



Annex I - GRI Content Index 2019

The 2019 Global Reporting Initiative (GRI) content index has been prepared to comply with the GRI sustainability reporting standards. The 2019 Annual Report of the Executive Director, of which this annex is part, has been prepared in accordance with the GRI Standards: Core option. UNOPS is also a member of the GRI Community and supports the mission of GRI to empower decision makers everywhere, through GRI sustainability reporting standards and its multi-stakeholder network, to take action towards a more sustainable economy and world.

The GRI Index covers activities during the 2019 calendar year and discloses information on UNOPS material topics identified from both organizational and operational impacts. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

UNIVERSAL STANDARDS: GRI 101: FOUNDATION 2016

For the development of this GRI content index, the GRI reporting principles, highlighted in GRI 101: Foundation 2016, have been applied. This annex specifies each of the GRI Standards used and lists all disclosures reported. The publication year for all standards in the GRI Content Index is 2016, excluding GRI 303 and GRI 403 where the 2018 version is used.

UNIVERSAL STANDARDS: GRI 102: GENERAL DISCLOSURES 2016

ORGANIZATIONAL PROFILE

Standard	Disclosure	2019 Response
GRI 102: General Disclosures 2016	102-1 Name of Organization	UNOPS stands for United Nations Office for Project Services.
	102-2 Activities, brands, products, and services	<p>In the UN system, UNOPS builds infrastructure, manages projects and procurement, and provides human resources and financial management support. We do this as our contribution to a better world, and the achievement of the Sustainable Development Goals (SDGs). UNOPS is a service provider, a technical advisor and an implementer of projects. We are impartial and able to operate in conflict regions, fragile states and wherever disaster strikes. We aim to ensure national ownership and to enhance local capacity, while delivering services to superior satisfaction for our partners. UNOPS does not ask for and does not receive core funding. We are a project-based organisation, striving for efficiency in everything we do. Nearly one-third of what we do is based on requests from other members of the UN family. The remaining two-thirds is at the request of governments, other international organizations, including the World Bank and other international financing institutions, foundations, NGOs and the private sector. We have made it a priority to attract and facilitate private sector investment for infrastructure development that contributes to achieving the SDGs.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 3 (paragraphs 1, 5, 6 and 7) and on page 4 (paragraph 14)</i></p>

102-3 Location of headquarters	UNOPS headquarters are based in Copenhagen, Denmark. (Address: UN City, Marmorvej 51, 2100 Copenhagen, Denmark)																		
102-4 Location of operations	<p>Operating simultaneously in over 80 countries worldwide, UNOPS has a decentralized structure and functions as a service provider in numerous localities, with a very high share of its facilities and personnel distributed across these locations.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 1 (summary)</i></p>																		
102-5 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.																		
102-6 Markets served	<p>The UNOPS value proposition is grounded in its flexible, modular project services. Details of UNOPS delivery across its service lines is summarized below:</p> <table border="1" data-bbox="611 797 1394 1014"> <thead> <tr> <th>Service lines</th> <th>2018 delivery (%)</th> <th>2019 delivery (%)</th> </tr> </thead> <tbody> <tr> <td>Infrastructure</td> <td>17</td> <td>17</td> </tr> <tr> <td>Procurement</td> <td>35</td> <td>38</td> </tr> <tr> <td>Project management</td> <td>4</td> <td>11</td> </tr> <tr> <td>Human resources</td> <td>16</td> <td>12</td> </tr> <tr> <td>Financial management</td> <td>27</td> <td>24</td> </tr> </tbody> </table> <p>In 2019, the largest countries of delivery were Myanmar, Peru, State of Palestine, Guatemala and Yemen.</p> <p>The top 5 sectors served were: Health; government and civil society; conflict resolution; peace and security; emergency relief and recovery; and livelihoods. In 2019, UNOPS supported mine-action, humanitarian, stabilization and explosive management activities, capacity-building of national actors and UN missions, and weapons and ammunition management work of UNMAS and partners in 19 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 4 (paragraph 13), page 6 (paragraph 25) and page 12 (paragraph 55)</i></p>	Service lines	2018 delivery (%)	2019 delivery (%)	Infrastructure	17	17	Procurement	35	38	Project management	4	11	Human resources	16	12	Financial management	27	24
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102-7 Scale of the organization	<p>In 2019, UNOPS delivered \$2.3 billion worth of project services on behalf of partners with over 1,000 projects delivered on the ground. See details on the total number of employees, net revenues, and other relevant information in responses to disclosures 102-8, 201-1, 201-2, and 201-3.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraph 78)</i></p>																		
102-8 Information on employees and other workers	<p>As of 31 December 2019, UNOPS personnel counted 4,765 individuals. In addition to UNOPS personnel, contracts are also administered on behalf of a range of partners. Partner personnel on UNOPS contracts amounted to 7,763. The total number of individuals on UNOPS contracts hence stood at 12,528 (an increase from 11,428 in 2017 and 11,671 in 2018).</p>																		

