

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15

**RG
&
NGOSS**

**Sustainability Reporting Guidelines & NGO
Sector Supplement**

Public Comment Version

Sector-specific additions to the G3 are shaded like this. For simplicity, unchanged G3 sections are not duplicated here.

1 **NGO Sector introduction**

2 **Who is the Sector Supplement intended for?**

3 The term non-governmental is often used to describe a wide variety of organizations which are
4 also known as "private voluntary organizations," "civil society organizations," and "not for profit
5 organizations."

6 The GRI NGO Sector Supplement is intended for Non-Governmental Organizations which are
7 formed for the purpose of serving a cause other than the pursuit or accumulation of profits for
8 owners or investors. Such NGOs are by nature values-driven and include a broad spectrum of
9 organizations, such as advocacy groups, aid relief agencies, nature CSOs, foundations, services
10 providing NGO's, confederations et cetera. They can be large or small, raising funds from public
11 and private sources for their own or partner activities. Some are highly centralised others are
12 coalitions, confederations or networks. All these should be able to use this document with a
13 little interpretation.

14 The sector content is integrated in the third version of the GRI Sustainability Reporting
15 Guidelines (known as the G3 Guidelines), which aims to provide reporting guidance on key
16 aspects of sustainability performance. The Sector Supplement is a reporting system developed
17 to be applicable principally to international Non-Governmental Organizations or medium to large
18 national NGOs. However, the supplement can be useful for any Non-Governmental
19 Organization which is interested in improving its accountability and sustainability.

20 This Sector Supplement has been broadened to reflect the value-driven nature of NGO work, in
21 particular by introducing reporting on programme effectiveness. For NGOs directly engaged in
22 the promotion of sustainable development, organisational sustainability goes hand in hand with
23 accountability for sustainable development outcomes and these are treated separately in the
24 Sector Supplement. However, the supplement can be used by any Non-Governmental
25 Organization which is interested in improving its organisational sustainability and its contribution
26 to sustainable development. The expected audiences for the reports generated by the NGO
27 sector will vary depending on the nature of the NGO but are likely to include peer NGOs,
28 organizations researching the accountability of NGOs, decision-makers from the government
29 and corporate sector, existing and potential donors, partners, and beneficiaries.

30 **Why is accountability reporting important for the NGO sector?**

31 It is widely recognised that NGOs play a vital role in society that is supported by varying
32 combinations public funding, volunteers, and other resources. There is an inherent responsibility
33 attached to this role for an NGO to demonstrate legitimacy, value and effectiveness in pursuit of
34 civic or public benefit or charitable causes and account for the resources used.. Sustainability
35 reporting provides an accountability tool for an organization to fulfil this responsibility and by
36 doing so elevate the legitimacy of the sector as a whole.

1 Reporting on sustainability, of which accountability is a key part, is a process which does not
2 begin or end with a printed or online publication. The process of reporting provides
3 opportunities to assess an organization's policies and programmes and effectiveness, and the
4 economic, social and environmental impacts of its activities. A common reporting framework
5 allows for the capture of information that is frequently inaccessible on a broad and comparative
6 basis, helping to generate transparency and positive self-regulatory dynamics. More
7 importantly, through the process of reporting an organization can critically examine its own
8 activities, benchmark itself with peer organizations, learn from experience, and make
9 improvements over time to better serve the causes it pursues.

10 The breadth and depth of disclosures and performance indicators suggested in this Sector
11 Supplement may pose challenges for reporters, especially for new reporters or small and
12 medium not for profit organizations, and it may not be possible to disclose all of the information
13 elicited in this Sector Supplement at once. Therefore, reporting organizations should start by
14 reporting on indicators that deliver most relevant and material information to their stakeholders,
15 their intended audiences for this report. Individual NGOs should assess the materiality of each
16 disclosure in the resulting Sector Supplement and how this applies to their unique
17 circumstances.

18 **Overarching Issues for the Sector**

19 **Values**

20 Because social responsibility and sustainability are at the core of the work of many NGOs, it is
21 important to distinguish here that the purpose of this reporting framework is reporting on the
22 sustainability of the organisation and the effectiveness of systems in place to optimise
23 programme delivery, rather than the impact of its work. For example, an environmental NGO
24 would not be expected to report through *this* framework on the effectiveness of its programme
25 under the environmental section, but rather on the impact of its *operations* on the environment.
26 An organization focused on human rights, would not report on the impact of its core work in the
27 human rights section, but rather, on human rights considerations in its operations, its workforce
28 practices as well as its contractual relationships.

29 The public benefit nature of the NGO sector creates an additional responsibility to demonstrate
30 that operations are consistent with the values represented. Reporting indicators throughout this
31 supplement have been amended to reflect this responsibility. For example, diversity is not just
32 about labour practices, but taking diversity into account in all operations, including in
33 programme design. Fundraising indicators speak to the fact that fundraising should be done in
34 an ethical manner, coming from ethical sources and any investments should reflect ethical
35 considerations. Work force definitions include volunteers, as they are a significant resource for
36 the sector.

37 **Governance**

1 Questions of governance are relevant to all kinds of organizations, but they are of particular
2 concern for NGOs not only in relation to the 'values' represented (such as participation,
3 integrity, transparency), but also in terms of the management of resources and performance.
4 Transparency of the governance process and its relationship to the organizational mission is
5 seen to be of particular importance by key stakeholders. It is the expectation of stakeholders
6 that decision-makers ensure that the organization reflects the diversity of the society in which
7 they operate and act with fairness, equity and integrity in their management of the
8 organization.

9 Stakeholders expect NGOs to demonstrate that the organization is operating effectively and
10 efficiently in accordance with its stated mission and offering value for money invested by
11 donors. Oversight of financial management in relation to governance is seen by stakeholders as
12 particularly important given the fact that many not for profits rely on donor or public support.
13 Over-and-above the fiduciary responsibility to comply with laws and regulations, there is seen
14 to be a need for high and well-balanced measures of accountability to donors and other key
15 stakeholders such as beneficiaries, communities and society at large. In addition, demonstration
16 of short and long term financial sustainability provides assurance to stakeholders regarding
17 operational continuity, stability, and prospects for maintaining a sustained impact over time.

18

19 **Programme Effectiveness**

20 A section dealing with evaluating programme effectiveness was created because of its particular
21 relevance to the sector as many NGOs focus on aspects of social responsibility and/or
22 sustainable development. The effectiveness of an organization's management of its programs
23 and activities is essential in establishing the value of an NGO. It demonstrates coherence
24 between mission and programs and shows accountability towards its stakeholders for
25 outcomes. For those NGOs engaged in advocacy, evaluating programme effectiveness includes
26 being accountable for positions taken, methodology and approach.

27 This section is intended for reporting on the organization's program management, including
28 monitoring effectiveness, evaluating performance, and ongoing learning and development. It is
29 not intended for reporting on the impact of the organization's work. NGOs are expected to
30 report on their impacts – or should consider doing so – but this reporting framework isn't aimed
31 at producing such reports. Instead, it inquires after the organisations systems and
32 methodologies that would allow it to measure effectiveness and impacts – as this is core to
33 being accountable.

