

# GRI CONTENT INDEX

## UNOPS SUSTAINABILITY REPORT 2015



The Global Reporting Initiative (GRI) Content Index for this report is published as a standalone document and contains references to the required disclosures or reasons for omission, as well as additional data and information to complement the 2015 Sustainability Report. References to page numbers in the Sustainability Report are indicated in this Index below.

The Index has been prepared in accordance with the Global Reporting Initiative guidelines and complies with the Core option. It contains the material sustainability topics that we have identified as arising both from our organizational impacts (the inside boundary) and our operational impacts (the outside boundary). By organizational impacts we refer to our role as an employer and a part of the UN organization, while operational impacts refer to our role as a service provider with impacts through project operations.

To adjust the GRI framework to UNOPS context, several topics were merged following the materiality assessment. These included 'Transportation' with 'Environmental impact of services,' 'Equal remuneration' with 'Diversity and equal opportunity,' and 'Economic accountability' with 'Resource allocation,' which was renamed to 'Responsible economic management.' Finally, 14 Indicators relating to compliance, grievance and supplier assessments originally under the Environmental and Social categories were re-grouped under three new topics of 'Compliance,' 'Grievance mechanism' and 'Supplier assessments' under a new category 'Across all.' We have disaggregated these again in the GRI Content Index, so they appear under their respective GRI categories in order to meet the GRI disclosure requirements.

There are a few topics which we have identified as material, but for which we are not currently able to report meaningful data. In those cases, we have stated a reason for omission in the Index.

The Index covers activities during the calendar year 2015.

# GENERAL STANDARD DISCLOSURES

## STRATEGY AND ANALYSIS

Indicators	Omissions	Descriptions	2015 Response
<b><u>G4-1</u></b> Page 5		Statement from the most senior decision maker of the organization	Please find the statement from the UNOPS Executive Director in the Executive Director's Foreword of the UNOPS Sustainability Report.
<b><u>G4-2</u></b> Page 23		Description of key impacts, risks, and opportunities	Please find the description of UNOPS key impacts, risks and opportunities in the relevant section in UNOPS Sustainability Report.

## ORGANIZATIONAL PROFILE

Indicators	Omissions	Descriptions	2015 Response
<b><u>G4-3</u></b> Page 14		Name of the organization	UNOPS stands for United Nations Office for Project Services.
<b><u>G4-4</u></b> Pages 18, 22		Primary brands, products, and services	Please find the description of UNOPS primary services in the relevant sections in UNOPS Sustainability Report.

<b>G4-5</b> <b>Page 17</b>	Location of the organization's headquarters	UNOPS headquarters are based in Copenhagen, Denmark. (Address: UN City, Marmorvej 51, 2100 Copenhagen, Denmark)
<b>G4-6</b> <b>Page 17</b>	Number of countries where the organization operates	Operating simultaneously in over 80 countries worldwide, we have a decentralized structure and function as a service provider in numerous localities, with a very high share of our facilities and personnel distributed across these locations.  For more information, please refer to the relevant sections in UNOPS Sustainability Report.
<b>G4-7</b> <b>Pages 14, 21</b>	Nature of ownership and legal form	UNOPS can trace its origins back to 1973. Until 1994, UNOPS was part of the UN Development Programme, UNDP. By decision of the General Assembly, UNOPS became a separate, self-financing entity within the UN development system on 1 January 1995.
<b>G4-8</b> <b>Pages 17, 22, 40, 50</b>	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Please find the description of UNOPS operations and markets served in the relevant sections in UNOPS Sustainability Report.
<b>G4-9</b> <b>Pages 17, 22, 28</b>	Scale of the organization	Please find the description of the scale of UNOPS in the relevant sections in UNOPS Sustainability Report.
<b>G4-10</b> <b>Page 28</b>	Total number of employees by employment contract, region, broken down by gender	<p>By the end of 2015, UNOPS personnel counted 4,561 individuals, while 5,291 people worked through UNOPS contracts for our partners, making a combined workforce of 9,852. See table below for a regional and gender breakdown of UNOPS personnel.</p> <p>In addition to that, UNOPS hired 728 retainers and lump sum contractors at the end of 2015.</p> <p>In terms of gender composition, women made up 36 percent of UNOPS 4,561 personnel.</p> <p><b>Note:</b> People-related data throughout the UNOPS Sustainability Report and this Index refer to UNOPS personnel, while project-related data includes the full combined workforce.</p>

REGIONS	FEMALE	MALE	TOTAL
Africa	229	675	904
Asia	303	581	884
Europe and Central Asia	395	399	794
Headquarters	171	193	364
Jerusalem	20	41	61
Latin America and Caribbean	310	439	749
Middle East	75	106	181
Peace and Security Cluster	128	496	624
<b>GRAND TOTAL</b>	<b>1,631</b>	<b>2,930</b>	<b>4,561</b>

**G4-11**

Percentage of total employees covered by collective bargaining agreements

Zero percent of total employees are covered by collective bargaining agreements. The Staff Council is currently only involved in discussions and negotiations with management, however not in binding collective bargaining agreements (see DMA under Freedom of Association and Collective Bargaining for limitations of the Staff Council).

**G4-12**

Page 25

Description of the organization's supply chain

UNOPS is a central procurement resource for the UN system and its partners, emphasizing efficient, transparent, cost-effective and sustainable delivery of goods and services. Our mission is to provide procurement excellence across UNOPS that facilitates efficient and sustainable procurement delivery for over 1,000 projects on the ground, enabling the success of our partners and our partners.

In 2015, we continued to procure the supplies and services our partners needed and helped to enhance national capacity on the ground by:

- Delivering procurement training programmes to more than 130 field officers;
- Providing procurement efficiency advisory services to 22 large public sector partners for a total of \$10.4 million;
- Creating 60 long term agreements with suppliers in key categories;
- Sourcing 47 percent of our supplies from local or in-country vendors;
- Procuring over \$60 million worth of vehicles through our e-commerce system UN Web Buy;
- Hosting the United Nations Global Marketplace, the UN's vendor registration portal.

**G4-13**

Page 23

Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain

In September 2015, in an effort to streamline global operations, UNOPS underwent an internal restructure. This new structure merged project management and infrastructure into the Infrastructure and Project Management Group, through which, with the Procurement Group, we operate our main services. A Risk and Quality Group was also formed, dedicated to further integrating the management of operational and strategic risks across the organization.

Meanwhile, the regions for operation are restructured into the following: Africa region, Asia region, Europe and Central Asia region, Middle East region, Latin America and Caribbean region, Peace and Security Cluster and headquarters. The old structure of regions before September 2015 were Africa region, Asia, Europe and Middle East region, Global Partner Services Office, Latin America and Caribbean region and headquarters. For the purpose of this GRI index, data and information are presented in the new regional structure.

**G4-14**

Pages 32, 72

Report whether and how the precautionary approach or principle is addressed by the organization

In UNOPS, we have a range of policies in place to ensure precautionary measures, including a Social and Environmental policy, a Health and Safety policy, and a policy to address fraud or misconduct.

In addition, to address our health and safety risks, UNOPS has developed an occupational Safety and Health Management System in line with the OHSAS 18001 standard, with the intention of preventing work place injuries and illnesses. It applies to all individuals, both UNOPS personnel and non-personnel, who work under UNOPS supervision. From all stakeholders involved in our operations in the field, we expect commitment to enforce a culture of preventive behaviour to limit occupational hazards.

The UNOPS Environmental Management System (EMS) ensures the integration of environmental considerations into UNOPS infrastructure projects, from the planning to the executing phase. It helps identify the environmental impacts of our infrastructure activities, so that appropriate mitigation measures can be implemented to control them. An example of our approach to protecting the environment can be seen in West Africa. In Mali, as part of a project to support the disarmament, demobilization and reintegration of ex-combatants for MINUSMA, the location of a health centre was chosen so as to avoid fragile ecosystems and wetland areas.

Nevertheless, there is a need to better understand and monitor the environmental impacts of all types of projects. Currently, Environmental Screening Reports (ESRs) and, if needed, Environmental Review Reports (ERRs) are completed for infrastructure projects. In the future, there are plans to roll out the use of ESRs and ERRs for all project types, as well as to develop a UNOPS-wide environmental policy, which currently does not exist.

**G4-15**

Pages 19, 20,  
32, 72

Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses

The values of UNOPS are firmly grounded in the United Nations Charter and legislative mandates of the General Assembly. They form the bedrock for our organizational culture and are reflected in our policies, tools, products and services. In particular, UNOPS continuously benchmarks against external bodies, striving for relevant certifications and adopting internationally recognized best practices. This ensures that our processes actively increase the effectiveness of our partners' projects. Many of UNOPS processes and services have already been independently certified by these outside bodies, including: the Chartered Institute of Procurement & Supply (CIPS) (gold-level certificate in 2015), ISO 14001 Environmental Management Systems, and OHSAS 18001 Occupational Health and Safety Management Systems. Moreover, UNOPS is certified by APMG as an Accredited Training Organization, as well as by the Project Management Institute (PMI)<sup>®</sup> as a Registered Education Provider. UNOPS is also an AXELOS Consulting Partner for the group behind PRINCE2<sup>®</sup>.

Furthermore, as a part of the larger UN system, UNOPS is committed to our evolving role in realizing the Sustainable Development Goals (2030 Agenda), working in partnership with governments, donors and private partners to move us there.

**G4-16**

This disclosure is not applicable to UNOPS. UNOPS does not belong to any associations or international advocacy organizations.

Memberships of associations (such as industry associations) and national or international advocacy organizations

## IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

Indicators	Omissions	Descriptions	2015 Response
<b>G4-17</b>		All entities included in the organization's consolidated financial statements or equivalent documents	This report covers all entities included in UNOPS consolidated financial statements.

<b><u>G4-18</u></b> Page 8	The process for defining the report content and the Aspect Boundaries; how the organization has implemented the Reporting Principles for Defining Report Content	Please find the description of the process for defining report content and Aspect Boundaries and how UNOPS has implemented the Reporting Principles for Defining Report Content in the relevant section in UNOPS Sustainability Report.
<b><u>G4-19</u></b> Page 8	All the material Aspects identified in the process for defining report content	Please find the materiality matrix with our list of material aspects in the relevant section in UNOPS Sustainability Report.
<b><u>G4-20</u></b> Page 11	For each material Aspect, the Aspect Boundary within the organization	See boundary for each Aspect in individual disclosures.
<b><u>G4-21</u></b> Page 11	For each material Aspect, the Aspect Boundary outside the organization	See boundary for each Aspect in individual disclosures.
<b><u>G4-22</u></b>	Restatements of information provided in previous reports	This is UNOPS first sustainability report in accordance with the GRI G4 Guidelines.