		<p>The breakdown of personnel by contract category is as follows:</p> <table border="1" data-bbox="611 219 1417 398"> <thead> <tr> <th>Contract modality</th> <th>Staff</th> <th>International contractors</th> <th>Local contractors</th> <th>Other</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>UNOPS personnel</td> <td>819</td> <td>971</td> <td>2,975</td> <td>0</td> <td>4,765</td> </tr> <tr> <td>Partner personnel</td> <td>0</td> <td>593</td> <td>6,878</td> <td>292</td> <td>7,763</td> </tr> <tr> <td>Overall workforce</td> <td>819</td> <td>1,564</td> <td>9,853</td> <td>292</td> <td>12,528</td> </tr> </tbody> </table> <p>In terms of gender composition, women made up 42.4 per cent of 4,765 UNOPS personnel (37 in 2016, 38 in 2017 and 39 per cent in 2018). As at 1 January 2020, the share of women in UNOPS workforce was 42.6 per cent. The 2019 gender breakdown by region for UNOPS personnel is as follows:</p> <table border="1" data-bbox="611 607 1417 927"> <thead> <tr> <th>Entity</th> <th>Women</th> <th>Men</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Africa Region</td> <td>344</td> <td>629</td> <td>973</td> </tr> <tr> <td>Asia Region</td> <td>425</td> <td>531</td> <td>956</td> </tr> <tr> <td>Europe and Central Asia Region</td> <td>266</td> <td>243</td> <td>509</td> </tr> <tr> <td>Latin America and Caribbean Region</td> <td>269</td> <td>279</td> <td>548</td> </tr> <tr> <td>Middle East Region</td> <td>112</td> <td>180</td> <td>292</td> </tr> <tr> <td>New York Service Cluster</td> <td>367</td> <td>680</td> <td>1,047</td> </tr> <tr> <td>Headquarters</td> <td>239</td> <td>201</td> <td>440</td> </tr> <tr> <td>Total UNOPS personnel</td> <td>2,022</td> <td>2,743</td> <td>4,765</td> </tr> </tbody> </table> <p>At the end of 2019, UNOPS had 1,352 retainers and lump sum contractors, and 145 active internships.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 6 (paragraph 24), page 12 (paragraph 59) and page 14 (paragraphs 72 and 73)</i></p>	Contract modality	Staff	International contractors	Local contractors	Other	Total	UNOPS personnel	819	971	2,975	0	4,765	Partner personnel	0	593	6,878	292	7,763	Overall workforce	819	1,564	9,853	292	12,528	Entity	Women	Men	Total	Africa Region	344	629	973	Asia Region	425	531	956	Europe and Central Asia Region	266	243	509	Latin America and Caribbean Region	269	279	548	Middle East Region	112	180	292	New York Service Cluster	367	680	1,047	Headquarters	239	201	440	Total UNOPS personnel	2,022	2,743	4,765
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102-9 Supply chain		<p>UNOPS has a mandate to be a central procurement resource for the UN system and its partners, emphasizing efficient, transparent and cost-effective delivery of goods and services. At the same time, the organization has a commitment to making sustainable procurement the standard practice in its projects in order to contribute to the achievement of the SDGs. UNOPS adheres to the official UN definition of Sustainable Procurement which is "procurement that integrates requirements, specifications and criteria that are compatible and in favour of the protection of the environment, of social progress and in support of economic development, namely by seeking resource efficiency, improving the quality of products and services and ultimately optimizing costs" (HLCM Procurement Network).</p> <p>In 2019, UNOPS procured \$1.1 billion worth of goods and services (compared to \$921 million in 2018) from more than 6,000 vendors. The main categories of UNOPS procurement were roads and transportation works (\$100 million), petroleum and distillates (\$85 million) and demining and explosive detection services (\$67 million). A summary of UNOPS annual procurement spend is available in the Annual Statistical Report on UN procurement, available on UN Global Marketplace (UNGM).</p> <p>Procurement needs are defined at an individual project-level and published in the organization's annual procurement plans. Procurement processes are executed directly by procurement personnel in approximately 80 country offices around the world, and in accordance with the rules, regulations and</p>																																																												

		<p>standards outlined in the UNOPS procurement manual. Tender notices and awards are published on the UNGM.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 3 (paragraph 10), page 12 (paragraph 60) and page 13 (paragraph 61)</i></p>
	<p>102-10 Significant changes to the organization and its supply chain</p>	<p>In August 2019, UNOPS established the Senior Leadership Team (SLT), superseding the Corporate Operations Group (COG) and the Senior Leadership Group (SLG). Formed by, and inclusive of, the Executive Office, the team enables executive leadership to develop clear, coherent positions on the strategic direction and institutional initiatives of UNOPS. Communications, Ethics and Audit continue to maintain a direct reporting line to the Executive Director.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraph 66)</i></p>
	<p>102-11 Precautionary Principle or approach</p>	<p>UNOPS has a range of policies and processes to ensure precautionary measures are in place, including the health, safety, social and environmental management system, and design review for infrastructure projects.</p> <p>Health, safety, social and environmental management system Since 2017, UNOPS health, safety, social and environmental management systems cover its global activities and all its personnel. To address its health and safety risks, UNOPS has developed an occupational health and safety (HS) management system in line with the OHSAS 18001 standard, with the intention of preventing workplace injuries and illnesses. UNOPS expects commitment from all stakeholders involved in its operations to enforce a culture of preventive behaviour to limit occupational hazards. UNOPS Social and Environmental Management System (SEMS), developed in line with the ISO 14001 standard, ensures the integration of social and environmental considerations into UNOPS projects and operations, from the planning to the executing phase. It helps identify the environmental and social impacts of its activities, so that appropriate mitigation measures can be implemented to lessen its impact on the environment. To identify and anticipate the potential environmental and social impacts of all types of projects, social and environmental screening is performed.</p> <p>Design review approach In recognition that quality designs are essential to the delivery of safe and functional infrastructure that meets UNOPS responsibilities to beneficiaries, all works designs used for projects must comply with minimum requirements set out in the UNOPS Organizational Instruction (OI) for Infrastructure and the applicable UNOPS design planning manuals. Currently, these manuals cover buildings and transport infrastructure. In 2020, the review requirement will also extend to utilities including renewable energy; water, sanitation and hygiene (WASH); and waste management. The requirement for review applies to each piece of infrastructure (a project with a bridge and road will be subject to structural, geometric, pavement, and geotechnical evaluations, for example), and the extent of review is determined by the aggregate score of six project risk factors. Low risk works may be peer reviewed by a qualified infrastructure colleague, while medium and high-risk works require independent, third</p>