34

1

2 **Organizational Profile**

G3 2.2	<p>Primary brands, products, and/or services</p> <p><i>The reporting organization should indicate the nature of its role in providing these products and services, and the degree to which it utilizes outsourcing.</i></p> <p>NGOSS Commentary: In addition to the above, NGOs should also report on their primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). NGOs should indicate how these activities relate to the organization’s mission and primary strategic goals (e.g., poverty, environment, human rights, etc.)</p>
G3 2.3	<p>Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.</p> <p>[NGOSS Commentary: NGOs should also include: national offices, sections, branches, field offices,]</p>
G3 2.5	<p>Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.</p>
G3 2.6	<p>Nature of ownership and legal form</p> <p>[NGOSS Commentary: Provide details and current status of not for profit registration].</p>
G3 2.7	<p>Markets served, including geographic breakdown, sectors served, and types of customers/beneficiaries.</p> <p>[NGOSS Commentary: NGOs should report on their target audience and primary affected stakeholders.</p>
G3 2.8	<p>Scale of the reporting organization including:</p> <p>[- Number of members and/or supporters; - Number of volunteers, (estimate numbers per category of volunteer – see LA1) - Total Income]</p> <p>-Number of employees;</p>

	<p>-Net sales (for private sector organizations) or net revenues (for public sector organizations);</p> <p>-Total capitalization [report net assets] broken down in terms of debt and equity [report in terms assets and liabilities] (for private sector organizations); and</p> <p>-Quantity of [activities,] products or services provided.</p> <p><i>In addition to the above, reporting organizations are encouraged to provide additional information, as appropriate, such as:</i></p> <ul style="list-style-type: none"> • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided <p><i>In addition to the above, reporting organizations are encouraged to provide additional information, as appropriate, such as:</i></p> <ul style="list-style-type: none"> • <i>Total assets;</i> • <i>Beneficial ownership (including identity and percentage of ownership of largest shareholders): and</i> • <i>Breakdowns by country/region of the following:</i> <ul style="list-style-type: none"> • <i>Sales/revenues by country/ regions that make up 5 percent or more of total revenues;</i> • <i>Costs by country/ regions that make up 5 percent or more of total revenues; and</i> • <i>Employees.</i>
GOVERNANCE	
G3 4.2	<p>Indicate whether the Chair of the highest governance body is also an executive officer.</p> <p>(and, if so, their function within the organization’s management and the</p>

	<p>reasons for this arrangement).</p> <p>[NGOSS Commentary: Describe the division of powers between the highest governance body and the management and/or executives.]</p>
<p>G3 4.4</p>	<p>Mechanisms for [NGOSS Commentary: internal stakeholders (e.g., members),] shareholders and employees to provide recommendations or direction to the highest governance body.</p> <p>Include reference to processes regarding:</p> <ul style="list-style-type: none"> • The use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; and • Informing and consulting employees about the working relationships with formal representation bodies such as organization level 'work councils', and representation of employees in the highest governance body. <p>Identify topics related to economic, environmental, and social performance raised through these mechanisms during the reporting period.</p> <p>[NGOSS Commentary: also identify any topics raised related to program effectiveness]</p>
<p>G3 4.7</p>	<p>Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.</p> <p>[NGOSS Commentary: Also address qualifications and expertise related to guiding program effectiveness]</p>
<p>G3 4.9</p>	<p>Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with [NGOSS Commentary: nationally and] internationally agreed standards, codes of conduct, and principles.</p> <p><i>Include frequency with which the highest governance body assesses sustainability performance.</i></p> <p>[NGOSS Commentary: Also address procedures for overseeing program</p>

	effectiveness]
G3 4.10	<p>Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.</p> <p>[NGOSS Commentary: NGOs should also report on processes for, appointment, dismissal and lengths of tenure for officials in highest governance body]</p>
G3 4.14	<p><u>Stakeholder Engagement</u></p> <p>The following Disclosure Items refer to general stakeholder engagement conducted by the organization over the course of the reporting period. These Disclosures are not limited to stakeholder engagement implemented for the purposes of preparing a sustainability report.</p> <p>List of stakeholder groups engaged by the organization. Examples of stakeholder groups are:</p> <ul style="list-style-type: none"> • Individuals or groups of individuals (beneficiaries) • Governments; • Funders; • Members; • Volunteers; • Private sector; • Academic institutions; • Peer Organisations • Communities; • Civil society; • Customers; • Shareholders and providers of capital; • Suppliers; and • Employees, other workers, and their trade unions.

1

2

1 **Program Effectiveness**

2 **Disclosure on Management Approach**

3 Provide a concise disclosure on the Management Approach items outlined below with reference to
4 the following Aspects of Program Effectiveness:

- 5 • Affected Stakeholder involvement;
- 6 • Feedback, complaints and action;
- 7 • Monitoring, Evaluation and Learning;
- 8 • Gender and diversity;
- 9 • Public Awareness and Advocacy;
- 10 • Coordination.

11

12 **Goals and Performance**

13 Organization-wide goals regarding performance relevant to the Aspects of Program Effectiveness.

14 Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to
15 demonstrate the results of performance against goals.

16 **Policy**

17 Brief, organization-wide policy (or policies) that defines the organization’s overall commitment
18 relating to the Aspects of Program Effectiveness listed above, or state where this can be found in
19 the public domain (e.g., web link).

20 **Organizational Responsibility**

21 **Training and Awareness**

22 **Monitoring and Follow-Up**

23 **Additional Contextual Information**

24 Additional relevant information required to understand organizational performance, such as:

- 25 • Key successes and shortcomings;
- 26 • Major organizational risks and opportunities;
- 27 • Major changes in the reporting period to systems or structures to improve performance;
28 and
- 29 • Key strategies for implementing policies or achieving performance.

30

Aspect	Disclosure
Affected Stakeholder Engagement	NGOSS1 Involvement of affected stakeholder groups, (as per the organization’s mission statement), in the design, implementation,

	monitoring and evaluation of policies and programmes.
Feedback, complaints and action	NGOSS2 'Feedback and complaints mechanism in relation to programs and policies and responsive actions taken, including self-noted breaches of policies'
Monitoring, Evaluation and Learning	NGOSS3 System for program monitoring and evaluation, (including measuring program effectiveness and impact), learning, how the organization changes its programme as a result and how it reports on this.
Gender and diversity	NGOSS4 Measures in place to ensure due attention to gender and diversity is integrated into program design and implementation, as well as in the monitoring, evaluation and learning cycle
Public Awareness and Advocacy	NGOSS5 Process to formulate, communicate, implement and change your advocacy positions and public awareness campaigns.
Coordination	NGOSS6 Process to take into account and coordinate with the activities of other actors in order to increase effectiveness

1

2

1 **Economic**

2 **Introduction:**

3

4 Notwithstanding the 'not for profit' or 'non-profit' orientation of NGOs, the GRI Sustainability
5 Reporting Guidelines' economic dimensions are relevant to large and small, international and
6 national NGOs. Under Economic Performance, NGOs are invited to consider organizational
7 viability in terms of income and expenses, reserves, and provision for contingencies, paying
8 particular attention to those aspects that have implications for NGO independence, alignment
9 with public benefit goals, and best and most transparent use of the resources available.
10 Accordingly, the NGO Sector Supplement suggests additional indicators on Ethical Fund-raising
11 and Ethical Resource Allocation.