**G4-23**

As this is UNOPS first sustainability report, this is not applicable.

Significant changes from previous reporting periods in the Scope and Aspect Boundaries

**STAKEHOLDER ENGAGEMENT**

Indicators	Omissions	Descriptions	2015 Response
<b>G4-24</b>		Stakeholder groups engaged by the organization	<p>We have identified the following stakeholder groups:</p> <p><b>Supra</b></p> <ul style="list-style-type: none"> <li>• UNOPS Executive Board</li> </ul> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Personnel</li> <li>• UNOPS senior management</li> <li>• Regional and country office management</li> </ul> <p><b>Partners and funding sources</b></p> <ul style="list-style-type: none"> <li>• Multilateral partners and funding sources (e.g. UN Agencies, international financial institutions e.g. World Bank, other multilateral institutions e.g. the Global Fund)</li> <li>• Governments</li> <li>• Trust Funds</li> <li>• Foundations</li> </ul> <p><b>Host governments</b></p> <ul style="list-style-type: none"> <li>• Government officials and decisions makers</li> <li>• Regional and local authorities</li> </ul> <p><b>Cross-sector partners</b></p> <ul style="list-style-type: none"> <li>• Non-commercial partners (e.g. Green Project Management, academia, private sector)</li> <li>• Local implementing partners and grantees (non-commercial)</li> </ul>



**Local communities**

- Local beneficiaries/community
- Civil society

**Suppliers**

- Suppliers of goods, works and services

**Media and watchdogs**

- Local and national media
- Other thought leaders

**Note:** When the partner/funding source is the same as the country of project implementation the governments are referred to as host governments. The same partners will therefore appear as a beneficiary or a partner/funding source depending on the specific project context.

**G4-25**

Page 8

The basis for identification and selection of stakeholders with whom to engage

As part of UNOPS materiality assessment process in 2015, internal and external stakeholders were identified in an internal workshop as well as through consultations with the Communications and Partnerships Group. We used GRI's guidance for how to identify and prioritize stakeholders and undertook a stakeholder engagement exercise to validate our materiality assessment with them.

**G4-26**

Pages 8, 38, 40, 44

The organization's approach to stakeholder engagement

UNOPS engages with a range of stakeholders globally and throughout the year, from personnel surveys and partner surveys to multiple in-person meetings with personnel, partners and suppliers to ensure that we are working together towards the same goals. Specifically, as part of our materiality analysis in 2015, we validated our assessment with a variety of internal and external stakeholders. The results of that engagement informed the final version of our materiality matrix and therefore the content of this report.

**G4-27**

Pages 27, 44, 75

Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns

This report addresses a number of key topics and concerns raised by internal and external stakeholders as well as UNOPS response. In particular, our reporting on dilemmas and challenges is based on feedback from our stakeholder engagement activities in 2015.

## REPORT PROFILE

Indicators	Omissions	Descriptions	2015 Response
<b><u>G4-28</u></b> Page 6		Reporting period for information provided	The reporting period of this report is from 1 January 2015 to 31 December 2015.
<b><u>G4-29</u></b>	As this is UNOPS first sustainability report, this is not applicable.	Date of most recent previous report	
<b><u>G4-30</u></b> Page 6		Reporting cycle	The UNOPS Sustainability Report will be published on an annual basis.
<b><u>G4-31</u></b> Page 11		The contact point for questions regarding the report or its contents	We welcome your feedback. For more information or questions, please contact the UNOPS Global Reporting Initiative Programme via email: <a href="mailto:sustainability@unops.org">sustainability@unops.org</a> .
<b><u>G4-32</u></b> Page 6		The 'in accordance' option	This report is written with reference to the GRI G4 in accordance with the Core option. This table comprises the GRI Content Index. The report has not been externally assured.
<b><u>G4-33</u></b>		Policy and current practice with regard to seeking external assurance for the report.	The report has not been externally assured. We will consider external assurance going forward.

## GOVERNANCE

Indicators	Omissions	Descriptions	2015 Response
<b>G4-34</b> Page 21		The governance structure of the organization, including committees of the highest governance body; and any committees responsible for decision-making on economic, environmental and social impacts	Read more about our governance and accountability at our website: <a href="http://www.unops.org/english/About/accountability/Pages/default.aspx">www.unops.org/english/About/accountability/Pages/default.aspx</a> .

## ETHICS AND INTEGRITY

Indicators	Omissions	Descriptions	2015 Response
<b>G4-56</b> Pages 19, 25		The organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	<p>In addition to what we describe in the report section Our Organization, we have a UNOPS Ethics Policy and Ethics Office. The Ethics Office is the focal point for ethical issues at UNOPS and, in accordance with the Secretary General's bulletin ST/SGB/2007/11 of 30 November 2007, addresses the following:</p> <ul style="list-style-type: none"> <li>• Developing standards, training and education on ethics issues</li> <li>• Providing guidance to management to ensure UNOPS rules, policies, procedures and practices reinforce and promote the standards of integrity called for under the Charter of the United Nations</li> <li>• Providing confidential advice and guidance to personnel on ethical issues</li> </ul>

- Raising personnel awareness on ethical standards and expected behaviour within the context of oversight as well as human resources development policies, strategies and programmes
- Undertaking assigned responsibilities to protect personnel against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations

The UNOPS Ethics Officer, David Mitchels, can be contacted at [ethicsofficer@unops.org](mailto:ethicsofficer@unops.org) or +45 3546 7650.

All UNOPS employees who are hired as staff members are subject to the basic rights and duties of United Nations staff members. These are explained in the Secretary-General's bulletin ST/SGB/2002/13 as arising from, inter alia, General Assembly resolution 52/252 of 8 September 1998, the Charter of the United Nations, the Staff Regulations of the United Nations and the Standards of conduct for the international civil service (2001). UNOPS expects the same ethical conduct of personnel working under UNOPS Individual Contractor Agreements, to the extent that it is applicable. The Executive Director reports on cases of misconduct that have resulted in the imposition of disciplinary and administrative measures. In addition, UNOPS promotes supporting agreements and guidelines, such as the United Nations Global Compact and the United Nations Code of Conduct for Suppliers.

# SPECIFIC STANDARD DISCLOSURES

## ECONOMIC

### MATERIAL ASPECT: ECONOMIC PERFORMANCE

BOUNDARY: ORGANIZATIONAL

UNOPS ASPECT: RESPONSIBLE ECONOMIC MANAGEMENT

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			<p>UNOPS contributes to building national abilities and supporting government capacities through a range of roles and services within its core mandate areas: procurement, project management and infrastructure. UNOPS undertakes to respect national ownership, to use national suppliers and local workforce whenever possible, and to develop an exit strategy for its services in order to ensure that the projects are sustainable when the local governments take over. UNOPS is increasingly asked to help build national capacity by offering advice, best-practice processes, training, exchange of experience and expertise — including through South-South cooperation — and support for enhancing management oversight to ensure project transparency and accountability.</p> <p>One of the three UNOPS approaches to reinforcing sustainability in local communities is through a focus on equitable economic growth. This approach entails: ensuring optimum economic value by focusing on effective management and investment strategies and practices; supporting livelihoods through the creation of local employment and income opportunities, enhancement of market access, and use of local suppliers; considering, where possible, the total cost of ownership (financing, operating, maintaining and replacing assets); while upholding the principles of transparency and accountability.</p>

**G4-EC1**

Pages 22

Direct economic value generated and distributed

During 2015, UNOPS delivered \$1.4 billion in project services (against \$1.2 billion in 2014), an increase of 18 percent, while management expenses were \$65.4 million, compared to \$58.9 million a year earlier (an increase of 11 percent). Nevertheless, demonstrating UNOPS commitment to delivering more value with less resources, the ratio of management expenses to delivery in 2015 dropped to 4.52 percent from 4.83 percent in 2014.

In 2015, UNOPS generated \$683.3 million through the execution of services on its own behalf acting as a principal. This included miscellaneous income of \$2.4 million (against \$4 million in the previous year) and non-exchange revenue of \$0.4 million. This was against a principal expenditure of \$671.5 million, of which \$293.3 million related to personnel benefits expenses. This resulted in a net surplus of income over expenditure, after provisions and net financial income of \$14.3 million (compared to \$9.9 million in 2014).

More information on financial highlights and statements please visit the link below: [http://www.undp.org/content/undp/en/home/operations/executive\\_board/documents\\_for\\_sessions/adv2016-annual.html](http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2016-annual.html).

**Note:** Principal revenue and expenditures are based on the IPSAS. IPSAS make a distinction between principal and agent transactions.

**G4-EC2**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Financial implications and other risks and opportunities for the organization's activities due to climate change

**G4-EC3**

Coverage of the organization's defined benefit plan obligations

An actuarial revaluation of UNOPS end-of-service employee liabilities indicated that such liabilities at year end 2015 were about \$1.9 million less than liabilities at the end of 2014. This resulted in an actuarial gain of \$5.1 million, including further funding made by UNOPS during the year.

All Individual Contractor Agreement (ICA) holders, both Local ICAs (LICA) and International ICAs (IICA), have the option of participating in the UNOPS Provident Fund. There are two contribution types in this scheme; 1. Mandatory Provident Fund Contribution and 2. Voluntary Contribution.

1. Mandatory Provident Fund Contribution is applicable only to LICA contract holders. All eligible LICAs are automatically enrolled into the UNOPS-PF.
2. Voluntary Contribution; International ICAs can make voluntary contributions of up to 15 percent of their fee towards the Provident Fund.

For Staff: General Assembly resolution 248 (III) of 7 December 1948 sets out the regulations of the United Nations Joint Staff Pension Fund. The Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization, and a secretariat to the Board and to each such committee. The Board reports to the General Assembly on its sessions. The Fund also issues an Annual Report and an annual letter for participants, available on its website.

**G4-EC4**

Financial assistance  
received from  
government

The status of international organizations such as UNOPS is governed by the provisions of the Vienna Conventions and host country agreements within which it operates – as such, UNOPS is exempt from all duties and taxes.