	<p>party review by independent experts. Once design review is completed, approval is issued for the construction works to proceed to procurement</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraphs 62, 63 and 64)</i></p>
<p>102-12 External initiatives</p>	<p>The UN values form the foundation for UNOPS organizational culture and are reflected in its policies, tools, products and services. UNOPS continuously benchmarks against external bodies, striving for relevant certifications and adopting internationally recognized best practices. This ensures that UNOPS processes actively increase the effectiveness of 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), ISO 14001 environmental management system, ISO 9001 quality management system and OHSAS 18001 occupational health and safety management system, and European foundation for quality management (EFQM) certification. Moreover, UNOPS is certified by APMG as an accredited training organization, as well as by the Project Management Institute (PMI)® as a registered education provider. UNOPS is also an AXELOS consulting partner for the group behind PRINCE2®.</p> <p>Since 2016, UNOPS has produced annual reports following the GRI Standards. UNOPS was one of the first adopters of this global sustainability reporting standard in the UN system. Furthermore, as a part of the larger UN system, UNOPS is committed to contributing to its full capacity and capability to the achievement of the Agenda 2030 Agenda, by working in substantive partnership with governments, donors and private partners. For example, UNOPS is actively promoting the role of resilient infrastructure for sustainable development in collaboration with renowned academic (Oxford University) and research institutions (The Economist Intelligence Unit). At a broader level, UNOPS advised the G20 Development Working Group on quality infrastructure during 2019. Drawing on its expertise implementing sustainable and resilient infrastructure around the world, UNOPS stressed the critical role quality infrastructure will play in achieving the 2030 Agenda, including meeting targets for gender equality and inclusive growth.</p> <p>UNOPS has initiated several leading programmes to enhance the diversity of its supply base and empower micro, small, and medium enterprises (MSMEs). Known as the Possibilities Programme, UNOPS has run several supplier engagement events (with a particular focus on women-owned and youth-owned businesses), in Argentina, Ghana, Jordan, Ethiopia, Brazil and Myanmar, and has provided training and networking opportunities to participants. The organization also launched a pre-procurement innovation portal, known as the Possibilities Portal, through which MSMEs can present their innovative solutions to UNOPS, prior to investing in a formal bidding process.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 12 (paragraph 57, 58 and 60)</i></p>
<p>102-13 Membership of associations</p>	<p>UNOPS does not belong to any associations or international advocacy organizations.</p>

STRATEGY		
Standard	Disclosure	2019 Response
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	The statement on the relevance of sustainability from the UNOPS Executive Director is included in the Executive Director's foreword of the 2018 UNOPS Sustainability Report .
	102-15 Key impacts, risks, and opportunities	UNOPS enterprise risk management framework defines common principles, governance mechanisms, integrated processes and tools for risk management across UNOPS. An online risk management tool has been developed - as part of UNOPS newly adopted enterprise portfolio and project management system – and is currently available to all UNOPS personnel and entities to manage risks across all organizational levels. At the operational level, the enterprise risk management process is carried out online throughout all stages of the project lifespan.

ETHICS AND INTEGRITY		
Standard	Disclosure	2019 Response
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behaviour	The values of UNOPS are firmly grounded in the UN Charter and legislative mandates of the General Assembly. UNOPS mission, vision and purpose can be found on UNOPS website at this link . ----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 3 (paragraph 1)</i>
	102-17 Mechanisms for advice and concerns about ethics	UNOPS has an ethics and compliance office. The mandate of the ethics side of the Ethics & Compliance Office is defined in a Secretary-General's bulletin (ST/SGB/2007/11). The SGB provides that the ultimate goal and principle of the ethics office of a UN fund and programme (such as UNOPS) is to cultivate and nurture a culture of ethics, integrity and accountability. The SGB also contains an outline of responsibilities for the office. The UNOPS Ethics & Compliance Office can be contacted by both internal and external parties at ethicsofficer@unops.org . This information is available on our website. The Ethics & Compliance Office can communicate with colleagues in English, French and Spanish. Allegations of misconduct can be made via an externally-managed reporting platform. UNOPS personnel are required to comply with the duties and responsibilities set out in the UN Charter, UN staff regulations and rules, the Standards of Conduct for the International Civil Service and with other relevant instruments in the UNOPS Legislative Framework. All UNOPS personnel are required to take the on-line course Ethics and Integrity at the UN. In addition, UNOPS personnel active in procurement are required to take the course Ethics and Fraud Prevention in Procurement. The Executive Director reports on cases of misconduct that have resulted in disciplinary and administrative measures. Reflecting its role as a consultative, impartial and service-oriented resource, the UNOPS Ethics & Compliance Office handled a total of 868 matters in 2019. Read more about ethics on UNOPS website ----- <i>Information in response to this GRI disclosure can also be found in Annual Report on page 14 (paragraph 71)</i>

GOVERNANCE

Standard	Disclosure	2019 Response
GRI 102: General Disclosures 2016	102-18 Governance structure	Read about our governance and accountability structure on UNOPS website .