12 In terms of Market Presence NGOs are invited to assess the level of integration with and direct
13 contribution to the local economy (investment of funds, construction of infrastructure, impact
14 on local markets via local purchases, recruitment of personnel, etc). Secondary and tertiary
15 benefits (for example, estimations of economic benefits derived from investments in health,
16 education, conflict prevention improved food production etc) may be included under Indirect
17 Economic Impacts if they have been estimated.

18 Where 'economic development', social infrastructure or poverty reduction activities such as
19 microfinance or micro-enterprise development are a primary focus of NGO activity, it is
20 suggested that summary information only be provided here, cross referenced to more detailed
21 information be provided under the section on Program Effectiveness.

22 The economic dimension of sustainability concerns the organization's impacts on the economic
23 conditions of its stakeholders and on economic systems at local, national, and global levels. The
24 Economic Indicators illustrate:

- 25 • Flow of capital among different stakeholders; and
- 26 • Main economic impacts of the organization throughout society.

27

28 Financial performance is fundamental to understanding an organization and its own sustainability.
29 However, this information is normally already reported in financial accounts. What is often reported
30 less, and is frequently desired by users of sustainability reports, is the organization's contribution to
31 the sustainability of a larger economic system.

32 **Disclosure on Management Approach**

33 Provide a concise disclosure on the Management Approach items outlined below with reference to
34 the following Economic Aspects:

- 35 • Economic Performance;

- 1 • Market Presence [Including impact on local economies]; and
- 2 • Indirect Economic Impacts-;
- 3 • Resource allocation; and
- 4 • Ethical Investment Policy.

5
6

7 **Goals and Performance**

8 Organization-wide goals regarding performance relevant to the Economic Aspects.

9 Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to
10 demonstrate the results of performance against goals.

11 **Policy**

12 Brief, organization-wide policy (or policies) that defines the organization’s overall commitment
13 relating to the Economic Aspects listed above, or state where this can be found in the public
14 domain (e.g., web link).

15 **Additional Contextual Information**

16 Additional relevant information required to understand organizational performance, such as:

- 17 • Key successes and shortcomings;
- 18 • Major organizational risks and opportunities;
- 19 • Major changes in the reporting period to systems or structures to improve performance;
20 and
- 21 • Key strategies for implementing policies or achieving performance.

22

Aspect	Disclosure
Resource Allocation	Key aspects Resource Allocation
Ethical Fundraising	Key aspects of Ethical Fundraising

23

24

1 **Environment**

2 The environmental dimension of sustainability concerns an organization's impacts on living and
3 non-living natural systems, including ecosystems, land, air, and water. Environmental Indicators
4 cover performance related to inputs (e.g., material, energy, water) and outputs (e.g., emissions,
5 effluents, waste). In addition, they cover performance related to biodiversity, environmental
6 compliance, and other relevant information such as environmental expenditure and the impacts of
7 products and services.

8 [NGOSS Commentary: Where environmental protection is a primary focus of the NGO's program
9 activity, it is suggested that summary information only be provided here, cross referenced to
10 more detailed information be provided under the section on Program Effectiveness.]

11 **Disclosure on Management Approach**

12 Provide a concise disclosure on the Management Approach items outlined below with reference to
13 the following Environmental Aspects:

- 14 • Materials;
- 15 • Energy;
- 16 • Water;
- 17 • Biodiversity;
- 18 • Emissions, Effluents, and Waste;
- 19 • Products and Services;
- 20 • Compliance;
- 21 • Transport; and
- 22 • Overall

24 **Goals and Performance**

25 Organization-wide goals regarding performance relevant to the Environmental Aspects

26 Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to
27 demonstrate the results of performance against goals.

28 **Policy**

29 Brief, organization-wide policy (or policies) that defines the organization's overall commitment
30 related to the Environmental Aspects listed above or state where this can be found in the public
31 domain, (e.g., web link).

32 **Organizational responsibility**

33 The most senior position with operational responsibility for Environmental Aspects or explain how
34 operational responsibility is divided at the senior level for these Aspects. This differs from
35 Disclosure 4.1, which focuses on structures at the governance level.

1 **Training and awareness**

2 Procedures related to training and raising awareness in relation to the Environmental Aspects.

3 **Monitoring and Follow-Up**

4 Procedures related to monitoring and corrective and preventive actions, including those related to
5 the supply chain.

6 List of certifications for environment-related performance or certification systems, or other
7 approaches to auditing/verification for the reporting organization or its supply chain.

8 **Additional Contextual Information**

9 Additional relevant information required to understand organizational performance, such as:

- 10 • Key successes and shortcomings;
- 11 • Major organizational environmental risks and opportunities related to issues;
- 12 • Major changes in the reporting period to systems or structures to improve performance;
13 and
- 14 • Key strategies and procedures for implementing policies or achieving goals.

15

16 **Product Responsibility**

Aspect	Disclosure
Marketing Communications	PR6 [Commentary Added]

17

18 **Labor**

19 The specific Aspects under the category of Labour Practices are based on internationally
20 recognized universal standards, including:

- 21 • United Nations Universal Declaration of Human Rights and its Protocols;
- 22 • United Nations Convention: International Covenant on Civil and Political Rights;
- 23 • United Nations Convention: International Covenant on Economic, Social, and Cultural
24 Rights;
- 25 • ILO Declaration on Fundamental Principles and Rights at Work of 1998 (in particular the
26 eight core conventions of the ILO); and
- 27 • The Vienna Declaration and Programme of Action.

28

29 **Disclosure on Management Approach**

30 Provide a concise disclosure on the following Management Approach items with reference to the
31 Labour Aspects listed below.

[NGOSS Commentary: The prevalence of volunteers in the NGO sector makes them a key component of human capital. The scope of service ranges from occasional mobilization to full time direct service. Because of the integral role volunteers play in the NGO workforce, their interests should also be taken into account both in the DMA and in relevant indicators.]

- Employment (including full-time and part-time volunteers);
- Labour/Management Relations;
- Occupational Health and Safety;
- Training and Education; and
- Diversity and Equal Opportunity;

Goals and Performance

Organization-wide goals regarding performance relevant to the Labor Aspects, indicating their linkage to the internationally recognized universal standards.

Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.

Policy

Brief, organization-wide policy (or policies) that defines the organization's overall commitment related to the Labor Aspects, or state where this can be found in the public domain (e.g., web link). Also reference their linkage to the international standards indicated above.

Organizational responsibility

The most senior position with operational responsibility for Labor Aspects or explain how operational responsibility is divided at the senior level for these Aspects. This differs from Disclosure 4.1, which focuses on structures at the governance level.

Training and awareness

Procedures related to training and raising awareness in relation to the Labor Aspects.

Monitoring and Follow-Up

Procedures related to monitoring and corrective and preventive actions, including those related to the supply chain.

List of certifications for labor-related performance or certification systems, or other approaches to auditing/verifying the reporting organization or its supply chain.

