices, the adjustment of performance expectations, capacity building, training,
772 changes to processes and terminating the relationship with a supplier.

773 ~~Supplier Human Rights Assessment~~

774 Describe the systems used to screen new suppliers using ~~human rights~~ criteria. List the ~~human~~
775 ~~rights~~ criteria used to screen new suppliers. ~~Human rights criteria or human rights impact~~
776 ~~assessments may cover:~~

- 777 ~~• Child labor~~
- 778 ~~• Discrimination~~
- 779 ~~• Forced or compulsory labor~~
- 780 ~~• Freedom of association and collective bargaining~~
- 781 ~~• Indigenous rights~~
- 782 ~~• Security practices~~

783 Describe processes used, such as due diligence, to identify and assess significant actual and
784 potential negative ~~human rights~~ impacts in the supply chain. Negative impacts include those that
785 are either caused or contributed to by the organization, or that are linked to its activities, products,
786 or services by its relationship with a supplier.

787 Describe how the organization identifies and prioritizes suppliers for assessment of **human rights**
788 impacts. Assessments may be informed by audits, contractual reviews, two-way engagement, and
789 grievance and complaint mechanisms.

790 Describe actions taken to address the significant actual and potential negative **human rights** impacts
791 identified in the supply chain. Explain if the actions are intended to prevent, mitigate, or remediate
792 the impacts. Actions taken may include the adjustment of the organization's procurement practices,
793 the adjustment of performance expectations, capacity building, training, changes to processes and
794 terminating the relationship with a supplier.

795 **Supplier Assessment for Impacts on Society**

796 Describe the systems used to screen new suppliers using criteria for impacts **on society**. List the
797 criteria used to screen new suppliers for impacts **on society**. **Criteria or assessments for impacts**
798 **on society may cover Aspects under the Society sub-Category.**

799 Describe processes used, such as due diligence, to identify and assess significant actual and
800 potential negative impacts **on society** in the supply chain. Negative impacts include those that are
801 either caused or contributed to by the organization, or that are linked to its activities, products,
802 or services by its relationship with a supplier.

803 Describe how the organization identifies and prioritizes suppliers for assessment of impacts **on**
804 **society**. Assessments may be informed by audits, contractual reviews, two-way engagement, and
805 grievance and complaint mechanisms.

806 Describe actions taken to address the significant actual and potential negative impacts **on society**
807 identified in the supply chain. Explain if the actions are intended to prevent, mitigate, or remediate
808 the impacts. Actions taken may include the adjustment of the organization's procurement practices,
809 the adjustment of performance expectations, capacity building, training, changes to processes and
810 terminating the relationship with a supplier.

811 **Procurement Practices**

812 Describe actions taken to identify and adjust the organization's procurement practices that cause
813 or contribute to negative impacts [related to the material topic](#) in the supply chain, including:

- 814 • How dialogue with suppliers is used to identify the organization's procurement practices
815 that cause or contribute to negative impacts [related to the material topic](#) in the supply
816 chain
- 817 • Actions taken to adjust payment policies and procedures

818 The procurement practices that cause or contribute to negative impacts [related to the material](#)
819 [topic](#) in the supply chain may include:

- 820 • Stability or length of relationships with suppliers
- 821 • Lead times
- 822 • Ordering and payment routines
- 823 • Purchasing prices
- 824 • Changing or cancelling orders

825 Describe how expectations are established and defined in contracts with suppliers to promote the
826 prevention, mitigation, and remediation of significant actual and potential negative impacts related
827 to the material topic (including targets and objectives).

828 Describe whether suppliers are incentivized and rewarded for the prevention, mitigation, and
829 remediation of significant actual and potential negative impacts related to the material topic.

830 Describe practices for assessing and auditing suppliers and their products and services using
831 criteria related to the material topic.

832 ~~Supplier Environmental Assessment~~

833 ~~Describe how expectations are established and defined in contracts with suppliers to promote the~~
834 ~~prevention, mitigation, and remediation of significant actual and potential negative **environmental**~~
835 ~~impacts (including targets and objectives).~~

836 ~~Describe whether suppliers are incentivized and rewarded for the prevention, mitigation, and~~
837 ~~remediation of significant actual and potential negative **environmental** impacts.~~

838 ~~Describe practices for assessing and auditing suppliers and their products and services using~~
839 ~~**environmental** criteria.~~

840 ~~Supplier Assessment for Labor Practices~~

841 ~~Describe how expectations are established and defined in contracts with suppliers to promote the~~
842 ~~prevention, mitigation, and remediation of significant actual and potential negative impacts for **labor**~~
843 ~~**practices** (including targets and objectives).~~

844 ~~Describe whether suppliers are incentivized and rewarded for the prevention, mitigation, and~~
845 ~~remediation of significant actual and potential negative impacts for **labor practices**.~~

846 ~~Describe practices for assessing and auditing suppliers and their products and services using **labor**~~
847 ~~**practices** criteria.~~