STAKEHOLDER ENGAGEMENT

Standard	Disclosure	2019 Response
GRI 102: General Disclosures 2016	102-40 List of stakeholder groups	<p>UNOPS has identified the following stakeholder groups:</p> <p>Supra</p> <ul style="list-style-type: none"> • UNOPS Executive Board <p>Internal</p> <ul style="list-style-type: none"> • Personnel • UNOPS senior management • Regional and country office management <p>Partners and funding source</p> <ul style="list-style-type: none"> • Multilateral partners and funding sources (e.g. UN agencies; international financial institutions, e.g. World Bank; and multilateral institutions, e.g. the Global Fund) • Governments • Trust Funds • Foundations • Host governments • Regional and local authorities <p>Cross-sector partners</p> <ul style="list-style-type: none"> • Non-commercial partners (e.g. academia, private sector) • Local implementing partners and grantees (non-commercial) <p>Local communities</p> <ul style="list-style-type: none"> • Local beneficiaries/community • Civil society <p>Suppliers</p> <ul style="list-style-type: none"> • Suppliers of goods, works and services • Media and watchdogs • Local and national media and other thought leaders <p>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.</p>
	102-41 Collective bargaining agreements	0 per cent of employees are covered by collective bargaining agreements. However, UNOPS is part of the UN system and subject to the UN staff regulations and rules to personnel. There is a Staff Council which is currently involved in discussions and negotiations with management, however not in binding collective bargaining agreements (see management approach under UNOPS material topic: labour conditions).
	102-42 Identifying and selecting stakeholders	As part of the materiality assessment process, internal and external stakeholders were identified in an internal workshop, as well as through consultations with the Communication (CG) and Partnerships and Liaison Group (PLG).

	<p>102-43 Approach to stakeholder engagement</p>	<p>UNOPS engages with a range of stakeholders globally, from personnel and partner surveys to multiple in-person meetings with personnel, partners and suppliers. UNOPS conducts biennial surveys to solicit feedback from partners around the world to understand how to better serve them. The latest Partner Survey was conducted in 2018. In 2019, the results from the survey were analyzed and the feedback used to improve partner perception of UNOPS work. In addition, UNOPS conducted a global personnel survey in 2019 to assess personnel satisfaction. As part of the 2019 GRI reporting process, internal stakeholders were consulted to collect information on relevant material topics.</p>
	<p>102-44 Key topics and concerns raised</p>	<p>It is key for UNOPS to understand our partners and continuously listen to what key stakeholders say. To garner partner feedback, UNOPS conducts biennial partner surveys and a continuous partner feedback loop is clearly outlined in our Project Management Manual. With the endorsement of the Secretary-General, UNOPS Client Board was established as an advisory body allowing key UN and non-UN partners to provide feedback on UNOPS performance, with a focus on operations, complementing our traditional partner survey. UNOPS Client Board met for the first time in February 2020 and will hold meetings on an annual basis.</p> <p>Following the Partner Survey and UNOPS Client Board meeting, UNOPS is focusing on the key areas of improvement based on our partners' feedback and has created a corporate action plan where functional teams across the organisation will co-develop tools and targeted resources to drive the implementation of in areas of improvement, as identified by partners. Actions focus on themes such as UNOPS value for money, reporting, communication and visibility.</p>

REPORTING PRACTICE

Standard	Disclosure	2019 Response
<p>GRI 102: General Disclosures 2016</p>	<p>102-45 Entities included in the consolidated financial statements</p>	<p>This report covers all entities included in UNOPS consolidated financial statements.</p>
	<p>102-46 Defining report content and topic boundaries</p>	<p>The sustainability data related to the material topics in this report cover activities from UNOPS offices (internal/organizational boundary), as well as UNOPS projects (external/operational boundary).</p> <p>In 2015, UNOPS undertook an extensive analysis of its material sustainability risks and its stakeholders' expectations of how the organization should operate. The outcome was an overview of material topics according to UNOPS own activities, objectives and expectations, taking into account stakeholder views. These topics were placed into an initial materiality matrix, which was then validated through a first workshop with key internal stakeholders, who helped to qualify and prioritize each topic according to its organizational and/or operational impact. Further understanding and validation was achieved through interviews with internal and external stakeholders as well as through an online survey of UNOPS personnel. The results of the survey and interviews were discussed in a second workshop with internal stakeholders from across UNOPS. The workshop helped refine and combine a final list of material topics, including its definitions and boundaries.</p> <p>The list of material topics was further refined in 2019.</p>

<p>102-47 List of material topics</p>	<p>UNOPS material topics adapted from the GRI Standards are (in alphabetical order):</p> <ol style="list-style-type: none"> 1. Anti-corruption 2. Biodiversity 3. Compliance 4. Economic impacts 5. Economic management 6. Effluents and waste 7. Emissions 8. Employment and diversity 9. Energy 10. Ethical fundraising 11. Gender and diversity in projects 12. Health and safety 13. Human rights standards 14. Labour conditions 15. Local communities 16. Monitoring, evaluation and learning 17. Procurement practices 18. Supplier assessment 19. Training and education 20. Water
<p>102-48 Restatements of information</p>	<p>No restatements of information have been given.</p>
<p>102-49 Changes in reporting</p>	<p>The list of UNOPS material topics has been reduced from 29 to 20.</p>
<p>102-50 Reporting period</p>	<p>The Annual report of the Executive Director and GRI Content Index 2019 cover the period from 1 January 2019 to 31 December 2019.</p>
<p>102-51 Date of most recent report</p>	<p>2018 Annual report of the Executive Director: 29 March 2019. 2018 Sustainability Report: 21 June 2019.</p>
<p>102-52 Reporting cycle</p>	<p>UNOPS GRI report is published on an annual basis.</p>
<p>102-53 Contact point for questions regarding the report</p>	<p>For more information or questions regarding the report, please contact UNOPS via email: sustainability@unops.org.</p>
<p>102-54 Claims of reporting in accordance with the GRI Standards</p>	<p>This report has been prepared in accordance with the GRI Standards: Core option. It also follows the GRI NGO sector-specific disclosures.</p> <p>----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 2</i></p>
<p>102-55 GRI Content Index</p>	<p>This document is the detailed GRI Content Index accompanying UNOPS GRI Annual Report.</p>
<p>102-56 External assurance</p>	<p>The report has not been externally assured.</p>