**NGO7**

Pages 23, 24

Resource allocation

UNOPS contributes to programme outcomes in partnership with other entities, and since project ownership rests with UNOPS partners, their annual reports may elaborate on broader outcomes and/or impacts than those described here. Thus, successes in this report are measured at the output level, but in certain cases, with the support of partners, impacts and outcomes are also mentioned.

A range of initiatives were introduced in 2015 to strengthen UNOPS governance, risk management and compliance, aiming to align responsibility with distributed authority. This focus also entailed the launch of a Risk and Quality Group, dedicated to further integrating the management of operational and strategic risks across the organization.

UNOPS is committed to introducing internationally recognized standards and good practices into its operations. In 2015, UNOPS maintained its ISO 9001 quality management systems certification and expanded the coverage of its ISO 14001 certified environmental management system to cover infrastructure projects in Guatemala and Sri Lanka, complementing existing coverage of projects in Afghanistan, Kosovo and the Jerusalem office. Furthermore, UNOPS achieved certification to the internationally applied British Standard for occupational health, safety and management systems, OHSAS 18001, for its operations in Kosovo and the Jerusalem office. This achievement forms the basis for UNOPS compliance with the adoption of occupational safety and health systems in all United Nations organizations.

In internal audit, the organization maintained its commitment to prompt implementation of recommended improvements. By the end of 2015, the overall implementation rate of audit recommendations stood at 96 percent, and only four recommendations had been open for more than 18 months. Further details on internal audit findings for 2015 are included in report DP/OPS/2016/3, for presentation to the Executive Board at its annual session 2016.

**MATERIAL ASPECT: ETHICAL FUNDRAISING**  
**BOUNDARY: ORGANIZATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**NGO8**

---

Page 41

Sources of funding by category and five largest donors and monetary value of their contribution

Strong partnerships are the foundation of our work. In 2015, services to the UN amounted to 50 percent of our delivery. Governments continue to be a central partner of UNOPS and the entire UN family. In 2015, 22 percent of UNOPS delivery was attributed to governments, including Afghanistan, Ethiopia and Peru, which were our biggest governmental partners in 2015. In addition, 13 percent of UNOPS delivery was attributed to pooled resources and trust funds, while 4 percent came from the European Union and other inter-governmental organizations. International financial institutions including regional development banks accounted for 3 percent of UNOPS 2015 delivery. Please note that UNOPS business model does not include the notion of fundraising in the traditionally understood sense of resource mobilization but rather is limited to the receipt of partner contributions for the specific implementation of projects in line with UNOPS financial rules and regulations.

The tables below show the five largest clients and funding sources (donors) of UNOPS in 2015.

UNOPS 5 Largest Clients (by delivery), 2015	Delivery
United Nations Department of Peacekeeping Operations	\$251,183,787.42
United Nations Development Programme	\$172,221,834.09
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	\$105,973,907.01
Afghanistan	\$65,812,548.41
Office of the United Nations High Commissioner for Refugees (UNHCR)	\$64,162,675.36

**Note:** The Three Millennium Development Goal Fund (3MDG) is not included as a donor because it is a UNOPS-operated pooled donor fund, which is not considered as a separate entity per se.



UNOPS 5 Largest Funding Sources (by delivery), 2015	Delivery
United Nations Department of Peacekeeping Operations	\$248,001,224.58
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	\$103,780,727.13
World Bank	\$101,734,470.76
Office of the United Nations High Commissioner for Refugees (UNHCR)	\$64,375,770.15
European Commission	\$53,954,881.24

**Note:** The Three Millennium Development Goal Fund (3MDG) and Livelihoods and Food Security Trust Fund (LIFT) are not included as donors because they are both UNOPS-operated pooled donor funds, which are not considered as separate entities per se.

All information about the partners that we work with, the volume and content of the contracts signed, and the goals and progress of projects can be accessed via our detailed transparency portal, [data.unops.org](https://data.unops.org).

**Note:**

Please see below the definitions of client and funding source:

Client — any entity to which or on whose behalf UNOPS is authorized to provide goods, perform works, render services and/or other types of support, as may from time to time be established by the Executive Board, namely: any organization of the United Nations system (including international and regional financial institutions) or entity acting through an organization of the United Nations system, any government, inter-governmental entity, international organization, non-governmental organization or private sector entity.

Funding source (donor) — either 1) a client which provides funds to UNOPS pursuant to a project agreement between UNOPS and that client, or 2) where the funding source is not a client, the entity that provides funds to UNOPS with the written concurrence of a client pursuant to a signed project agreement between UNOPS and the funding source.

**MATERIAL ASPECT: MARKET PRESENCE****BOUNDARY:** OPERATIONAL**UNOPS ASPECT:** EXIT STRATEGY AND PROJECT CLOSURE

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			
See DMA for Material Aspect: Product Services And Labelling.			
<b>G4-EC5</b>	We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	
<b>G4-EC6</b>		Proportion of senior management hired from the local community at significant locations of operation	Overall, in 2015 the proportion of UNOPS senior management hired locally (i.e. nationals of the country) at significant locations of operation was 15 percent. Senior management at significant locations of operations is defined as International Civil Service Commission (ICSC)-11 and above at the countries where UNOPS has a physical presence.

**MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS****BOUNDARY: OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			UNOPS supports partners' peacebuilding, humanitarian and development objectives, and contributes to the operational results of partners through three service areas: project management, infrastructure, and procurement. The ability of people to develop local economies and obtain social services is one of UNOPS contributions. By managing infrastructure and procurement projects, as well as providing logistical, financial and administrative services, UNOPS helps partners drive development in the health, justice and rural development sectors, among others. UNOPS helps partners design, construct, rehabilitate and maintain infrastructure — such as schools, hospitals, roads and bridges — in some of most challenging environments around the world. Investing in basic, sustainable infrastructure is vital for improving the living standards of communities worldwide. As a central resource for physical infrastructure projects within the United Nations system, UNOPS helps partners implement the infrastructure required to drive sustainable development, from building roads in Afghanistan to community health centres in Guinea.
<b>G4-EC7</b>  Pages 50, 52, 55, 58, 60, 66, 68, 70, 79		Development and impact of infrastructure investments and services supported	<p>In 2015, UNOPS constructed, designed, or rehabilitated 38 bridges, 2,572 kilometres of road, 2 airstrips and 2 ports (compared with 175 bridges, 4,577 kilometres of road, 2 airstrips and 1 helipad in 2014). UNOPS managed the construction, design or rehabilitation of 25 hospitals, 105 health clinics, 13 specialist health facilities, 3 medical warehouses 46 schools and 2 university facilities (in 2014, the numbers included 14 hospitals, 4 clinics, 18 health posts, 7 specialist health facilities, 30 schools and 1 university). In 2015, 4 prisons and 17 detention centres were constructed, designed or renovated, in addition to 6 courthouses and 2 customs and border facilities (in 2014, UNOPS constructed, designed or renovated 11 prisons, 11 courthouses and 6 customs and border facilities).</p> <p>In 2015, 29 percent of UNOPS-supported projects provided employment for local people during the course of project implementation. More than 2.2 million days of paid work for local people were created, most of them generated as part of infrastructure projects.</p>

**G4-EC8**

Pages 50,  
52, 54, 55,  
56, 58, 60,  
64, 66, 79

Significant indirect economic impacts, including the extent of impacts

In 2015, UNOPS project managers assessed aspects of national capacity and sustainability in more than 1,000 projects. Of these, 48 percent included one or more activities that contributed to economic sustainability over the course of the project. Also, UNOPS provides a range of technical assistance to its partners. In 2015, this included 2,272 days in Myanmar for the Department of Rural Development, developing and piloting a new village planning process to be rolled out across the country.

One of the reporting parameters we track is reduced maintenance needs in the final outcome of a project, and in 2015, 30 percent of infrastructure-related projects reported this.

The most commonly reported activity was creating work for local people, reported by 29 percent of all projects. UNOPS helped partners develop local capacity by supporting the training of more than 62,000 individuals, including in health, project management and improved sanitation (compared to 84,000 people in 2014). Moreover, in 2015, UNOPS provided over 37,000 days of technical assistance and advice for capacity development in infrastructure, procurement and project management to its partners (72 percent in technical assistance and 28 percent in technical advice), up from 31,000 the previous year.

[Read cases on UNOPS indirect economic impacts in the UNOPS Sustainability Report.](#)

**MATERIAL ASPECT: PROCUREMENT PRACTICES****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS ASPECT:** RESPONSIBLE PROCUREMENT

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			UNOPS recognizes that enhancing national capacity through its projects is central to advancing the ownership and sustainability of those projects. As per the UNOPS 2014-2017 strategic plan (§23, p.6), UNOPS therefore undertakes to use national suppliers and a local workforce whenever possible. UNOPS achieves this by drafting requirements that encourage the use of local suppliers; dividing bids into smaller lots to cater to varying supplier production capacities; and holding pre-bid meetings as forums for clarifications on UN bidding procedures. In certain cases, solicitations may also be conducted through limited regional or national competition.
<b>G4-EC9</b>  Pages 25		Proportion of spending on local suppliers at significant locations of operation	<p>The total percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation was 47 percent in 2015. To obtain this figure, 2015 purchase order data was used to match the project country with the vendor country. It should be noted that this figure is an estimate based on the available data in our current systems.</p> <p>For the purpose of this report, a 'local supplier' is defined as any supplier providing goods or services to a significant location of operation, in the same country as the one listed on the supplier's mailing address in our 2015 Enterprise resource planning (ERP) system. For the purpose of this report, 'significant locations of operation' is defined as 'any country where UNOPS has an established physical office.'</p>

# SPECIFIC STANDARD DISCLOSURES

## ENVIRONMENTAL

### MATERIAL ASPECT: MATERIALS

BOUNDARY: OPERATIONAL

UNOPS ASPECT: ENVIRONMENTAL IMPACTS OF MATERIALS

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

#### G4-DMA

At UNOPS we consider environmental sustainability as one of our core values. As infrastructure represents a large share of our environmental impacts, UNOPS issued an Environmental Management Policy for Infrastructure in 2013. It details the principles, expectations and responsibilities for environmental protection in UNOPS Infrastructure projects. The related UNOPS Environmental Management System (EMS) is ISO 14001 certified in six country locations (Denmark, Kosovo, Guatemala, Afghanistan, Sri Lanka and Jerusalem).

The EMS ensures integration of environmental considerations in UNOPS projects, from the planning to the executing phase. Additionally, a design review process ensures that green building elements are duly integrated in the design of constructions.