Additional Contextual Information

Additional relevant information required to understand organizational performance, such as:

- 1 • Key successes and shortcomings;
- 2 • Major organizational risks and opportunities;
- 3 • Major changes in the reporting period to systems or structures to improve performance;
- 4 and
- 5 • Key strategies and procedures for implementing policies or achieving goals.

Aspect	Disclosure
Employment	LA1 [Commentary Added]
	NGOSS10. Key components of workforce feedback and complaint mechanism, number of complaints received and how they were resolved.
Occupational Health and Safety	LA7 [Commentary added]
Occupational Health and Safety	LA8 Occupational Health and Safety [Commentary added]
Training and Education	LA10 [Commentary added]
Training and Education	LA11 [Commentary added]

7

8 **Society**

Aspect	Disclosure
Employment	LA1 [Commentary Added]

9

1 INDICATOR PROTOCOL

2 Category: Program Effectiveness

3 Aspect: Involvement of affected stakeholders

4 **NGOSS1 Processes for involvement of affected stakeholder groups in the design,**
5 **implementation, monitoring and evaluation of policies and programmes.**

6 **1. Relevance**

7
8 Participation of affected stakeholders in the design, implementation, monitoring and evaluation
9 of policies and programmes is a core value for many NGOs.

10
11 This indicator allows organizations to demonstrate the extent to which affected stakeholders
12 participate in all of the organization's processes. This includes providing a clear definition of
13 who is participating and how are they participating, as evidence of the degree of involvement. .
14 .

15
16 Reporting on the inclusion of affected stakeholders' perspectives can contribute to
17 understanding how an organization ensures programme effectiveness and sustainability,
18 ownership and empowerment, program legitimacy, and the overall quality of programs.

19
20 Involvement in this context refers to effective participation along an engagement continuum
21 which includes: information sharing, dialogue, consultation, collaboration, partnership and
22 empowerment/self determination.

23
24 **2. Compilation**

25
26 2.1 Refer to SO1 for reporting on activities that assess and manage the impacts of non core
27 program related operations on communities.

28
29 2.2 Identify affected stakeholder groups. Refer to indicator G3 4.14, but specify affected
30 stakeholders, (beneficiaries), as per the organization's mission statement.

31
32 2.3 Identify the following in relation to stakeholders:

- 33
34 • How they are defined;
35
36
37 • How they participated in each stage of the process (e.g., design,
38 implementation, monitoring and evaluation). This could refer to participation
39 means such community consultations, stakeholder panels, focus groups, polling,
40 interviews etc;
41
42
43

1 2.4 Identify how feedback from stakeholders affected the decision making process or
2 reshaped policies and procedures;

3
4 2.5 Identify how decisions and decision making processes are communicated to
5 stakeholders.

6 2.6 Report processes for involvement of affected stakeholder groups (as per the
7 organization's mission statement), in the design, implementation, monitoring and
8 evaluation of policies and programmes.

9

10 **3. Definitions**

11 **Affected stakeholder**

12 The G3 definition of stakeholder: "Stakeholders are defined broadly as those groups or
13 individuals: (a) that can reasonably be expected to be significantly affected by the
14 organisation's activities, products, and/or services; or (b) whose actions can reasonably
15 be expected to affect the ability of the organisation to successfully implement its
16 strategies and achieve its objectives"

17

18 Affected stakeholders also include those who may be negatively affected as a result of
19 the application of the do no harm principle.

20

21 **4. Documentation**

22 Refer to policies.

23 **5. Reference**

24 Handbook for Stakeholder Engagement Standards (SES by Accountability), World Bank
25 Civil Society Engagement Sourcebook. Cross reference with other initiatives such as CSO
26 Programme Effectiveness.

27

28

1 INDICATOR PROTOCOL

2 Category: Program Effectiveness

3 Aspect– Feedback Mechanisms, Complaints and Action

4 **NGOSS2 Feedback and complaints mechanisms in relation to programs and policies**
5 **and determining actions to take in response ~~breaches of policies~~**

6 **1. Relevance**

7
8 This indicator allows organizations to demonstrate their ability to self-correct programs
9 and policies systematically on the basis of feedback and complaints received. Disclosing
10 on the implementation and management of feed-back mechanisms also allows internal
11 managers and external stakeholders to assess the organization’s consistency between
12 stated policies and practice and whether programmes and policies are in fact working,
13 through evidence based assessment. The commitment and ability of an organization to
14 adapt programs and policies based on external feedback is also a measure of the degree of
15 accountability and transparency of the organization.

16
17 **2. Compilation**

18
19 2.1 Refer to G3 disclosure 4.17 for reporting on concerns raised through stakeholder
20 engagement related to general activities and operations.

21
22 2.2 Identify the feedback and complaints mechanism in place throughout the organization in
23 relation to its programs and policies. Include reference to the role of any independent
24 complaints mechanisms and safeguards to protect complainants (e.g. whistle blowing
25 policy). This refers to mechanism to receive complaints from internal and external sources.
26 Reporting on the use of auditing mechanisms and other formal internal assessment process
27 is addressed under indicator XXXXX

28
29 2.3 Identify mechanisms for assessing complaints and determining the response required,
30 including how the organization distinguishes between vexatious and legitimate complaints.

31 2.4 Report feedback and complaints mechanisms in relation to programs and policies and
32 mechanisms for determining actions in response

33
34 **3. Definitions**

35 **Vexatious complaints** are complaints which are brought solely to harass or subdue an
36 adversary. These may include bringing lawsuits or repetitive, burdensome, unwarranted filing of
37 legal motions.

38 Refer to indicator PR8.

39 **4. Documentation**

- 1 Refer to policies
- 2 **5. Reference**
- 3 None
- 4

1 INDICATOR PROTOCOL

2 Category: Program Effectiveness

3 Aspect– Feedback Mechanisms, Complaints and Action

4 **NGOSS3 System for program Monitoring, Evaluation and Learning, (including**
5 **measuring program effectiveness and impact), resulting changes to programs, and**
6 **how they are communicated.**

7 **1. Relevance**

8 This indicator allows organizations to report on their system for program Monitoring,
9 Evaluation and Learning and relevant examples. This information can provide key insights
10 into an organization’s ability to ascertain the quality and effectiveness of its programs and
11 measure the impact of its policies, programs and activities.

12 An organization’s performance in managing its system for program monitoring and
13 evaluation provides insights into the organization’s responsiveness and ability to adjust
14 policies and programs where necessary.

15 **2. Compilation**

16
17 2.1 Identify organization’s system for program monitoring and evaluation, (including
18 measuring program effectiveness and impact).

19 This could be an internally developed methodology or follow an internationally recognised
20 system of monitoring and evaluation. Refer specifically to the use of any methods and
21 systems for ongoing monitoring and evaluation.

22
23 2.2. Identify how results from program monitoring and evaluation contribute to internal
24 learning processes, (e.g. incorporation of monitoring and evaluation results in staff
25 training programs).

26 2.3 Identify instances of adjustments to policy and programs as a result of monitoring,
27 evaluation, and learning.

28 2.4 Identify how the organization internally and externally communicated adjustments to
29 policies and programs.