TOPIC-SPECIFIC STANDARDS: ECONOMIC

UNOPS MATERIAL TOPIC: ECONOMIC MANAGEMENT		
Boundary: Organizational		
Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>UNOPS is a self-financing UN organization that reports to Member States at the Executive Board. The management approach is tailored to fulfil two main objectives: (1) enable the organization to support its partners as mandated by the Executive Board; and (2) ensure that while doing so it operates with full cost recovery, i.e. is fully self-financing.</p> <p>The management approach has at its core a four-year strategic plan 2018-2021. The plan is supported by 2-year budget estimates that outline how resources will be allocated to implement the first part of the plan, as well as a management results framework which forms the results-based budgeting element. The Plan is reviewed (and revised, if required) after two years at a midterm review. The management results framework is translated into annual target agreements for all organizational units. The performance against the ambitions is reported on an annual basis in the UNOPS annual report.</p> <p>As a member of the UN system, many of the elements of the management approach are predefined. Wherever possible, UNOPS adopts management tools such as balanced scorecards to allow for clear linkages between strategic ambitions and performance measures. UNOPS continuously reviews and improves its management model, including the process of planning and progress reporting, and evaluates lessons learned from prior years planning processes to maintain collaborative approaches. In 2019, UNOPS for example continued its quarterly business reviews by senior management where performance is reviewed against agreed targets, and corrective actions are agreed upon, if required.</p>
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed ¹	<p>UNOPS delivered \$2.3 billion in project services, compared to \$1.9 billion in 2018. Net revenue from project activities was \$99.2 million, compared to \$88.1 million in 2018. The ratio of net revenue from project activities to delivery was 4.4 per cent, compared to 4.7 per cent in 2018. Management expenses were \$71 million, compared to \$59.1 million a year earlier; the increase is primarily due to new provisions raised in 2019.</p> <p>Miscellaneous income earned was \$4.5 million (against \$1.8 million in 2018). Interest income earned was \$24.3 million as compared to \$14.5 million in the previous year. Overall, this resulted in a net surplus of income over expenditure, after provisions, of \$47.1 million (compared to \$38.4 million in 2018). At year-end 2019, UNOPS continued to maintain its operational reserve above the minimum requirement established by its Executive Board.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraphs 78 and 79)</i></p>
	201-2 Financial implications and	As a subsidiary organ of the UN, privileges and immunities provided under the Convention on the Privileges and Immunities of the UN are applicable to UNOPS. In this context, UNOPS is not generally subject to

¹ The expenses, revenue and reserve balance for 2019 are early figures calculated by UNOPS, and may be subject to change. They have yet to be verified and audited by the UN Board of Auditors.

	<p>other risks and opportunities due to climate change</p>	<p>the internal regulatory requirements within national jurisdiction – such as regulations around climate change.</p> <p>Physical drivers of climate change are mitigated by UNOPS service offering, for example through supporting partners with their increasing demand for renewable energy solutions. Furthermore, UNOPS supports the resilience of countries and communities to withstand the shocks of natural disasters with solid infrastructure. As part of its effort to support and protect the environment, UNOPS has a strong commitment on energy efficiency, which may translate to cost savings, as well as an increase of safety and stability of operations. UNOPS carbon emissions are offset using certified emission reductions. The increase of carbon offsets prices is a risk for UNOPS commitment to climate neutrality, which has been a priority since 2012. Additionally, UNOPS recognizes that climate change effects (such as the spread of diseases or water scarcity) could also pose a threat to UNOPS operations around the globe.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 4 (paragraph 12)</i></p>
	<p>201-3 Defined benefit plan obligations and other retirement plans</p>	<p>All Individual Contractor Agreement (ICA) holders, both Local ICAs (LICA) and International ICAs (IICA), have the option of participating in the UNOPS Provident Fund (PF). There are two contribution types in this scheme:</p> <ul style="list-style-type: none"> ● Mandatory Provident Fund Contribution: applicable only to LICA contract holders. All eligible LICAs are automatically enrolled into the UNOPS-PF. ● Voluntary Contribution: IICAs can make voluntary contributions of up to 15 per cent of their fee towards the Provident Fund. <p>For staff contract holders instead, General Assembly resolution 248 (III) of 7 December 1948 sets out the regulations of the UN Joint Staff Pension Fund. The Fund is administered by the UN 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.</p> <p>An actuarial revaluation of UNOPS end-of-service employee liabilities indicated that such liabilities, at the end of 2019, were about \$5.6 million higher than the related liabilities at the end of 2018. This comprised an actuarial loss of \$0.3 million and further funding allocated by UNOPS during the year.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraph 80)</i></p>
	<p>201-4 Financial assistance received from government</p>	<p>The status of international organizations such as UNOPS is governed by the provisions of relevant Conventions and Host Country Agreements. As such, UNOPS is exempt from all duties and taxes. In 2019, UNOPS received \$4.5 million in contributions-in-kind from governments, with the biggest contributor being the Government of Denmark (\$3.3 million).</p>