The carbon emission of our facilities and office operations is managed with particular care, with a global inventory taking place yearly, covering more than 60 offices globally. It follows the methodology of the Greenhouse Gas (GHG) Protocol, and includes emissions from facilities and business travel. The resulting emissions are offset using Certified Emission Reductions (CERs) credits. The Inventory Management Plan details the inventory process and is available on UNOPS website.

UNOPS favours the inclusion of environmental considerations in its procurement activities, dealing with a wide range of issues, from energy efficiency to toxic materials.

**G4-EN1**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Materials used by weight or volume

**G4-EN2**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Percentage of materials used that are recycled input materials

**MATERIAL ASPECT: ENERGY**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Materials.

**G4-EN3**

Pages 74, 75

Energy consumption within the organization

The direct energy consumed by the organization in 2015 was 16,172,156.7 kWh or 58,219.8 GJ.

**There are three sources of energy consumption in UNOPS offices:**

**Purchased electricity:** The source of activity data is typically bills from electricity providers, or consumption profiles provided by building administrators. Where reliable electricity figures are missing, one of the following methods is used, in order of preference: 1) the electricity consumption per m<sup>2</sup> available from a nearby building is applied, or 2) a proxy is calculated using the Sustainable United Nations (SUN) recommended methodology, based on office square metres and Energy Efficiency Index (EEI) per climatic zones.

**Purchased steam:** The source of activity data is typically invoices with quantities of purchased steam, or consumption profiles provided by building administrators. Where steam figures are missing, one of the following methods is used, in order of preference: 1) the steam consumption per m<sup>2</sup> available from a nearby building is applied, or 2) a data gap is marked.

**On-site fuel combustion:** The source of activity data is typically invoices reporting quantities of purchased fuel, estimates based on average fuel cost or consumption profiles recorded by building administrators. Where generator fuel figures are missing, a data gap is marked.

We did not sell any energy.

Our source of the conversion factors used is the UN-wide GHG Inventory Management Plan (IMP) for 2014.

**G4-EN4**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Energy consumption outside of the organization

**G4-EN5**

Energy intensity

The energy intensity ratio for 2015 was 226.8 kWh/m<sup>2</sup>. This is based on energy consumed within the organization only.

**Our building-related energy consumption (kWh) includes:**

- Purchased electricity
- Purchased steam
- On-site fuel combustion

**G4-EN6**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Reduction of energy consumption



**G4-EN7**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Reductions in energy requirements of products and services

**MATERIAL ASPECT: WATER**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Materials.

**G4-EN8**

Page 76

Total water withdrawal by source

**UNOPS offices water sources (in m<sup>3</sup>)**

The total water consumed in 2015 was 135,400 m<sup>3</sup>.

- Municipal water supplies or other water utilities: 92,966
- Ground water: 40,316
- Surface water, including water from wetlands, rivers, lakes and oceans: 864
- Rainwater collected directly and stored by the organization: 414
- Waste water from another organization: 0
- Unknown: 840

Water data is based on 2015 water bills, meter readings or figures confirmed by building administrators, logistics officers and/or office managers. Where UNOPS shares office facilities without a separate water meter, water consumption was apportioned by percentage of total square metres. Where water consumption data was unavailable, a data gap was marked.

**Note:** Water data quality improvements are still under development; 2015 is only the fourth year of data collection on water consumption, and hence cannot be considered reliable.

**G4-EN9**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Water sources significantly affected by withdrawal of water

**G4-EN10**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Percentage and total volume of water recycled and reused

**MATERIAL ASPECT: BIODIVERSITY****BOUNDARY: OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Materials.

**G4-EN11**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

**G4-EN12**

Page 77

Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas

Please find the description in the Our Planet section in UNOPS Sustainability Report.

**G4-EN13**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Habitats protected or restored

**G4-EN14**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk

**MATERIAL ASPECT: EMISSIONS****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			See DMA for Material Aspect: Materials.
<b>G4-EN15</b>		Direct greenhouse gas (GHG) emissions (Scope 1)	<p><b>In 2015, our Scope 1 emissions were 6,952.4 t CO<sub>2</sub>eq. This includes:</b></p> <ul style="list-style-type: none"> <li>• On-site fuel combustion</li> <li>• Vehicle fleet</li> <li>• Refrigerants</li> <li>• Chlorofluorocarbon/Hydrochlorofluorocarbons (CFC/HCFCs)</li> </ul> <p>Gases included in the calculation: Carbon dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous oxide (N<sub>2</sub>O), Hydrofluorocarbons (HFCs), Perfluorinated Chemicals (PFCs) and CFC/HCFCs.</p> <p>We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 1 emissions in the base year of 2011 were 7,097.9 t CO<sub>2</sub>eq.</p> <p><b>On-site fuel combustion:</b> The source of activity data is typically invoices reporting quantities of purchased fuel, estimates based on average fuel cost or consumption profiles recorded by building administrators. Where generator fuel figures are missing, a data gap is marked.</p> <p><b>Vehicle fleet:</b> When fuel consumption or mileage for mobile sources is not available, a proxy value for fuel consumption based on average fuel price from invoices is used (when the information is available).</p> <p><b>Refrigerants:</b> The source of activity data is typically limited to the refrigerant type, verified through physical inspection of the equipment. Occasionally, activity data on yearly refrigerants purchase based on invoices is available. Where refrigerants figures are missing, those are estimated by the Sustainable UN emissions calculator.</p>

**G4-EN16**

Page 74

Indirect greenhouse gas (GHG) emissions (Scope 2)

**The source of the emission factors is the UN-wide GHG Inventory Management Plan (IMP) for 2014, and the global warming potential (GWP) rates used are:**

- CO<sub>2</sub>: 1      • CH<sub>4</sub>: 21      • N<sub>2</sub>O: 310
- HFCs, PFCs, and CFC/HCFCs: several rates; see UN wide GHG Inventory Management Plan (IMP) for 2014.

Our consolidation approach for emissions is the financial and managerial control by UNOPS.

**In 2015, our Scope 2 emissions were 1,696.3 t CO<sub>2</sub>eq. This includes:**

- Purchased electricity      • Purchased steam for heating

Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.

We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 2 emissions in the base year of 2011 were 1,678.9 t CO<sub>2</sub>eq.

**Purchased electricity:** The source of activity data is typically bills from electricity providers or consumption profiles provided by building administrators. Where reliable electricity figures are missing, one of the following methods is used, in order of preference: 1) the electricity consumption per m<sup>2</sup> available from a nearby building is applied, or 2) a proxy is calculated using the SUN recommended methodology, based on office square metres and Energy Efficiency Index (EEI) per climatic zones.

**Purchased steam:** The source of activity data is typically invoices with quantities of purchased steam or consumption profiles provided by building administrators. Where steam figures are missing, one of the following methods is used, in order of preference: 1) the steam consumption per m<sup>2</sup> available from a nearby building is applied, or 2) a data gap is marked.

**The source of the emission factors is the UN-wide GHG Inventory Management Plan (IMP) for 2014, and the global warming potential (GWP) rates used are:**

- CO<sub>2</sub>: 1      • CH<sub>4</sub>: 21      • N<sub>2</sub>O: 310

Our consolidation approach for emissions is the financial and managerial control by UNOPS.

**G4-EN17**

Page 74

Other indirect  
greenhouse gas (GHG)  
emissions (Scope 3)

**In 2015, our Scope 3 emissions were 8,103.5 t CO<sub>2</sub>eq. This includes:**

- Air travel
- Entitlement travel
- Public transport

Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.

We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 3 emissions in the base year of 2011 were 5,041.8 t CO<sub>2</sub>eq.

**Air travel:** The UNOPS corporate travel agency provides a list of air travel itineraries and class of travel for all UNOPS missions booked through their system during the reporting year. All offices that do not use the corporate travel agency are required to upload all missions undertaken throughout the calendar year onto the UNOPS intranet's official duty travel page. A comprehensive list, region by region and office by office, can be triggered for review. If focal points have not uploaded missions, offices have been requested to maintain a list of official duty travel expressed in International Air Transport Association (IATA) codes and class of travel in their internal records. Where IATA codes are faulty and/or incomplete, they are corrected by the HQ Sustainability Team on the base of likelihood/approximations. Where it is impossible to determine the flight itinerary, a proxy based on office average value is applied. Large (more than 10 percent) reporting gaps are marked.

**Entitlement Travel (ET):** ET for international personnel is calculated as follows: the closest large commercial airport to the indicated duty station and place of recruitment cities (as relevant) was selected for generating itineraries. Where this information is not available, the average carbon footprint (CO<sub>2</sub> in kilograms) and trip distance (in kilometres) of available ET were therefore used as proxies for this group. The class of travel applied to the trips was economy class. Where no reasonable information of the type of travel, number of travellers and likely itinerary were available, a data gap was marked. ET was also calculated for interns.

**Public transport:** Official duty travel using other means of transportation than air is irregularly recorded. Where local focal points provide this information, it is included in the inventory. To account for transportation to/from airports, the GHG Helpdesk recommends applying a proxy of 25 kilometres per terminal recorded under 'taxi' (also in those locations where taxi services are not used, or where local practices are unknown).

**The source of the emission factors is the UN-wide GHG Inventory Management Plan (IMP) for 2014, and the global warming potential (GWP) rates used are:**

- CO<sub>2</sub>: 1
- CH<sub>4</sub>: 21
- N<sub>2</sub>O: 310

**G4-EN18**

Greenhouse gas (GHG) emissions intensity

The GHG emissions intensity ratio in 2015 was 4.89 t CO<sub>2</sub>eq. The denominator is per personnel. Included in the ratio are Scope 1, 2 and 3 and optional emissions (ie. CFC/HCFCs). Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, SF<sub>6</sub>, HFCs, PFCs and CFC/HCFCs.

**G4-EN19**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Reduction of greenhouse gas (GHG) emissions

**G4-EN20**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Emissions of ozone-depleting substances (ODS)

**G4-EN21**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions**MATERIAL ASPECT: EFFLUENTS AND WASTE****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Materials.

**G4-EN22**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Total water discharge by quality and destination

**G4-EN23**

Page 76

Total weight of waste by type and disposal methodology

In 2015, the total treated waste was 1,186,332 kg.