30 2.4 Report System for program Monitoring, Evaluation, and Learning (including measuring
31 program effectiveness and impact), resulting changes to programs, and how they are
32 communicated.

33 .

34 **3. Definitions**

- 1 None.
- 2 **4. Documentation**
- 3 Refer to policies and where the relevant information can be found in other publicly available
- 4 documents.
- 5 **5. Reference**
- 6 Existing Monitoring and Evaluation standards, e.g. World Bank.
- 7

1 INDICATOR PROTOCOL

2 Category: Program Effectiveness

3 Aspect: Programme Design and Implementation – Gender and Diversity

4 **NGOSS4 Measures to integrate gender and diversity into program design,**
5 **implementation, and the Monitoring, Evaluation, and Learning cycle.**

6 **1. Relevance**

7 The need for gender and diversity sensitivity and responsiveness to be included program
8 design and implementation is widely accepted and expected from key stakeholders in the NGO
9 sector. This indicator allows an organization to demonstrate the robustness of its approach to
10 integrating gender and diversity issues into the program life cycle.

11 Organizations can also report on the extent to which they embrace human rights declarations
12 and equal opportunities policies, as these provide as this can provide an insight into the
13 imperative given inclusiveness in program design. **2. Compilation**

14

15 1.1 Identify the organization’s policies related to diversity of all types (gender, ethnicity,
16 age, etc.) and how they inform program design and implementation.

17 1.2 Identify where the organization has specific norms and standards particular to certain
18 social or political contexts,(e.g. India/caste).

19 1.3

20 1.4 Identify the organization’s tools for diversity analysis in relation to its program design
21 and implementation.

22 2.4 Identify actions taken in program design, implementation, monitoring & evaluation and
23 learning related to achieving gender and diversity goals.

24 2.5 Report measures to integrate gender and diversity into program design,
25 implementation, and the monitoring, evaluation and learning cycle.

26 **3. Definitions**

27

28 **4. Documentation**

29 Refer to policies

30 **5. Reference**

31 Human rights legislation, Human Resources policies, SPHERE standards.

1
2



1 INDICATOR PROTOCOL

2 Category: Program Effectiveness

3 Aspect: Public Awareness and Advocacy

4 **NGOSS5 Processes to formulate, communicate, implement, and change advocacy**
5 **positions and public awareness campaigns.**

6 **1. Relevance**
7

8 This indicator provides insights on the extent to which NGOs engaged in public awareness
9 raising and advocacy are able to base their activities and positions on evidence-based,
10 truthful, and accurate assessments.

11 This can also provide a general sense of whether an organisation's advocacy and public
12 awareness activities are consistent with its mission and grounded in advancing defined
13 public interests.

14 Reporting on this indicator allows an organisation to demonstrate the extent to which it has
15 clear processes for: deciding on public policy positions (and choosing partners), have explicit
16 ethical policies to guide choices of advocacy strategy, and have ways of identifying and
17 managing potential conflicts of interest among various stakeholders.

18 The effectiveness of advocacy and public awareness campaigns should be reported at other
19 indicators in the Programme Effectiveness section.

20 **2. Compilation**
21

22 2.1 Refer to SO5 for reporting on public policy positions and participation in public policy
23 development and lobbying when these activities do not form part of core-program activities

24 2.2 Identify the process for arriving at public awareness and advocacy positions (e.g., evidence
25 based research, stakeholder participation, analysis of gender and diversity issues.)

26 2.3 Identify how the organization ensures that consistency is maintained during
27 implementation of advocacy and public awareness campaigns.

28 2.4 Identify how the organization ensures that its public criticisms are fair and accurate.

29 2.5 Identify process for corrective adjustment of advocacy positions and public awareness
30 campaigns.

31 2.6 Identify corrective actions taken.

32 2.7 Identify where public awareness and advocacy positions are published.

1 2.8 Identify the organization's process for exiting a campaign.

2 2.9 Report process to formulate, communicate and implement advocacy positions and public
3 awareness campaigns

4 **3. Definitions**

5 **Public awareness** refers to activities to inform and educate different stakeholders on
6 public issues

7 **Advocacy** includes a range of activities such as public campaigning and mobilization,
8 efforts to influence and participation in legislative processes, research, and litigation.

9 **4. Documentation**

10 Refer to policies, e.g. publications sign off procedure, policy positions and procedures.

11 **5. Reference**

12 - Article 19, 20, 21 UDHR, Aarhus Convention, article 10 of Rio Declaration, ILO
13 Constitution, article 71 UN Charter, INGO Accountability Charter

14

15

1 INDICATOR PROTOCOL

2 Category: Program Effectiveness

3 Aspect: Coordination

4 **NGOSS6 Processes to take into account and coordinate with the activities of other**
5 **actors.**

6
7 **1. Relevance**
8

9 This indicator provides insights on the robustness of the organization’s ability to coordinate with
10 the activities of others. Coordination between NGOs can reduce program duplication, which is
11 an issue that many internal and external stakeholders consider important to the effective of
12 NGO programs. It also supports to partnerships between organizations, which potentially can
13 improve cost effectiveness, promote learning within and between organizations, and enable
14 NGOs to take develop programs that take into account best practice.

15 Detailed disclosures of processes will enable internal and external stakeholders to assess the
16 extent to which and organization is able to identify opportunities for engagement with other
17 actors to improve its own effectiveness.

18 For the purpose of this indicator, actors are organizations of any type and individuals working in
19 the same or a related field of work.

20

21 **2. Compilation**

22

23 2.1 Identify any internal requirements for conducting research and analysis during the course
24 of planning programs to identify potential for duplication of the efforts with other actors.

25 2.2 Identify processes that promote learning from the work of other actors (e.g. peer review
26 processes).

27 2.2 Identify the processes undertaken during the course of program planning and
28 implementation to identify opportunities for partnerships with other organizations.

29 2.4 Report on the process to take into account and coordinate with the activities of other
30 actors.

31 **3. Definitions**

32

33 **4. Documentation**

34

35 Refer to policies, partnership programmes,

1	5. Reference
2	
3	The Paris Declaration on Aid Effectiveness.
4	

1 **Indicator Protocol**

2 **Category: Economic**

3 **NGOSS7 List standards used for tracking and allocating resources**

4 **1. Relevance**

5 NGOs receive funding and resources from a range of public and private sources on the basis of
6 a commitment to apply these to the advancement of a mission. In addition, they may also
7 benefit from tax exemptions or other benefits based on their objective of pursuing a non-profit,
8 public interest. As such, there is a particular emphasis on accountability for the use and
9 allocations of resources. This indicator provides a basis for identifying the system by which an
10 NGO tracks its resource use and thereby provides insight into its relative ability to ensure
11 funding is used for the purpose intended by donors.

12
13 **2. Compilation**

14 2.1 Identify the processes in place to track the use of resources for the purposes intended,
15 including both cash and in-kind contributions. This refers to the internal processes of
16 financial controls as well as the specific bookkeeping standards applied.