UNOPS MATERIAL TOPIC: ETHICAL FUNDRAISING

Boundary: Organizational

Standard	Disclosure	2019 Response												
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>In 2019, UNOPS continued to explore opportunities for collaborative partnerships to mobilize alternative funding sources for the 2030 Agenda, particularly in the areas of affordable housing, renewable energy, and water and sanitation. UNOPS supported governments in achieving efficiencies in enhancing the effect of resources available for public procurement and engaged in collaborative partnerships for South-South and triangular cooperation, as well as in public-private partnerships.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 10 (paragraphs 37 and 42)</i></p>												
NGO8 Sources of funding by category and five largest donors and monetary value of their contribution		<p>Direct support to governments accounted for the largest increase in delivery value, accounting for \$943 million, as compared to \$685 million in 2018. The largest partnership with a host government during 2019 was with Peru, followed by Guatemala, Argentina and Ukraine respectively. Total direct support to governments increased in comparison to 2018 at 42 percent of delivery. The largest donor government to which UNOPS delivery can be directly attributed in 2019 is the United Kingdom followed by those of Qatar, the United States, Japan, Norway and Sweden.</p> <p>In 2019, 26 percent of UNOPS delivery was on behalf of the UN system, a decrease from 33 per cent in 2018. In real terms, delivery on behalf of the UN system represented approximately \$592 million, as compared to \$608 million in 2018. The largest UN partner continued to be the UN Secretariat, as partnerships with the Department of Peace Operations (DPO) amounted to twelve per cent of total delivery. Notably among UN partners, delivery on behalf of the UN High Commissioner for Refugees (UNHCR) grew for the seventh consecutive year. Other strong partnerships included support to the World Health Organization (WHO) and UN Environment Programme (UNEP).</p> <p>UNOPS continued to maintain strong partnerships in support of multilateral institutions, most significantly the Global Fund to Fight AIDS, Tuberculosis and Malaria to which \$144 million of services was delivered in 2019, compared to \$121 million in 2018, and worked as local fund agent in 9 countries. UNOPS supported the management of a number of programmes financed by multiple donors, the largest of which are in Myanmar – such as the Livelihoods and Food Security Trust Fund (LIFT) and Myanmar Access to Health – or operate globally, such as the Enhanced Integrated Framework (EIF) Trust Fund. World Bank delivery grew from \$92 million in 2018 to \$157 million in 2019 and UNOPS work for the European Commission was consistent with 2018 at \$67 million.</p> <p>The table below shows the five largest clients and funding sources in 2019:</p> <table border="1" data-bbox="608 1753 1412 2002"> <thead> <tr> <th data-bbox="608 1753 1299 1823">UNOPS 2019 Largest Funding Sources</th> <th data-bbox="1299 1753 1412 1823">Delivery (USD)</th> </tr> </thead> <tbody> <tr> <td data-bbox="608 1823 1299 1861">Department of Peace Operations (DPO)</td> <td data-bbox="1299 1823 1412 1861">270 M</td> </tr> <tr> <td data-bbox="608 1861 1299 1899">World Bank Group</td> <td data-bbox="1299 1861 1412 1899">157 M</td> </tr> <tr> <td data-bbox="608 1899 1299 1937">Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)</td> <td data-bbox="1299 1899 1412 1937">144 M</td> </tr> <tr> <td data-bbox="608 1937 1299 1975">United Kingdom of Great Britain and Northern Ireland (UK)</td> <td data-bbox="1299 1937 1412 1975">107 M</td> </tr> <tr> <td data-bbox="608 1975 1299 2013">Office of the United Nations Commissioner for Refugees (UNHCR)</td> <td data-bbox="1299 1975 1412 2013">91 M</td> </tr> </tbody> </table>	UNOPS 2019 Largest Funding Sources	Delivery (USD)	Department of Peace Operations (DPO)	270 M	World Bank Group	157 M	Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	144 M	United Kingdom of Great Britain and Northern Ireland (UK)	107 M	Office of the United Nations Commissioner for Refugees (UNHCR)	91 M
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UNOPS MATERIAL TOPIC: ECONOMIC IMPACTS

Boundary: Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>UNOPS operations have direct and indirect economic impacts on the local communities. The approach to reinforcing sustainability in local communities is through equitable economic growth and capacity building. 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 national suppliers; considering, where relevant, the total cost of ownership (financing, operating, maintaining and replacing assets); while upholding the principles of transparency and accountability.</p> <p>UNOPS operations are geared towards the delivery of various outputs that bring positive economic impacts for local communities. UNOPS develops infrastructure and essential services - such as energy, transportation, water, waste management, digital communications, housing, schools, hospitals, industrial centres and other facilities - that enable countries to achieve sustainable economic growth.</p> <p style="text-align: center;">-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 7 (paragraph 27)</i></p>
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported
	203-2 Significant indirect economic impacts	<p>Overall 60 per cent of relevant UNOPS projects reported a positive impact on local economies. Around 5 million days of paid work for local people were again created through UNOPS projects, of which almost 2 million were created for women and young workers. In 2019, 90 per cent of all UNOPS infrastructure projects included the creation of labour days, 68 per cent included the creation of labour days for women, 73 per cent for young workers and 32 per cent for people with disabilities.</p> <p>Around 88,000 people benefitted from local capacity building activities of UNOPS projects, of which 35,000 were women and around 1,500 people with disabilities. Overall, 55 per cent of relevant projects reported capacity building activities, 47 per cent reported capacity building activities targeting women and 16 per cent targeting people with disabilities. As part of sharing UNOPS knowledge and expertise, almost 29,000 days of</p>