We segregated waste between several types (in kg):

- Reuse: 0
- Recycling: 57,182
- Composting: 637
- Recovery, including energy recovery: 20,793
- Incineration (mass burn): 26,938
- Deep well injection: 0
- Landfill: 1,028,697
- On-site storage: 1,710
- Other (to be specified by the organization): 37,520
- Unknown: 12,855

**Note:** Waste data quality improvements are still under development; 2015 is only the fourth year of data collection on waste disposal. Furthermore, 2015 was the first year where waste disposal reporting was mandatory. Hence the data quality is limited and cannot be considered reliable.

Waste disposal methods are confirmed by building administrators, logistics officers and/or waste contractors.

Where UNOPS shares office facilities without separate waste facilities, waste disposal data was apportioned by percentage of total square metres. Where waste disposal data was unavailable, a data gap was marked.

**G4-EN24**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Total number and volume of significant spills



**G4-EN25**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally

**G4-EN26**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff

**MATERIAL ASPECT: PRODUCTS AND SERVICES**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ENVIRONMENTAL IMPACTS OF SERVICES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Materials.

**G4-EN27**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Extent of impact mitigation of environmental impacts of products and services

**G4-EN28**

This disclosure is not applicable to UNOPS because we do not directly produce or sell products.

Percentage of products sold and their packaging materials that are reclaimed by category

**MATERIAL ASPECT: COMPLIANCE**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

While UNOPS recognizes that individuals (depending on his/her contractual status) are governed by different rules and procedures and therefore have certain rights and obligations arising from them, the purpose of the Organizational Directive (OD) 36 — UNOPS Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct — is to communicate to all individuals, highlighting their duty to abide by the highest standards of conduct according to their terms of appointments/engagements and UNOPS prescriptive content. As such, OD 36, to the extent possible, provides the same rights to staff members and other personnel. Thereby, OD 36 serves multiple purposes:

- It defines the mechanisms that currently exist within UNOPS for reporting suspected wrong-doing, as well as what constitutes misconduct (Chapter I);
- It clarifies the responsibilities of each individual involved in the investigation of suspected wrongdoing (Chapter II);
- It explains the procedure following an investigation (Chapter III);

- It outlines the disciplinary and non-disciplinary measures for staff members (Chapter IV); and
- It outlines the administrative measures for personnel other than staff members (Chapter V).

However, as a UN organization and in accordance with the Convention on the Privileges and Immunities of the United Nations, UNOPS is not subject to the laws of the countries in which we implement activities.

**G4-EN29**

Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations

In 2015, UNOPS did not receive any fines for non-compliance with environmental laws and regulations.

**MATERIAL ASPECT: TRANSPORT**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ENVIRONMENTAL IMPACTS OF SERVICES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Materials.

**G4-EN30**

Pages 74, 75

Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce

We are not yet able to report the significant environmental impacts of transporting products and other goods and materials for our operations, and the environmental impacts of transporting products are currently not mitigated, although initiatives are under development.

Regarding transporting members of our workforce, the significant environmental impacts are greenhouse gas emissions resulting from vehicle fleet, air travel, entitlement travel and public transport:

- Vehicle fleet: 3,646.7 t CO<sub>2</sub>eq
- Air travel: 7,279.4 t CO<sub>2</sub>eq

- Entitlement travel: 613.5 t CO<sub>2</sub>eq
- Public transport: 210.5 t CO<sub>2</sub>eq

In total, these made up 70 percent of UNOPS corporate greenhouse gas emissions in 2015.

UN agencies report on their greenhouse gas emissions (GHG) as a result of the Chief Executives Board's Decision on the Climate Neutrality Strategy to reduce GHG emissions. UNEP coordinates the UN wide GHG inventory, which is based on two sets of guidance: 1) UN internal guidance; and 2) guidance provided by the World Resources Institute (WRI)/World Business Council on Sustainable Development (WBCSD) GHG Protocol. Emissions from transporting the organization's workforce (vehicle fleet, air travel, entitlement travel and public transport) are part of the inventory and make up a significant share of emissions both at the UN-wide level and at UNOPS annually.

## MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

### G4-DMA

UNOPS recognizes the importance of its supplier relationships to the successful execution of its projects, and to the social, environmental and economic development of its partners. Where and when appropriate, UNOPS procurement officials include sustainability criteria (environmental, social and economic) in tender documents, enabling the procurement team to initially screen vendors through the normal procurement process.

Importantly, in 2015 and 2016, UNOPS was also in the process of developing a reliable and systematic process for measuring the risk profile and sustainability impacts of individual suppliers. In the absence of such a system, UNOPS continues to develop and disseminate tools, training and guidance, and to provide support to procurement officials in the field, on how to integrate sustainability considerations into tender documents.

**G4-EN32**

Page 25

Percentage of new suppliers that were screened using environmental criteria

When and where appropriate, UNOPS Procurement Group (PG) at headquarters includes sustainability criteria (environmental, social and economic) in its tender documents, enabling it to initially screen vendors through the normal procurement process. In 2015, almost two thirds of UNOPS PG's long term agreements included specific sustainability criteria, tailored to individual procurements. This was in addition to requirements that suppliers embrace the principles of the UN Supplier Code of Conduct and the UN Global Compact. In 2015, UNOPS did not have a reliable and systematic process for measuring this for procurements conducted in the field.

In 2011, working in partnership with UNEP and International Training Centre of the International Labour Organization (ITC-ILO), UNOPS developed category specific guidelines for eight key products/ service categories purchased by the UN system. These guidelines include background reports and product sheets that help field procurement officers understand the main social, environmental and economic issues included in the supply chain for those categories. These guidelines provide procurement officers with guidance on how to include relevant criteria in their tenders so as to avoid sourcing from vendors (or buying products) that have significant actual or potential negative environmental, economic or social impacts in their supply chain. Since their development, these guidelines have been actively promoted to procurement officers in the field, through ongoing Sustainable Procurement Training workshops and proactive outreach for support on tender development. For more information, please see: <https://www.ungm.org/Public/KnowledgeCentre/SustainableProcurement/Tools>.

**G4-EN33**

We do not yet have reliable data with which to report meaningfully on this.

Significant actual and potential negative environmental impacts in the supply chain and actions taken

**MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			UNOPS has set up units and mechanisms to address issues such as corruption and fraud, discrimination, harassment, retaliation and abuse of authority, including the International Audit and Investigation Group (IAIG), the Ethics Office, the Ombudsman Office, the Legal Group, and People and Change Group. However, we realize that a centralized grievance handling mechanism is needed to handle and monitor both internal and external grievances.
<b>G4-EN34</b>	We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	

# SPECIFIC STANDARD DISCLOSURES

## SOCIAL

### LABOUR PRACTICES AND DECENT WORK

#### MATERIAL ASPECT: EMPLOYMENT

##### BOUNDARY: ORGANIZATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			<p>UNOPS is a very diverse organization with people coming from over 120 different countries. They hold a wide range of competencies and skills, such as engineers, project managers, heads of programmes, infrastructure advisors, procurement specialists and more. With such a diverse employee base, UNOPS is committed to identifying and retaining talent. This is done with a focus on the right balance between staff and non-staff contract modalities to correspond with the organization's project-based model, and our need to remain agile. We place special focus on supporting leadership skills, as well as managing change and maintaining corporate excellence (including ISO and the European Foundation for Quality Management (EFQM) certifications).</p> <p>UNOPS is continuously focused on improving its performance management and engagement indices by concentrating efforts on several learning initiatives, as well as through the internal People Survey, which aims at getting input and feedback from employees. Special focus is given on increasing diversity in the organization in terms of gender, but also north-south distribution.</p> <p>The People and Change Group is also active in supporting the organization's business development efforts through increased opportunities to host and expand programmes and to lead the service line of human resource services to other UN entities.</p>

**G4-LA1**

Page 30

Total number and rates of new employee hires and employee turnover by age group, gender and region

UNOPS had 1,240 new employee hires in 2015, within which 425 were female and 815 were male. The majority of the new employee hires (872 out of 1240) were between the ages of 30 to 50. One hundred and ninety-eight new employee hires were less than 30 years old and 170 were more than 50 years old. In 2015, the overall turnover for personnel was 31.97 percent. For turnover by age group, it was 32.39 percent for personnel less than 30 years old and 39.15 percent for personnel more than 50 years old. Turnover for personnel in age group 30-50 was the lowest, 30.23 percent. See table below for a detailed breakdown by gender and region. Given the nature of our work, we consider this to be within acceptable limits, and we are always looking into possibilities for reducing it to ensure greater continuity of experienced personnel and knowledge.

	FEMALE TURNOVER (IN PERCENT)	MALE TURNOVER (IN PERCENT)	OVERALL (IN PERCENT)
Africa	35.37	43.56	41.48
Asia	18.15	45.78	36.31
Europe and Central Asia	21.01	21.30	21.16
Headquarters	17.54	11.40	14.29
Jerusalem	5.00	24.39	18.03
Latin America and Caribbean	35.16	42.14	39.25
Middle East	57.33	83.96	72.93
Peace and Security Centre (New York)	22.66	13.71	15.54
<b>TOTAL</b>	<b>26.55</b>	<b>34.98</b>	<b>31.97</b>

**Turnover definitions are as below:**

- Report for separations includes only personnel who have had a minimum of 90 days separation from the organization (i.e.: if an individual left January 1st, but returned February 1st, they are not considered to have separated).
- Exclude interns, retainers and lump sum from the number of separations as they have a natural turnover rate.



- The definition of turnover is:

$$\frac{\text{Number of Separated Personnel}}{\text{Number of Personnel at Given Period}} \times 100$$

- The 'given period' is 27 December 2015.
- The total number of personnel (as per the annual report) is 4,561, and that is the number used to calculate the total turnover.

Note that our data, at this time, mathematically and methodologically correctly counts any short term assignments (e.g. a consultant joining UNOPS for 4 months to produce a report) as turnover. We are looking into how to report on this kind of turnover separately in the coming years. UNOPS – as a project based organization – will naturally always have a lot of short-term consultancies for specific tasks which are not technically 'turnover'.

## **G4-LA2**

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation

All UNOPS personnel have a range of benefits and entitlements. Benefits and entitlements for staff contract holders are listed in the UN Staff Rules and Staff Regulations ([http://www.un.org/hr\\_handbook/English/sourcedocuments/04staffrules/fulltext-1/fulltext.doc](http://www.un.org/hr_handbook/English/sourcedocuments/04staffrules/fulltext-1/fulltext.doc)). UNOPS personnel holding Individual Contractor Agreements (ICAs) have a range of Benefits and Entitlements, such as leave, health insurance, provident fund and danger pay. However, due to the contract modality, ICAs or temporary employees are not provided with a number of the staff benefits, e.g., relocation allowance, language allowance, dependency allowance, home leave, separation travel, family visit travel, education grant, after service health insurance and life insurance, UN Joint Staff Pension Fund, etc.