848 ~~Supplier Human Rights Assessment~~

849 ~~Describe how expectations are established and defined in contracts with suppliers to promote the~~
850 ~~prevention, mitigation, and remediation of significant actual and potential negative **human rights**~~
851 ~~impacts (including targets and objectives).~~

852 ~~Describe whether suppliers are incentivized and rewarded for the prevention, mitigation, and~~
853 ~~remediation of significant actual and potential negative **human rights** impacts.~~

854 ~~Describe practices for assessing and auditing suppliers and their products and services using **human**~~
855 ~~**rights** criteria.~~

856 ~~Supplier Assessment for Impacts on Society~~

857 ~~Describe how expectations are established and defined in contracts with suppliers to promote the~~
858 ~~prevention, mitigation, and remediation of significant actual and potential negative impacts **on**~~
859 ~~**society** (including targets and objectives).~~

860 Describe whether suppliers are incentivized and rewarded for the prevention, mitigation, and
861 remediation of significant actual and potential negative impacts ~~on society~~.

862 Describe practices for assessing and auditing suppliers and their products and services using
863 criteria for impacts ~~on society~~.

864 ~~Procurement Practices~~

865 Explain the rationale and methodology for tracing the source, origin, or production conditions of
866 raw materials and production inputs purchased, if applicable.

867 List the type, system, scope, frequency, current implementation of assessment and audit, and which
868 parts of the supply chain have been certified and audited. Assessments and audits of suppliers and
869 their products and services using criteria related to the material topic may be undertaken by the
870 organization, by a second party or by a third party.

871 Describe the systems in place to assess the potential negative impacts related to the material topic
872 of terminating a relationship with a supplier as a result of an impact assessment, and the
873 organization's strategy to mitigate these impacts.

874 ~~Supplier Environmental Assessment~~

875 List the type, system, scope, frequency, current implementation of assessment and audit, and which
876 parts of the supply chain have been certified and audited. Assessments and audits of suppliers and
877 their products and services using ~~environmental~~ criteria may be undertaken by the organization,
878 by a second party or by a third party.

879 Describe the systems in place to assess the potential negative impacts of terminating a relationship
880 with a supplier as a result of ~~environmental~~ impact assessment, and the organization's strategy to
881 mitigate these impacts.

882 ~~Supplier Assessment for Labor Practices~~

883 List the type, system, scope, frequency, current implementation of assessment and audit, and which
884 parts of the supply chain have been certified and audited. Assessments and audits of suppliers and
885 their products and services using ~~labor practices~~ criteria may be undertaken by the organization,
886 by a second party or by a third party.

887 Describe the systems in place to assess the potential negative impacts of terminating a relationship
888 with a supplier as a result of assessing impacts for ~~labor practices~~, and the organization's strategy
889 to mitigate these impacts.

890 ~~Supplier Human Rights Assessment~~

891 List the type, system, scope, frequency, current implementation of assessment and audit, and which
892 parts of the supply chain have been certified and audited. Assessments and audits of suppliers and
893 their products and services using ~~human rights~~ criteria may be undertaken by the organization, by
894 a second party or by a third party.

895 Describe the systems in place to assess the potential negative impacts of terminating a relationship
896 with a supplier as a result of ~~human rights~~ impact assessment, and the organization's strategy to
897 mitigate these impacts.

898 ~~Supplier Assessment for Impacts on Society~~

899 List the type, system, scope, frequency, current implementation of assessment and audit, and which
900 parts of the supply chain have been certified and audited. Assessments and audits of suppliers and
901 their products and services using criteria for impacts ~~on society~~ may be undertaken by the
902 organization, by a second party or by a third party.

903 Describe the systems in place to assess the potential negative impacts of terminating a relationship
904 with a supplier as a result of assessing impacts ~~on society~~, and the organization's strategy to
905 mitigate these impacts.

906 [Product and service impact assessment:](#)

907 ~~Customer Health and Safety~~

908 In each of the following life cycle stages, describe whether ~~the health and safety~~ impacts of products
909 and services [related to the material topic](#) are assessed for improvement:

- 910 • Development of product concept
- 911 • Research and development
- 912 • Certification
- 913 • Manufacturing and production
- 914 • Marketing and promotion
- 915 • Storage distribution and supply
- 916 • Use and service
- 917 • Disposal, reuse, or recycling

918 [Training:](#)

919 ~~Anti-corruption~~

920 Describe at which stage the training ~~on anti-corruption~~ [related to the material topic](#) ~~for governance~~
921 ~~body members, employees, and business partners~~ is provided (such as when new employees join
922 the organization, when relationships with new business partners are established) and the frequency
923 of the training (such as annually, biannually).