	<p>technical assistance were provided to partners in 2019 (down from 31,000 in 2018).</p> <p>In 2019, more than 19 million people had improved equal access to facilities and/or services due to UNOPS infrastructure projects, of which more than 9.3 million were women and around 37,000 were people with disabilities.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 3 (paragraph 9), page 4 (paragraph 11) and page 7 (paragraph 28)</i></p>
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UNOPS MATERIAL TOPIC: PROCUREMENT PRACTICES

Boundary: Organizational/Operational

Standards	Disclosure	2019 Response
<p>GRI 103: Management approach 2016</p>	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 <p>Management approach disclosures</p>	<p>As a central procurement resource for the UN system and its partners, UNOPS has considerable expertise in the field of public procurement and provides efficient, transparent, cost-effective and sustainable delivery of goods and services. Additional information regarding UNOPS procurement manual, activities, programmes and results is available on the organization's website.</p> <p>UNOPS continuously strives to improve efficiency and transparency in procurement through stronger processes, reporting and systems. Through UNOPS e-tendering system (eSourcing), which was developed in-house, most procurement process stages are handled online: sourcing, solicitation, management of submissions, evaluation, procurement review and award. eSourcing streamlines how UNOPS interacts with its vendors and brings increased efficiency and governance to the procurement process.</p> <p>In 2019, UNOPS established the Sustainable Procurement Framework (SPF) with an effective implementation date of 1 January 2020. This new Framework requires that all formal procurement processes (i.e. ITBs, RFPs and LTAs), as well as certain informal ones (i.e. RFQs for certain categories of goods and services), include sustainability considerations on a mandatory basis. As part of the SPF, UNOPS will also require that suppliers participate in due diligence activities, which will be validated through supplier sustainability self-assessment and site inspections. These due diligence activities, formally known as the DRiVE programme (Delivering Responsibility in Vendor Engagement) will grant UNOPS insights into a supplier's policies, procedures and implemented practices with regards to environmental management, child labour, workers' rights, subcontracting practices and more. Issues that are identified through the DRiVE programme will be addressed in a collaborative manner through the development of supplier corrective and prevention action plans.</p> <p>UNOPS leadership in sustainable procurement continued to be recognized in 2019 with the achievement of its fourth Gold Certificate in Sustainable Procurement from the Chartered Institute of Procurement & Supply (CIPS) - for which the organization obtained 98 out of a possible 100 points. UNOPS is the only organization worldwide to have achieved this designation four consecutive times.</p> <p>In 2019, UNOPS continued to implement the UNOPS Possibilities Programme. The programme is a strategic UNOPS initiative designed to enhance the organization's supplier diversity and ensure that a larger share</p>

		<p>of its procurement spend can be accessed by local micro, small, medium (MSME), women-owned, youth-owned and other diverse enterprises. As part of this, programme supplier engagement events - known as UP Forums - are regularly held in the countries in which UNOPS operates. In 2019, UP Forums were held in Ghana and Argentina. In addition, UNOPS continued to operate and grow the UNOPS Possibilities Portal - a pre-procurement innovation portal. The most relevant, valuable and unique submissions that were received through the portal were showcased through eight "Global Innovation Webinars" held in 2019. UNOPS was also honoured with the 2019 Procurement Leaders World Procurement Awards - Supplier Diversity and Inclusion Category for this programme.</p> <p>In 2019, 131 tenders (\$7.7 million of awarded value) were awarded to women-owned businesses. 1664 tenders (\$533 million of awarded value) were awarded to MSMEs. This information is based on vendor-supplied information from UNGM.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 3 (paragraph 10), page 10 (paragraph 38), page 12 (paragraph 60) and page 13 (paragraph 61)</i></p>
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	<p>The total procurement budget spend on local suppliers was 51 per cent in 2019, compared to 46 per cent in 2018.</p> <p>For the purpose of this report, UNOPS defines a ‘local supplier’ 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 the enterprise resource planning (ERP) platform. ‘Significant locations of operation’ is defined as ‘any country where UNOPS has an established physical office.’</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 3 (paragraph 10)</i></p>

UNOPS MATERIAL TOPIC: ANTI-CORRUPTION

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>The UN has adopted a variety of rules and regulations concerning employee conduct, describing the status, basic rights and duties of UN 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 UN 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 the relevant provisions in the UN staff regulations and rules.</p> <p>UNOPS Executive Director issues policies concerning ethics and prevention of fraud and corruption, such as the Operational Instruction "Policy to Address Fraud and Corruption", promulgated in 2018. The policy states that UNOPS is committed to preventing, identifying and addressing all alleged acts of fraud or corruption against UNOPS and/or its activities, as it may impact its clients and/or partners. Furthermore, the Executive Director Principles, which take priority over all other UNOPS legislative documents, include principles regarding conduct. UNOPS personnel are obliged to report suspected wrongdoing under the OD on</p>