## **G4-LA3**

Return to work and retention rates after parental leave, by gender

UNOPS personnel holding staff contract and Individual Contractor Agreements (ICAs) with contract duration of 180 days or more are eligible for parental leave. In 2015, 4,277 UNOPS personnel were eligible for parental leave, among which 1,530 were female and 2,747 were male. Twenty-four females and 56 males took parental leave in 2015. Due to the limitations of our leave system, we do not have reliable data with which to report meaningfully on more details on this indicator. We are working to strengthen our data collection systems and we expect to account more fully for this aspect in future sustainability reports.

**MATERIAL ASPECT: LABOUR/MANAGEMENT RELATIONS****BOUNDARY:** ORGANIZATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			UNOPS currently has no policy on minimum notice periods regarding operational changes. Notice periods for personnel contract termination are specified in individual contracts.
<a href="#">G4-LA4</a>		Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	There are no collective agreements in place. Notice periods for personnel contract termination are specified in individual contracts and are at least 30 days for regular contracts.

**MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS ASPECT:** HEALTH AND SAFETY

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			<p>As UNOPS is working in very diverse and sometimes complex areas, the safety of our personnel is paramount. Many of our people work in dangerous places where safety infrastructure may be lacking, such as in Afghanistan, Haiti, Somalia and South Sudan. We are fully committed to minimizing any hazards that may threaten the safety of our personnel.</p> <p>To address our health and safety risks, UNOPS has developed an occupational Safety and Health Management System in line with the OHSAS 18001 standard, with the intention of preventing work place injuries and illnesses. It applies to all individuals, both UNOPS personnel and non-personnel, who work under UNOPS supervision. From all stakeholders involved in our operations in the field,</p>

we expect commitment to enforce a culture of preventive behaviour to limit occupational hazards. Raising awareness and knowledge of the magnitude of occupational hazards and risks as well as how to identify, prevent and control them in our projects, are a key component to build this culture and a focus for our efforts in the coming year. In some cases, such as in our Infrastructure and Project Management Group, the Health and Safety Management System is certified to OHSAS 18001 standards in three locations (Denmark, Pristina and Jerusalem), while efforts are made to ensure that minimum safety standards are applied in even the most challenging locations where UNOPS operates.

The Health, Safety and Environment Team in UNOPS headquarters provides advice, support and guidance to country offices and projects in implementing health and safety standards. At the moment UNOPS does not have a formal instrument for collecting data on incidents and accidents happening in our country offices. We are working on building this in order to provide a fair and reliable picture of how well we are managing safety risks and to challenge ourselves to improve our performance in the near future.

**G4-LA5**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Percentage of total workforce represented in formal joint management- worker health and safety committees that help monitor and advise on occupational health and safety programs

**G4-LA6**

Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender

At the moment, UNOPS does not have formal instruments to collect data for incidents happening in country offices. UNOPS Health and Safety team are developing an Administrative Instruction (AI) for Incidents. The AI will be formally established in 2016, focusing on defining who to report to, what to report on, as well as a timeline for country offices for when to report incidents to headquarters.

**G4-LA7**

Pages 31, 32

Workers with high incidence or high risk of diseases related to their occupation

In 2015, 2,707 UNOPS personnel (730 Female and 1,977 Male) worked in a hardship duty station location (categorised B, C, D or E). Among those, 981 UNOPS personnel worked in a Hardship Duty Station category E (115 female and 866 male), which includes Afghanistan, South Sudan, Sudan, Mali, Somalia, Syria, D.R. Congo, Iraq, Liberia, Chad and more. Aligning with the International Civil Service Commission classification of UN duty stations, UNOPS duty stations are categorized into one of six categories, H and A to E. A to E duty stations are rated on a scale that assesses the difficulty of working and living conditions from A to E, with A being the least and E, the most difficult. Categories are arrived at through an assessment of the overall quality of life. In determining the degree of hardship, consideration is given to local conditions of safety and security, health care, housing, climate, isolation and level of amenities/conveniences of life. The hardship allowance is paid for assignments at B, C, D and E duty stations; there is no hardship allowance at A duty stations.

**G4-LA8**

Health and safety topics covered in formal agreements with trade unions

UNOPS does not have formal agreements with trade unions. UNOPS staff are represented on the Staff Council (see DMA under Freedom of Association and Collective Bargaining), however the Council's mandate does not cover health and safety topics.

**MATERIAL ASPECT: TRAINING AND EDUCATION****BOUNDARY: ORGANIZATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			UNOPS relies on its personnel's knowledge, skills and expertise to achieve its mandate and to continuously adapt to new challenges in a changing environment. Therefore, the aim of UNOPS investment in learning and development is to ensure that we provide our personnel with cutting-edge knowledge and skills to improve individual and organizational performance as well as personal and professional growth. To achieve this goal UNOPS organizes its resources, expectations and learning culture to encourage employees to learn continuously throughout their tenures. UNOPS offers a broad range of learning resources via online, face-to-face sessions, internal and external certifications through our cross-functional and practice specific curricula. Programmes follow a cross-cutting holistic approach to learning focused on a continuous learning model including

formal education, opportunities for exposure and interaction and the appropriate environment to facilitate on-the-job learning.

UNOPS corporate learning investment is coordinated centrally in order to ensure alignment to UNOPS strategy, and strategic allocation of resources across regions and practices.

### **G4-LA9**

Average hours of training per year per employee by gender, and by employee category

The total hours of training for all UNOPS personnel in 2015 was 91,465 hours, or around 20 hours per person. Staff accounted for a total of 20,177 hours (23 hours per person) and personnel holding Individual Contractor Agreements (ICAs) for 71,288 hours (19 hours per person). Female personnel had 38,534 hours (23 hours per person) of training in total. The hours for male personnel were 52,931 (18 hours per person).

### **G4-LA10**

Page 31

Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

Our workforce undertakes a variety of courses and certifications within project management, infrastructure, procurement, finance, communication, leadership and languages, as well as field safety and security, gender relations and integrity.

### **G4-LA11**

Page 30

Percentage of employees receiving regular performance and career development reviews, by gender and by employee category

The 2015 performance appraisal completion rate was 95 percent for staff and 89 percent for personnel holding an individual contractor agreement (ICA) in the specialist category. The overall completion rate for personnel in these two categories was 90 percent.

**Note:** As per UNOPS internal policy (AI/PCPG/2014/05), the online completion of Performance Assessment is only mandatory for international and local individual contractors in the specialist category for whom UNOPS is responsible for the performance evaluation and who worked for 6 months or more.

**MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY****BOUNDARY:** ORGANIZATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Gender &amp; Diversity In Project Design &amp; Delivery.

**G4-LA12**

Page 31

Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

Our primary governing body is the Corporate Operations Group (COG), which in 2015 had 21 members. They can be broken down as follows:

**Gender:** 17 males, 4 females;**Age:** 11 persons between 30-50 years and 10 persons 50 years and over.**MATERIAL ASPECT: EQUAL RENUMERATION FOR WOMEN AND MEN****BOUNDARY:** ORGANIZATIONAL**UNOPS ASPECT:** DIVERSITY AND EQUAL OPPORTUNITY

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Gender &amp; Diversity In Project Design &amp; Delivery.

**G4-LA13**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation

**MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOUR PRACTICES**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Supplier Environmental Assessment.

**G4-LA14**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems and we expect to be able to account more fully for this aspect in future sustainability reports.

Percentage of new suppliers that were screened using labour practices criteria

**G4-LA15**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Significant actual and potential negative impacts for labour practices in the supply chain and actions taken

**MATERIAL ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Environmental Grievance Mechanisms.

**G4-LA16**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms



# SPECIFIC STANDARD DISCLOSURES

## SOCIAL

### HUMAN RIGHTS

#### MATERIAL ASPECT: INVESTMENT

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

UNOPS ASPECT: HUMAN RIGHTS INVESTMENT AND ASSESSMENT

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			UNOPS does not currently provide formalized training in human rights. However, our learning and development teams are working on developing a human rights training module to be included in our on-boarding platform and training.
<a href="#">G4-HR1</a>	This aspect is not applicable to UNOPS, as we do not currently undertake significant investment agreements or contracts.	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	

**G4-HR2**

Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained

UNOPS does not currently provide formalized training in human rights. However, our learning and development teams are working on developing a human rights training module to be included in our on-boarding platform and training.

**MATERIAL ASPECT: NON-DISCRIMINATION****BOUNDARY: ORGANIZATIONAL/OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Anti-Corruption.

**G4-HR3**

Total number of incidents of discrimination and corrective actions taken

There were no cases reported in 2015.

**MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING****BOUNDARY: ORGANIZATIONAL/OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			<p>UNOPS personnel are represented by the Staff Council based in New York, with the mandate of promoting and safeguarding the rights, interests, and welfare of UNDP/UNFPA/UNOPS/UN Women staff. The Staff Council meets regularly with Senior Management to discuss issues related to its mandate. The Staff Council has for a long time been the primary representation body of personnel holding staff contracts. A recent change to the statute in 2013 has extended its mandate to deal with personnel on Individual Contractor Agreement contracts as well, which are the large majority of UNOPS workforce. However, only personnel based in New York can be elected to the Staff Council and this strongly limits participation from UNOPS personnel, as the organization's headquarters and the majority of its personnel are based outside New York. Currently UNOPS has no representative in the Staff Council, but a small number of personnel associations for both staff and contractors have been created to facilitate representation of all personnel at local level - for example, the Copenhagen Personnel Association.</p>
<b>G4-HR4</b>	<p>We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.</p>	<p>Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights</p>	

**MATERIAL ASPECT: CHILD LABOUR****BOUNDARY:** OPERATIONAL**UNOPS ASPECT:** CHILD/FORCED/COMPULSORY LABOUR

DMA and Indicators	Omissions	Descriptions	2015 Response
<b><u>G4-DMA</u></b>			<p>UNOPS recognizes both the opportunity and the importance of using its purchasing power to support the social, environmental and economic development of its partners through the projects UNOPS implements. As such, through its regular procurement process, policies and standards, UNOPS takes measures to avoid working with suppliers who may be at risk of having child, forced or compulsory labour, or other unethical practices in their supply chains. Such measures include:</p> <ul style="list-style-type: none"> <li>• Integrating sustainability considerations into its procurements and encouraging procurement officials to do the same (for example, through training, guidance and support).</li> <li>• Requiring that vendors accept and embrace the principles of the UN Supplier Code of Conduct prior to registering as a vendor on the United Nations Global Marketplace. The UN Supplier Code of Conduct covers over 20 principles including child and forced labour, and the environment.</li> <li>• Encouraging vendors to adhere to the principles of the UN Global Compact (UNGC), this covers many of these areas, and asks suppliers to report annually on their progress through the submission of annual Communication on Progress Reports.</li> <li>• Conducting on-site inspections of vendor facilities for certain product categories.</li> <li>• Assessing and addressing the unethical practices of vendors in accordance with the UNOPS Vendor Sanctions Policy.</li> </ul>

**G4-HR5**

Page 25

Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour

Through its regular procurement process, UNOPS takes measures to avoid working with suppliers who may be at risk of having child labour or other unethical practices in their supply chains. When new vendors register with UNOPS they must accept and embrace the principles of the UN Supplier Code of Conduct, which covers child labour. For more information, please see: [https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/2014/February%202014/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/2014/February%202014/conduct_english.pdf).