17 2.2 Identify the standard(s) that serve as the basis for this tracking system. These
18 standards may include voluntary codes or mandatory requirements that relate to areas such
19 as:

- 20 • Internal accounting and bookkeeping systems;
- 21 • Auditing of financial records or other systems;
- 22 • External reporting;
- 23 • Calculation of program expenses and/or other overheads;
- 24 • Etc.

25 2.3 These standards may be national or international. For organizations that operate in
26 more than one legal jurisdiction, indicate which (if any) standards are applied across all
27 jurisdictions. If no standards are applied across all jurisdictions, then identify the basis upon
28 which individual jurisdictions are expected to set internal standards for tracking and
29 allocating resources.

30 2.4 Report the standards used for tracking and allocating resources according, including the
31 issuer of the standard.

32

1
2
3
4
5
6

3. Definitions

4. Documentation

Suggestions for information sources: financial department

5. References

1 **NGO SS8 Breakdown of funding received by source, including listing of 5 largest**
2 **individual donations**

3 **1. Relevance**

4 The fundraising of NGOs increasingly targets and generates income not only from individual
5 donors but also large scale private and statutory funders. From this flows a particular duty of
6 care in the use of resources with which NGOs have been entrusted, and a requirement to
7 demonstrate the use of these resources to standards commensurate to the claims the
8 organisation makes on the ethical foundations of its work, its independence, and its public
9 benefit.

10

11 **2. Compilation**

12 **2.1** Identify sources of funding broken down by the major categories of: Grants
13 (government/corporate/foundation/private), membership fees, in-kind donations, and
14 other.

15 **2.2** Include all funds that are tracked as part of the organization's accounting
16 system.

17 **2.3** Identify the 5 largest donations in monetary value. For in-kind donations, use
18 estimates of the monetary value of the donation.

19 **2.4 Report breakdown of funding received by source, including listing of 5**
20 **largest individual donations.**

21

22 **3. Definitions**

23

24 **4. Documentation**

25 Finance department or fundraising / marketing department

26 **5. References**

27

28

1 **Indicator Protocol**

2 **Section: Product Responsibility**

3 **PR6. Programs for adherence to laws, standards, and voluntary codes related to**
4 **marketing communications, including advertising, promotion, and sponsorship.**

5 ***1. Relevance***

6 Marketing communications are designed to influence opinions and purchasing decisions.
7 Marketing communications that do not conform to generally accepted ethical or cultural
8 standards, privacy intrusion, dual standards, or attempts to influence vulnerable audiences such
9 as children, can be a significant issue for stakeholders, as shown by the growth of consumer
10 activism. Marketing approaches that are seen as inappropriate can incur risks for organizations,
11 including alienation of customers and other stakeholders, damage to reputation, financial costs,
12 and legislative action.

13

14 In addition to frameworks of national or international law, voluntary and self-regulatory codes
15 (such as the ICC International Code of Advertising Practice or the OECD Guidelines for
16 Multinational Enterprises) seek to express concepts of responsibility in marketing
17 communications. The adoption of such self-disciplinary codes or rules can assist organizations in
18 ensuring that their marketing communications practices conform to generally accepted
19 standards.

20 ***2. Compilation***

21

22 2.1 Report any codes or voluntary standards relating to marketing communications applied
23 across the organization.

24 2.2 Report the frequency with which the organization reviews its compliance with these
25 standards or codes.

26 2.3 Report whether the organization sells products that are:

- 27
- Banned in certain markets; or
 - The subject of stakeholder questions or public debate.
- 28

29

30 2.4 Report how the organization has responded to questions or concerns regarding these
31 products.

32 [2.5. Report number of complaints about breaches of standards for marketing /
33 communication practices in relation to the rights of affected stakeholders and actions

1 taken. For example, this may refer to inappropriate use of images of women, poor
2 communities, or other forms of communication.]

3 **3. Definitions**

4 None.

5 **4. Documentation**

6 Potential information sources include the reporting organization's legal, sales, and marketing
7 departments.

8 **5. References**

- 9 • International Chamber of Commerce recommendations (i.e., the ICC International Code of
10 Advertising Practice) and related codes of conduct.
11
12 • OECD Guidelines for Multinational Enterprises, Revision 2000.
13

14

15

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29

Indicator Protocol
Category: Labor

LA1. Total workforce, *[including volunteers]*, by type, contract, and region.

1. Relevance

The size of a workforce provides insight into the scale of impacts created by labor issues. Breaking down the workforce, *[including volunteers]*, by type, employment contract, and region (region refers to 'country' or 'geographical area') demonstrates how the organization structures its human resources to implement its overall strategy. It also provides insight into the organization's business model, and offers an indication of job stability and the level of benefits the organization offers. As a basis for calculations in several other Indicators, the size of the workforce is a standard normalizing factor for many integrated Indicators. A rise or fall in net employment, evidenced by data reported over the course of three or more years, is an important element of the organization's contribution to the overall economic development and sustainability of the workforce.¹[\[1\]](#)

2. Compilation

2.1 Identify the total workforce (employees and supervised workers) and volunteers working for the reporting organization at the end of the reporting period. Supply chain workers are not included in this Indicator.

2.2 Identify the contract type and full-time and part-time status of employees based on the definitions under the national laws of the country where they are based.

[NGOSS Commentary: 2.3 Identify the different categories of volunteers by frequency: e.g. full time, part-time, occasionally mobilised and function, e.g. campaigning, supporting regular operational procedures, emergency relief work, etc).

For the purposes of this indicator of volunteers should be classified as:

- Full time: volunteers who work a minimum of 30 hours per week;
- Part-time: volunteers who work less than 30 hours per week; and
- Occasionally mobilized: volunteers activated for specific tasks on non regular basis.

¹ See GRI Guidelines on expectations regarding reporting of multiple years' data.

1 Function refers to the variety of different activities volunteers undertake to support the work of
2 an organization, for example campaigning, outreach, supporting regular operational procedures,
3 emergency relief work, etc.]

4 2.4 Combine country statistics to calculate global statistics and disregard differences in legal
5 definitions. Although the definitions of what constitutes types of contract and a full-time or part-
6 time employment relationship may vary between countries, the global figure will still reflect the
7 relationships under law.

8 2.5 Report the total workforce broken down by employees and supervised workers.

9 2.6 If a substantial portion of the organization's work is performed by workers who are legally
10 recognized as self-employed, or by individuals other than employees or supervised workers, this
11 should be reported.

12 2.7 Report the total number of employees broken down by type of employment contract.

13 2.8 Report the total number of permanent employees broken down by employment type.

14 2.9 Report the total workforce broken down by region, using a geographic breakdown based on
15 the scale of the organization's operations.

16 2.10 If applicable, explain any significant seasonal variations in employment numbers (e.g., in
17 the tourism or agricultural industries).

18 [NGOSS Commentary: Report total of number of volunteers by type].

19 **3. Definitions**

20 **Employment types**

21 **Full time**

22 A 'full-time employee' is defined according to national legislation and practice regarding working
23 time (e.g., national legislation defines that 'full-time' means a minimum of nine months per year
24 and a minimum of 30 hours per week).

25 **Part-time**

26 A 'part-time employee' is an employee whose working hours per week, month, or year are less
27 than 'full time' as defined above.