924 [Collective action:](#)

925 ~~Anti-corruption~~

926 Describe the collective action activities to ~~combat corruption~~ [address impacts related to the](#)
927 [material topic](#) in which the organization participates, including:

- 928 • The strategy for collective action activities
- 929 • A list of collective action initiatives in which the organization participates
- 930 • A description of the main commitments of these initiatives

931 [Grievance mechanisms:](#)
932 [Describe the availability and accessibility of grievance mechanisms and remediation processes for](#)
933 [impacts related to the material topic, including along the organization's supply chain, and the](#)
934 [involvement of stakeholders in monitoring their effectiveness. Stakeholders involved in monitoring](#)
935 [the effectiveness of the organization's grievance mechanisms and remediation processes may](#)
936 [include suppliers and local community and workers' representatives.](#)

937 [List the types of training on the availability and accessibility of grievance mechanisms and](#)
938 [remediation processes.](#)

939 ~~Environmental Grievance Mechanisms~~

940 ~~Describe the availability and accessibility of grievance mechanisms and remediation processes for~~
941 ~~environmental impacts, including along the organization's supply chain, and the involvement of~~
942 ~~stakeholders in monitoring their effectiveness. Stakeholders involved in monitoring the~~
943 ~~effectiveness of the organization's grievance mechanisms and remediation processes may include~~
944 ~~suppliers and local community and workers' representatives.~~

945 ~~List the types of training on the availability and accessibility of grievance mechanisms and~~
946 ~~remediation processes.~~

947 ~~Labor Practices Grievance Mechanisms~~

948 ~~Describe the availability and accessibility of grievance mechanisms and remediation processes for~~
949 ~~impacts on labor practices, including along the organization's supply chain, and the involvement of~~
950 ~~stakeholders in monitoring their effectiveness. Stakeholders involved in monitoring the~~
951 ~~effectiveness of the organization's grievance mechanisms and remediation processes may include~~
952 ~~suppliers and local community and workers' representatives.~~

953 ~~List the types of training on the availability and accessibility of grievance mechanisms and~~
954 ~~remediation processes.~~

955 ~~Human Rights Grievance Mechanisms~~

956 ~~Describe the availability and accessibility of grievance mechanisms and remediation processes for~~
957 ~~human rights impacts, including along the organization's supply chain, and the involvement of~~
958 ~~stakeholders in monitoring their effectiveness. Stakeholders involved in monitoring the~~
959 ~~effectiveness of the organization's grievance mechanisms and remediation processes may include~~
960 ~~suppliers and local community and workers' representatives.~~

961 ~~List the types of training on the availability and accessibility of grievance mechanisms and~~
962 ~~remediation processes.~~

963 ~~Grievance Mechanisms for Impacts on Society~~

964 ~~Describe the availability and accessibility of grievance mechanisms and remediation processes for~~
965 ~~impacts on society, including along the organization's supply chain, and the involvement of~~
966 ~~stakeholders in monitoring their effectiveness. Stakeholders involved in monitoring the~~

967 effectiveness of the organization's grievance mechanisms and remediation processes may include
968 suppliers and local community and workers' representatives.

969 List the types of training on the availability and accessibility of grievance mechanisms and
970 remediation processes.

971 [SRS9-I-3](#)

972 **a. ~~c~~. Report the evaluation of the management approach, including:**

- 973 • **The mechanisms for evaluating the effectiveness of the management**
974 **approach**
- 975 • **The results of the evaluation of the management approach**
- 976 • **Any related adjustments to the management approach**

977 ~~Guidance for G4-DMA-c~~

978 When disclosing the evaluation of its management approach, an organization may focus its
979 explanation on three items:

- 980 • Mechanisms for monitoring the effectiveness of the management approach. This may
981 include:
 - 982 – Internal or external auditing or verification (type, system, scope)
 - 983 – Measurement systems
 - 984 – External performance ratings
 - 985 – Benchmarking
 - 986 – Stakeholder feedback
- 987 • Results:
 - 988 – GRI Indicators or organization-specific indicators used to report results
 - 989 – Performance against goals and targets – key successes and shortcomings
 - 990 – How results are communicated
 - 991 – Challenges and gaps in the management approach
 - 992 – Any obstacles encountered, unsuccessful endeavors, and any lessons learnt in the
993 process
 - 994 – Progress in implementing the management approach
- 995 • What is the organization doing differently as a result?
 - 996 – Changes in the allocation of resources, goals, targets, and specific actions aimed at
997 improving performance
 - 998 – Other changes to the management approach

999 References

1000 [The following documents informed the development of this GRI Standard. Organizations are](#)
1001 [encouraged to be familiar with these documents, as they can improve understanding of the](#)
1002 [disclosure requirements.](#)

- 1003 • Organisation for Economic Co-operation and Development (OECD), *OECD Guidelines for*
1004 *Multinational Enterprises*, 2011.
- 1005 • United Nations (UN), 'Guiding Principles on Business and Human Rights, Implementing
1006 the United Nations "Protect, Respect and Remedy" Framework', 2011.
- 1007 • United Nations (UN), *Protect, Respect and Remedy: a Framework for Business and Human*
1008 *Rights*, 2008.
- 1009 • United Nations (UN), *Report of the Special Representative of the Secretary-General on the*
1010 *Issue of Human Rights and Transnational Corporations and Other Business Enterprises*, John
1011 Ruggie, 2011.