Suppliers are also encouraged to adhere to the principles of the UNGC, which covers many of these areas, and asks suppliers to report annually on their progress through the submission of annual Communication on Progress Reports. As of February 2016, 56 percent of UNOPS Local and Global Long Term Agreements (LTAs) were with vendors who were active members of the UNGC.

**MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR****BOUNDARY:** OPERATIONAL**UNOPS ASPECT:** CHILD/FORCED/COMPULSORY LABOUR

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Child Labour.

**G4-HR6**

Page 25

Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour

See response in G4-HR5.

MATERIAL ASPECT: SECURITY PRACTICES			
BOUNDARY: ORGANIZATIONAL/OPERATIONAL			
DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			As a full member of the UN Security Management System, UNOPS is a part of a large and complex global security system. The policies and guidelines which the organization follows on this are created by the Inter Agency Security Management Network where the UNOPS Chief of Security is a member. The overall leadership on security in the UN is provided by the UN Department of Security and Safety (UNDSS) and UNOPS contributes to the DSS global presence and work with a financial contribution to the DSS budget. DSS security advisers in over a hundred countries provide support and guidance to UNOPS. Training on security personnel, therefore, is a responsibility of the UNDSS.
<a href="#">G4-HR7</a>	We do not currently monitor training data on human rights to be able to report meaningfully on it. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	

**MATERIAL ASPECT: INDIGENOUS RIGHTS****BOUNDARY: OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#"><b>G4-DMA</b></a>			We are currently working on developing policy to ensure that indigenous rights are explicitly taken into consideration in all UNOPS projects, focusing on how to anticipate, avoid or minimize adverse impacts on the rights of minority groups as referred to under the 1992 United Nations Minorities Declaration (which includes indigenous people and vulnerable groups).
<a href="#"><b>G4-HR8</b></a>	We do not currently monitor training data on human rights to be able to report meaningfully on it. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.	Total number of incidents of violations involving rights of indigenous peoples and actions taken	

**MATERIAL ASPECT: ASSESSMENT****BOUNDARY: ORGANIZATIONAL/OPERATIONAL****UNOPS ASPECT: HUMAN RIGHTS INVESTMENT AND ASSESSMENT**

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#"><b>G4-DMA</b></a>			UNOPS does not currently have a consolidated management approach in place for human rights reviews or impact assessment in its operations. We are working to strengthen our systems to better report and manage on this aspect.

**G4-HR9**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Total number and percentage of operations that have been subject to human rights reviews or impact assessments

**MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT**

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Supplier Environmental Assessment.

**G4-HR10**

Page 25

Percentage of new suppliers that were screened using human rights criteria

Through its regular procurement process, UNOPS takes measures to avoid working with suppliers who may be at risk of having child labour or other unethical practices in their supply chains. When new vendors register with UNOPS they must accept and embrace the principles of the UN Supplier Code of Conduct, which covers child labour. For more information, please see: [https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/2014/February%202014/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/2014/February%202014/conduct_english.pdf).

Suppliers are also encouraged to adhere to the principles of the UNGC, which covers many of these areas, and asks suppliers to report annually on their progress through the submission of annual Communication on Progress Reports. As of February 2016, 56 percent of UNOPS Local and Global Long Term Agreements (LTAs) were with vendors who were active members of the UNGC.



**G4-HR11**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Significant actual and potential negative human rights impacts in the supply chain and actions taken

**MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS**
**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Environmental Grievance Mechanisms.

**G4-HR12**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms

# SPECIFIC STANDARD DISCLOSURES

## SOCIAL

### SOCIETY

#### MATERIAL ASPECT: LOCAL COMMUNITIES

##### BOUNDARY: OPERATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			<p>Engaging communities in our projects is important for the projects' success and for promoting national ownership. In 2015, 38 percent of all UNOPS projects engaged local communities directly through different approaches such as involving them in project activities, involving elected community representatives in decision-making, empowering them by building their capacity and generating employment.</p> <p>UNOPS has a clearly defined community engagement approach documented under "community engagement toolkit," which has outlined how to engage key community stakeholders from project design, implementation and closure. Operations with high risk to communities are reviewed as part of our engagement acceptance process. Through a well-defined grants management approach, we can directly engage communities to deliver project activities such as labour-based construction activities. In 2015, over 37,000 labour days were created for local communities through direct engagement.</p> <p>A vast majority of projects have direct and indirect impact on the local communities, who are often the beneficiaries. Some of our projects have for instance provided key infrastructure in the form of roads and bridges, connecting communities and opening access to local markets, improving education and access to health care. Furthermore, UNOPS advisory services support local authorities to sustain new systems and raise community awareness about resources.</p>

**G4-SO1**

Pages 53, 54

Percentage of operations with implemented local community engagement, impact assessments, and development programs

In 2015, 38 percent of the UNOPS projects reported engaging local communities. For example, in Afghanistan, a project with funding from Japan rehabilitating education and health infrastructure for returnees and the host community, reported formal consultations with 13 community leaders to support action on issues such as land-use permits, hiring local workers, and purchasing locally produced construction materials.

**G4-SO2**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Operations with significant actual or potential negative impacts on local communities

**NGO1**

Page 62

Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs

UNOPS works closely with local communities to ensure lasting, sustainable outcomes. By engaging a wide range of stakeholders, from national authorities to local families, we help deliver projects that actually fit the needs of the people they serve, with particular emphasis on protecting the most vulnerable groups. For example, when building vital infrastructure such as schools and hospitals, our consultations with local people help us create infrastructure that meets their needs as best possible. The Community Engagement Toolkit provides a specific framework and process to involve stakeholders in different stages of the design, implementation, monitoring and evaluation of the projects and programmes. UNOPS also organizes training and provides ad hoc technical support on community engagement to build our capacity to better engage relevant stakeholders and local communities in the project process.

**MATERIAL ASPECT: ANTI-CORRUPTION****BOUNDARY: ORGANIZATIONAL/OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			<p>The UN has adopted a variety of rules and regulations concerning employee conduct, describing the status, basic rights and duties of United Nations staff members (ST/SGB/2002/13). This extensive body of relevant legal norms -- from the Charter, the Convention on the Privileges and Immunities of the United Nations to staff regulations, rules and commentary -- identifies core values and sets standards of conduct for all UN employees. As a UN organization, UNOPS is subject to the same anti-corruption policies as the UN as a whole, including, but not limited to, the relevant provisions in the UN Staff Regulations and Rules, and thus all members of the Executive Board are aware of these.</p> <p>As part of the UN family, in UNOPS, many policies concerning ethical issues have been issued by the Executive Director (ED) in the form of Organizational Directives (ODs), and there are also a range of ethical issues addressed in our Administrative Instructions (AIs) issued by the ED and other colleagues (see the list here: <a href="https://www.unops.org/english/About/accountability/IAIG/Pages/default.aspx">https://www.unops.org/english/About/accountability/IAIG/Pages/default.aspx</a>). UNOPS takes all reports of alleged wrong-doing seriously. UNOPS has set up units and mechanisms to address issues such as corruption and fraud, discrimination, harassment, retaliation, abuse of authority, including the International Audit and Investigation Group (IAIG), the Ethics Office, the Ombudsman Office, the Legal Group and People and Change Group.</p> <p>Anyone can contact the above mentioned units to report misconduct or complaint, with the assurance that all exchanges are strictly confidential. Types of wrongdoing and the contact details for reporting incidents are available on UNOPS website: <a href="https://www.unops.org/english/About/accountability/IAIG/Pages/How-to-report-wrongdoing.aspx">https://www.unops.org/english/About/accountability/IAIG/Pages/How-to-report-wrongdoing.aspx</a>.</p> <p>In accordance with our internal document OD 36 'UNOPS Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct', the independent IAIG has sole responsibility for conducting investigations within UNOPS and is the principal channel for receiving allegations of misconduct. Non-staff members (e.g. staff of other UN agencies, contractors, or vendors) may also report allegations of wrongdoing directly to the IAIG. The Ethics Office provides confidential ethics advice to all personnel, wherever they are based. Any individual may approach the Ethics Office for assistance in navigating a complex situation. Through this service, personnel are better able to describe their problem or concern, identify the rules and regulations that may apply, examine their</p>

options, and understand the consequences. Through the advisory process, personnel are better able to make ethical decisions that serve the interest of UNOPS. In addition, a number of UNOPS-specific policies are available on UNOPS public website and thus are easily accessible by members of the Executive Board and all other interested parties.

**G4-SO3**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Total number and percentage of operations assessed for risks related to corruption and the significant risks identified

**G4-SO4**

Page 23

Communication and training on anti-corruption policies and procedures

All governance body members are made aware of our anti-corruption policies and procedures, although we do not officially track this. Similarly, all personnel are made aware of them as part of the recruitment and employment contract signature process, and all business partners are made aware of them as part of the procurement and contract signature process. They are included in UNOPS General Terms and Conditions which are attached or referred to in all contracts.

4 members of our governing body and 499 employees received anti-corruption training in 2015.

All our policies are also publically available at [unops.org](http://unops.org).

**G4-SO5**

Page 24

Confirmed incidents of corruption and actions taken

In 2015, we confirmed 20 incidents of corruption. See more information in the UNOPS Sustainability Report.