28 **Employment Contract**

29 An employment contract as recognized under national law or practice that may be written,
30 verbal, or implicit (i.e., when all the characteristics of employment are present but without a
31 written or witnessed verbal contract).

1 **Indefinite or Permanent Contract**

2 A permanent contract of employment is a contract with an employee for full-time or part-time
3 work for an indeterminate period.

4 **Fixed Term or Temporary Contract**

5 A fixed term contract is a contract of employment as defined above that ends when a specific
6 time period expires, or when a specific task that has a time estimate attached is completed.

7 A temporary contract of employment is of limited duration and terminated by a specific event,
8 including the end of a project or work phase, return of replaced personnel, etc.

9 **4. Documentation**

10 Payroll information available at the national or site level should provide data for this Indicator.

11 **5. References**

12 ILO: International Classification of Status in Employment.

13 ILO: Key Indicators of the Labour Market.

14 ILO: LABORSTA Internet Indicators.

15 ***[ILO: Manual on the Measurement of Volunteer Work***

16 • ***National volunteer codes of conduct]***

17 United Nations: World Macro Regions and Components.

18

19

1

2 **NGOSS10. Mechanisms for workforce feedback and complaints, including**
3 **number of complaints received and their resolution.**

4 **1. Relevance**

5 Whilst membership of trades unions is frequently low in the NGO Sector, freedom of association
6 is a human right, as defined by international declarations and conventions, particularly ILO Core
7 Conventions 87 and 88. In the absence of formal trade unions and collective bargaining
8 agreements, complaints mechanisms are important procedures for NGOs to demonstrate their
9 commitment to provide a means for the workforce, (employees and volunteers), to voice their
10 grievances to management and have formal recourse to address issues with regards to labour
11 standards and working conditions as well as broader human resources policies.

12 Disclosures on this indicator will better allow internal and external stakeholders of NGOs to
13 assess the working conditions of an organisation in the absence or organised labor
14 representation.

15 **2. Compilation.**

16 2.1 This indicator only refers to internal feedback and complaints mechanisms. Mechanisms for
17 external stakeholders are covered in the Program Effectiveness section

18 2.2 Refer to G3 disclosure 4.4 for reporting on employee feedback mechanisms to provide
19 recommendations to the highest governance bodies in organisation where there is a form of
20 organized labor.

21 2.3 Identify the workforce feedback and complaint mechanisms. Examples may include:

- 22 - Anonymous help line
- 23 - Staff committees with representational status to Human Resources Department/Senior
24 levels of governing body

25 2.4 Report the key components of the feedback and complaint mechanism, including the
26 number of complaints received and their resolution.

27 **3. Definition**

28 None

29 **4. Documentation**

- 1 Refer to the respective policy documents, (internally developed), and complaints register.
- 2 Potential sources of information could be policies and procedures in Human Resources
- 3 Department, Staff Handbook, etc.

4 **5. References**

5 INGO Accountability charter

6 ILO Convention

7

1 **LA7. Rates of injury, occupational diseases, lost days, and absenteeism, and**
2 **total number of work-related fatalities by region.**

3 **1. Relevance**
4

5 Health and safety performance is a key measure of an organization's duty of care. Low injury
6 and absentee rates are generally linked to positive trends in staff morale and productivity. This
7 Indicator will show whether health and safety management practices are resulting in fewer
8 occupational health and safety incidents.

9 [NGO Commentary Given the high numbers of volunteers working in the NGO sector, an
10 organization also has a duty of care towards them. Where full and/or part-time volunteers are
11 critical for the running of the organization then it is relevant for an organization to report on
12 injury rates.]

13 **2. Compilation**
14

15 2.1 This Indicator should provide a regional breakdown for the following:

- 16 • The total workforce (i.e., total employees plus supervised workers); and
- 17 • Independent contractors working on-site to whom the reporting organization is
- 18 liable for the general safety of the working environment. [and
- 19 • Volunteers by category]
- 20

21 2.2 Since some reporting organizations include minor (first-aid level) injuries in their data,
22 indicate whether such injuries are included or excluded.

23
24 [Include injuries to volunteers]
25

26 2.3 In calculating 'lost days' indicate:

- 27 • Whether 'days' means 'calendar days' or 'scheduled work days'; and
- 28 • At what point the 'lost days' count begins (e.g., the day after the accident or 3
- 29 days after the accident).
- 30

31 2.4 Report injury, occupational diseases, lost days, and absentee rates in the reporting
32 period using the following formulas by region:

33
34 [NGOSS Commentary For volunteers report only on injury and occupational diseases where
35 applicable.]
36

37 **[continued protocol not included here]**

1 **LA8. Education, training, counselling, prevention, and risk-control programs**
 2 **in place to assist workforce members, their families, *[volunteers]* or**
 3 **community members regarding serious diseases.**

4 **1. Relevance**

5 As part of a preventative strategy for managing the health and safety of its workforce, this
 6 Indicator is relevant for any organization. It also has specific relevance for organizations
 7 working in countries with a high risk or incidence of communicable diseases, and those in
 8 professions that have a high incidence of specific diseases. The Indicator helps demonstrate the
 9 extent to which such issues have been addressed in organizational programs and the degree to
 10 which best practices are applied. Preventing serious diseases contributes to the health,
 11 satisfaction, and stability of the workforce, and helps maintain the organization's social license
 12 to operate in a community or region.

13 **2. Compilation**
 14

15 2.1 Report the programs related to assisting workforce members, their families, or
 16 community members regarding serious diseases using the table below:
 17

Assistance Programs								
	Education/ Training		Counseling		Prevention/ Risk Control		Treatment	
	Yes	No	Yes	No	Yes	No	Yes	No
Program recipients								
Workers								
Workers' families								
<i>[Volunteers]</i>								
Community members								

18

19

20

1 2.2 Report whether there are workers [and volunteers] who are involved in occupational
2 activities who have a high incidence or high risk of specific diseases.

3

4 **3. Definitions**

5

6 **Risk control**

7 Practices that seek to limit exposure and transmission of diseases.

8 **Serious diseases**

9 Occupational or non-occupational related impairment of health with serious consequences for
10 employees, their families, and communities, such as HIV/AIDS, diabetes, RSI, and stress.

11 **4. Documentation**

12 Potential sources of information include organizational policies and operating procedures,
13 minutes of internal occupational health committee(s), and human resource and health center
14 records.

15 **5. References**

16

- 17 • GRI Cross-Reference: Reporting Guidance on HIV/AIDS: A GRI Resource Document. LA8 is
18 a standard Indicator relevant for HIV/AIDS. Reporting organizations operating in areas with
19 high prevalence should consider expanding their reporting on this issue and can view the
20 GRI Resource Document for examples.

21

22

1 **LA10. Average hours of training per year per employee by employee category.**
 2
 3

4 **1. Relevance**

5 Maintaining and improving human capital, particularly through training that expands the
 6 knowledge base of employees, is a key element in organizational development. This Indicator
 7 provides insight into the scale of the organization’s investment in this area and the degree to
 8 which the investment is made across the entire employee base. Access to training opportunities
 9 can also support progress in other areas of social performance, such as ensuring equal
 10 opportunity in the workplace. It also contributes to motivating improvement at the personal and
 11 organizational level.

12 **2. Compilation**

13 2.1 Identify the total number of employees in each employment category across the
 14 organization’s operations at the end of the reporting year (e.g., senior management,
 15 middle management, professional, technical, administrative, production,
 16 maintenance, etc.). The organization should define employment categories based on
 17 its human resources system.
 18

19 2.2 Identify total hours devoted to training personnel within each employee category.
 20

21 [NGOSS Commentary: Refer to LA1 for categories of volunteers and identify training hours per
 22 category]

23 2.3 Report the average number of hours of training per year per employee by employee
 24 category using the following formula:
 25

26 [NGOSS Commentary: Report volunteers for all calculations.]
 27

28
$$\text{LA10} = \frac{\text{Total hours per employee category}}{\text{Total employees per employee}}$$

31 **3. Definitions**
 32

33 **Training**

34 Refers to:

- 1 • All types of vocational training and instruction;
- 2 • Paid educational leave provided by the reporting organization for its employees;
- 3 • Training or education pursued externally and paid for in whole or in part by the reporting
- 4 organization; and
- 5 • Training on specific topics such as health and safety.
- 6

7 Training does not include on-site coaching by supervisors.

8 **4. Documentation**

9 Potential sources of information include employee records and training schedules.

10 **5. References**

11

- 12 • ILO Convention 142, 'Human Resources Development Convention', 1975.
- 13

- 14 • ILO Convention 140, 'Paid Educational Leave Convention', 1974.
- 15

- 16 • ILO Convention 155, 'Occupational Safety and Health Convention', 1981.
- 17

- 18 • OECD Guidelines for Multinational Enterprises, Revision 2000, Articles II, 4 & IV, 2 (c), 3 &
- 19 5.
- 20

1 **LA11. Programs for skills management and lifelong learning that support the**
2 **continued employability of employees and assist them in managing career**
3 **endings.**

4 **1. Relevance**

5 Programs for skills management allow organizations to plan skills acquisitions that will equip
6 employees to meet strategic targets in a changing work environment. A more skilled and aware
7 workforce enhances the organization's human capital and contributes to employee satisfaction,
8 which correlates strongly with improved performance. For those facing retirement, confidence
9 and quality of work relations is improved by the knowledge that they will be supported in their
10 transition from work to retirement. The goal of lifelong learning is to promote the development
11 of knowledge and competencies that will enable each citizen to adapt to a rapidly-changing
12 labor market and to participate actively in all spheres of economic life.

13 [NGOSS Commentary: This may not be entirely applicable to all volunteers but where it is
14 relevant it should be reported on. In certain circumstances the development of skills and work
15 experience is often a motivation for volunteers]

16 **2. Compilation**

17 2.1 Do employee training or assistance programs to upgrade skills provide any of the
18 following?

- 19 • Internal training courses;
20 • Funding support for external training or education; and
21 • The provision of sabbatical periods with guaranteed return to employment.
22

23 2.2 Do transition assistance programs to support employees who are retiring or who have
24 been terminated provide any of the following:

- 25 • Pre-retirement planning for intended retirees;
26 • Retraining for those intending to continue working;
27 • Severance pay;
28 • If severance pay is provided, does it take into account employee age and years of
29 service;
30 • Job placement services; and
31 • Assistance (e.g., training, counseling) on transitioning to a non-working life.
32

33 **3. Definitions**
34

35 **Continued employability**

36 Adaptation to the changing demands of the workplace through the acquisition of new skills.
37

1 **Career endings**

2 Retirement by reaching statutory national retiring age or termination in the face of
3 restructuring.

4 **Skills management**

5 Policies and programs that focus on developing employees' skills to meet the evolving strategic
6 needs of the organization and/or the industry.

7 **Lifelong learning**

8 Acquiring and updating abilities, knowledge, qualifications, and interests throughout life, from
9 pre-school years to post-retirement.

10 **4. Documentation**

11 Potential sources of information include organizational procedures for termination and employee
12 records.

13

14 **5. References**

15

16 • ILO Convention 142, 'Human Resources Development Convention', 1975.

17

18 • ILO Convention 168, 'Employment Promotion and Protection against Unemployment
19 Convention', 1988.

20

21

1 **Category: Society**

2 **Aspect: Corruption**

3 **SO4. Actions taken in response to incidents of corruption.**

4 **1. Relevance**

5 Corruption can be a significant risk to an organization's reputation and business. It is broadly
6 linked to contributing to poverty in transition economies, damage to the environment, abuse of
7 human rights, abuse of democracy, misallocation of investments, and undermining the rule of
8 law. Organizations are increasingly expected by the marketplace, international norms, and
9 stakeholders to demonstrate their adherence to integrity, governance, and good business
10 practices. This Indicator demonstrates specific actions taken to limit exposure to sources of
11 corruption and reduce the risk of new instances of corruption. For stakeholders, there is an
12 interest in both the occurrence of incidents, but also how the organization chooses to respond.

13 [NGOSS Commentary: Corruption, to be defined beyond the material act and impact of fraud
14 and theft, is a significant risk to the integrity of an organization, the opportunities to realise its
15 mission, social, economic and political relations with, within and outside its key constituencies
16 and wider field of action. It contributes to shortage and misallocation of resources, poverty,
17 environmental damage, abuse of human rights including rights to political participation, and
18 undermines the rule of law. Increasingly, organisations are expected to live up to voluntary and
19 statutory rules, both at national and international level, to demonstrate adherence to good
20 practice principles and standards of governance. Reporting on instances of corruption helps to
21 demonstrate the capacity of organisations to uphold standards of governance and social
22 integrity, limit exposure to and risk of repeated material and reputational damage to both of its
23 own work and the wellbeing of its constituents, and practice in response to such threats.]

24 **2. Compilation**

25

26 2.1 Report actions taken in response to incidents of corruption, including:

27

28 • The total number of incidents in which employees, [volunteers and members of
29 governance bodies] were dismissed or disciplined for corruption; and

30

31 • The total number of incidents when contracts with business [and other] partners
32 were not renewed due to violations related to corruption.

33

34 2.2 Report any concluded legal cases regarding corrupt practices brought against the
35 reporting organization or its employees during the reporting period and the outcomes
36 of such cases.

37

1 **3. Definitions**

2 None.

3 **4. Documentation**

4
5 Potential information sources include legal department records of cases brought against the
6 reporting organization, its employees, business partners, or contractors; minutes of the
7 proceedings of internal disciplinary hearings; and contracts with business partners.

8 **5. References**

- 9
- 10 • United Nations Convention Against Corruption, 2003.
 - 11 • OECD Convention on Combating Bribery of Foreign Public Officials in International
12 Business Transactions, 1997.
 - 13 • Inter-American Convention Against Corruption, 1996.
 - 14 • OECD Guidelines for Multinational Enterprises, Revision 2000.
 - 15 • Anti-Corruption Instruments and the OECD Guidelines for Multinational Enterprises,
16 2003.
 - 17 • Business Principles for Countering Bribery, 2003.

18

19