**MATERIAL ASPECT: COMPLIANCE****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#"><b>G4-DMA</b></a>			See DMA for Material Aspect: Compliance (in the Environmental category).
<a href="#"><b>G4-SO8</b></a>		Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	In 2015, UNOPS did not receive any fines for non-compliance with laws and regulations.

**MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#"><b>G4-DMA</b></a>			See DMA for Material Aspect: Supplier Environmental Assessment.

**G4-SO9**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Percentage of new suppliers that were screened using criteria for impacts on society

**G4-SO10**

Information is currently not available. We are evaluating how to proceed with monitoring of this aspect in the future.

Significant actual and potential negative impacts on society in the supply chain and actions taken

## MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY

**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

**UNOPS ASPECT:** ACROSS ALL CATEGORIES

DMA and Indicators	Omissions	Descriptions	2015 Response
--------------------	-----------	--------------	---------------

**G4-DMA**

See DMA for Material Aspect: Environmental Grievance Mechanisms.

**G4-SO11**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms

# SPECIFIC STANDARD DISCLOSURES

## SOCIAL

### PRODUCT RESPONSIBILITY

#### MATERIAL ASPECT: MONITORING, LEARNING AND EVALUATION

##### BOUNDARY: OPERATIONAL

DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a> <a href="#">NGO3</a> Page 23		System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programmes and how they are communicated	<p>UNOPS employs a number of approaches in monitoring and executing its projects, such as the project management methodology, monitoring and evaluation toolkit, quarterly assurance, and results-based reporting methodology. Specifically, UNOPS project management methodology is compliant with the internationally renowned standard PRINCE2®. The methodology is revised periodically to incorporate feedback from end-users and from assurance, lessons learned and audit processes. As an ISO 9001 certified organization, we also have a robust Quality Management System which is relevant for monitoring and control aspects. On a quarterly basis, UNOPS performs assurance at project-, country office- and regional levels. UNOPS conducts an assurance process for engagements and operation centres with the aim of monitoring engagement performance in relation to: stakeholder management, execution management, knowledge management, personnel management and core values of the organization. The responsibilities for engagement level assessment are delegated as follows: engagement level to country offices, and operation centre level to regional offices. Here, the Risk and Quality Group is responsible for facilitating the process. At the end of the year, through a results based reporting exercise, all project results are captured and reported in our Annual Report to the Executive Board.</p> <p>In addition to this, the monitoring and evaluation toolkit was developed in 2015, which provides UNOPS personnel with guidance on how to measure results including impact. Relevant monitoring tools have been built into our management dashboards related to the Enterprise Resource Planning module. In 2015, all projects were published in <a href="http://data.unops.org">data.unops.org</a> under International Aid Transparency Initiative in a summarized manner.</p>



**MATERIAL ASPECT: GENDER AND DIVERSITY IN PROJECT DESIGN AND DELIVERY****BOUNDARY: OPERATIONAL**

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			UNOPS is fully committed to advancing and promoting gender equality within own operations as well as externally. We believe that it is central to the realization of human rights and is a critical condition for sustainable and inclusive development. UNOPS has therefore developed a targeted policy framework to embed gender dimensions into our practices and activities. See report section 3. Our People for more details.
<b>NGO4</b>			
<b>Pages 28, 31, 33, 52, 53, 56, 58, 60, 64</b>		Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle	<p>UNOPS recognizes that project design and management, from building roads and procuring material to providing services, can impact gender equality and maximize benefits for women, men, boys and girls in need. Hence, UNOPS provides projects and programmes with different tools to mainstream gender aspects. These include, amongst others, a gender-sensitive monitoring and evaluation toolkit as well as a gender mainstreaming toolkit, customized to UNOPS projects and their project lifecycle. Further, UNOPS engages two Gender and Social Inclusion Specialists who provide tailored support to projects and programmes in addition to trainings in small business development, community engagement and gender mainstreaming.</p> <p>UNOPS believes that sustainable procurement can be an effective mechanism to further economic, environmental and social development, including the advancement of gender equality. We work to ensure our procurement specialists and project teams have the tools, resources and support to consider sustainability and gender considerations at all steps throughout the procurement process.</p>

**MATERIAL ASPECT: COORDINATION****BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS ASPECT:** PARTNER COORDINATION

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b> <b>NGO6</b> <b>Pages 38, 42, 44</b>		Processes to take into account and coordinate with the activities of other actors	<p>We believe that collaborative partnerships and effective coordination among public and private partners are crucial, not only for efficiency and innovation but also for advancing sustainable development. Strong partnerships are a core pillar of UNOPS strategic plan, 2014- 2017. We thus aim to engage in collaborative partnerships, with a focus on sharing our expertise in infrastructure, project management and procurement, human resources services and financial services, in order to advance the 2030 Agenda and support the achievement of the Sustainable Development Goals.</p> <p>Through our key partner management framework, we are able to extend and deepen relationships with our most valued partners. By creating a systematic process for managing and analyzing these relationships, UNOPS looks to increase the quality of our joint projects, as well as ensure partner satisfaction — an important measure of our success. The Communications and Partnership Group in UNOPS facilitates the partner coordination and business development, providing support, analysis and capacity-building activities at the organizational and project levels. Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common goals underscores all of our relationships. Moreover, to better coordinate and suit the needs of our partners, built on the previous annual partner surveys experience, UNOPS expanded the survey in 2015, eliciting feedback from current and past partners, among other groups. The survey assessed several areas, including overall satisfaction with UNOPS, the value of UNOPS services, the likelihood of recommending UNOPS to others, and partners' perception of the ability of UNOPS to collaborate with and contribute to the United Nations system and wider development.</p>

**MATERIAL ASPECT: PRODUCT SERVICES AND LABELLING****BOUNDARY:** OPERATIONAL**UNOPS ASPECT:** EXIT STRATEGY AND PROJECT CLOSURE

DMA and Indicators	Omissions	Descriptions	2015 Response
<b>G4-DMA</b>			<p>Handover of project deliverables to the partner is an important element of the project lifecycle. It involves transferring a positive legacy to the partner and ensuring that the project output can be used and maintained. It also includes the review of the project environmental performance objectives and targets.</p> <p>UNOPS closure processes are outlined in the Administrative Instruction on "Closing Processes for Engagements/Projects" and in Organizational Directive No. 3 on "UNOPS Financial Regulations and Rules". These processes are further detailed through the operational and financial closure guidance. The Project Closure process consists of key steps:</p> <ul style="list-style-type: none"> <li>• Negotiating closure</li> <li>• Planning closure</li> <li>• Closure</li> <li>• Ensuring a proper handover of project deliverables to partners</li> <li>• Obtaining a formal approval from the partner on the completion of the works undertaken by UNOPS</li> <li>• Ensuring all expenses have been accounted for and any remaining monies are returned to the funding source/partner.</li> </ul> <p>The goals and targets for closing activities are set every year depending on the number of projects in the closure pipeline (e.g. in 2015, 789 projects have been closed as part of the project closure exercise). The project closure is supported by UNOPS online system and resources at UNOPS HQ level. UNOPS is committed through the agreement with the partner to deliver the agreed outputs. The Project Manager/Closure Manager is responsible for closing activities ensuring partner acceptances and close down of the project. However, UNOPS is ultimately responsible for the success of the project, ensuring that the agreed outputs are delivered on time, within the budget and handed over to the partner.</p>

**G4-PR3**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant products and service categories subject to such information requirements

**G4-PR4**

We do not currently have data with which to report meaningfully on this. We are working to strengthen our data collection systems, and we expect to be able to account more fully for this aspect in future sustainability reports.

Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes

**G4-PR5**

Page 44

Results of surveys measuring customer satisfaction

UNOPS role as a service provider means that our partners' priorities and needs dictate the scope, focus and location of our work. UNOPS conducted partner surveys with current and potential partners in 2013 and 2014. In 2015, UNOPS expanded the survey, eliciting feedback from current and past partners, among other groups. The survey assessed several areas, including overall satisfaction with UNOPS, the value of UNOPS services, the likelihood of recommending UNOPS to others, and partners' perception of the ability of UNOPS to collaborate with and contribute to the United Nations system and wider development. Using personal interviews and online surveys with ratings that ranged from poor to excellent, nearly 300 partners (259 current partners and 37 past partners) responded.

Overall, 82 percent of current and past partners are satisfied with UNOPS. Past partners are more likely to be satisfied with UNOPS, with 84 percent giving a favourable score, although it should be

noted that the total number of respondents in this group was much smaller compared to current partners. Among current and past partners, 17 percent gave UNOPS a lower rating, indicating lower levels of satisfaction and some dissatisfaction with UNOPS. When asked about their opinion of the perceived value of the services that UNOPS provides, 35 percent of partners gave UNOPS a very favourable rating, with only 16 percent of partners giving UNOPS a lower rating. While 49 percent of respondents gave UNOPS what would be considered a good rating, the challenge UNOPS faces is ensuring that perceptions do not decrease among this group.

Among current and past partners, 44 percent gave the organization top ratings when asked how likely they were to recommend UNOPS to others, with only 13 percent giving UNOPS a lower rating in response to the same question. However, when broken down to current partners versus past partners, we found that while 12 percent of current partners are unlikely to recommend UNOPS to others, that number rises to 25 percent among past partners.

When rating the ability of UNOPS to collaborate with and contribute to the United Nations system and wider development community, Seventy-seven percent of partners gave UNOPS a favourable rating. Conversely, 21 percent of partners overall – and 24 percent of past partners – gave a lower rating.

MATERIAL ASPECT: COMPLIANCE			
BOUNDARY: ORGANIZATIONAL/OPERATIONAL			
UNOPS ASPECT: ACROSS ALL CATEGORIES			
DMA and Indicators	Omissions	Descriptions	2015 Response
<a href="#">G4-DMA</a>			See DMA for Material Aspect: Compliance (in the Environmental category).
<a href="#">G4-PR9</a>		Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	In 2015, UNOPS did not receive any fines for non-compliance with laws and regulations concerning the provision and use of products and services.



## **YOUR FEEDBACK IS IMPORTANT TO US**

For any questions, comments and suggestions about our performance and our GRI Content Index, please send to:

### **United Nations Office for Projects and Services (UNOPS)**

Global Reporting Initiative (GRI) Programme  
Marmorvej 51, 2100 Copenhagen  
Denmark

You can also send an email to:  
[sustainability@unops.org](mailto:sustainability@unops.org)