		<p>Human Resources, Ethics and Culture. Personnel reporting suspected wrongdoing can apply to the Ethics Office for whistle-blower protection against retaliation. In 2019, the Ethics Office function was strengthened further to a JIU recommendation to add a position at a Director level.</p> <p>UNOPS has set up units and mechanisms to address issues such as corruption and fraud, discrimination, harassment, retaliation, abuse of authority, including the Internal Audit and Investigation Group (IAIG), Ethics Office (for more information please see GRI disclosure 102-17), Ombudsman Office, Legal Group, and People and Change Group. Anyone can contact the above mentioned units to report misconduct or complaint, with the assurance that all exchanges are strictly confidential. 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. Types of wrongdoing and the contact details for reporting incidents are available on UNOPS website. In 2019, UNOPS launched an online reporting tool "Report Wrongdoing" available here, where all of the above mentioned units can be reached via this channel.</p> <p>Anti-corruption for procurement at UNOPS is supported by the UN supplier code of conduct, which is available on UNGM, and through the application of UNOPS policy on vendor sanctions. This policy is based on the UN's model policy framework (MPF), adopted by the high level committee on management procurement network (HLCM-PN), which enhances UNOPS coordination and knowledge-sharing with other agencies, in order to ensure consistent treatment of vendors within the UN system. UNOPS maintains a vendor review committee (VRC) with the mandate of recommending sanctions to be imposed to the vendors who have been found to be engaged in proscribed practices, including fraud and corruption. Additional details on the UNOPS framework for determining vendor ineligibility/sanctions is available on UNOPS website.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 13 (paragraph 69) and page 14 (paragraph 71)</i></p>
<p>GRI 205: Anti-corruption 2016</p>	<p>205-1 Operations assessed for risks related to corruption</p>	<p>The strategic plan 2018-2021 commits UNOPS to organizational excellence, accountability and transparency. In terms of UNOPS projects, regions and countries are responsible for risk assessment on corruption. The Internal Audit and Investigations Group (IAIG) performs an annual risk assessment in order to prepare a risk-based audit plan. In this risk assessment, IAIG considers various factors, including the corruption perception index (CPI) in each country of UNOPS operations.</p>
	<p>205-2 Communication and training on anti-corruption policies and procedures</p>	<p>All members of the Executive Office (EO) and the Senior Leadership Team (SLT) are informed of the anti-corruption policies and procedures. Similarly, all personnel are made aware of them as part of the recruitment and employment contract signature process, and all business partners are informed 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.</p> <p>'Ethics and Integrity at the UN', an online course from the UN Secretariat, is mandatory for new UNOPS personnel. In 2019, this training was completed by 1,425 UNOPS employees. Furthermore, IAIG provides UNOPS employees with standards of conduct awareness training. The training introduces basic compliance and ethics topics and raises</p>

		<p>awareness of the consequences of fraud and corruption. In 2019, IAIG carried out two such in-person training for 52 employees.</p> <p>UNOPS developed an online course on ethics and fraud prevention in procurement, which is mandatory for all personnel. It helps procurement practitioners recognize the relevance of ethics in procurement and understand the risks, red flags, and consequences when vendors engage in fraud and other proscribed practices. Since its launch, 1,264 personnel completed the course, of which 171 took it in 2019. In addition, ethics, anti-corruption, and fraud prevention modules are integrated into the organization’s procurement operations training (POT) course, which is regularly delivered across UNOPS offices and regions. In 2019, 293 personnel completed the POT.</p> <p>UNOPS also developed an online course for its suppliers which includes a module on ethics and fraud prevention. The course explains UNOPS vendor sanctions policy and the consequences for vendors that engage in proscribed practices. The course will be launched in 2020 for all UNOPS suppliers.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraph 77)</i></p>
	<p>205-3 Confirmed incidents of corruption and actions taken</p>	<p>In 2019, there were 44 incidents of fraud and financial irregularities. 19 employees were sanctioned in cases of fraud and financial irregularities. In accordance with UNOPS policy on vendor sanctions, UNOPS sanctioned 46 suppliers and 45 individuals due to their involvement in proscribed practices such as fraud, collusion or corruption.</p> <p>The list of sanctioned vendors and individuals and details on the UNOPS policy for determining vendor ineligibility/sanctions is available on UNOPS website. There were no public legal cases regarding corruption brought against the organization or its employees during the reporting period.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraph 69)</i></p>

TOPIC-SPECIFIC STANDARDS: ENVIRONMENTAL

<p>UNOPS MATERIAL TOPIC: ENERGY Boundary: Organizational/Operational</p>		
Standard	Disclosure	2019 Response
<p>GRI 103: Management approach 2016</p>	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 <p>Management approach disclosures</p>	<p>Use of water (in both operations and projects), energy (as input for our operations), waste (as output of our operations), as well as the impact on biodiversity of our infrastructure projects, are all relevant topics for UNOPS.</p> <p>UNOPS environmental and social management policy, issued in 2017, covers all of its projects and operations. The policy outlines the expectations, principles and responsibilities for environmental protection in UNOPS. As an outcome of the policy, UNOPS is running a Social and Environmental Management System (SEMS), that is ISO 14001 certified in fifteen country locations. The SEMS ensures integration of environmental considerations in all phases of UNOPS projects and operations.</p>

		<p>The carbon emission of UNOPS facilities and office operations is prudently managed, with an annual global inventory covering more than 70 offices globally. It follows the methodology of the Greenhouse Gas (GHG) protocol, and includes emissions from facilities and business travel. It also includes baseline and reporting of waste generation and water consumption. The inventory management plan details the inventory process and is available on UNOPS website. The GHG emissions are offset annually using certified emission reductions (CERs) credits. In 2019, UNOPS offset its emissions using Gold Standard certified CERs from a solar cookers distribution project that provides additional documented benefits to women and girls.</p> <p>UNOPS favours the inclusion of environmental considerations in its procurement activities, dealing with a wide range of issues, from energy efficiency to toxic materials. In 2019, 255 colleagues received face-to-face training on health and safety, and social and environment management. In relation to infrastructure projects, a design review process ensures that green building elements are duly integrated in the design of constructions.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 4 (paragraph 12)</i></p>
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<p>The direct energy consumed by the organization in 2019 was 17,116,136 kWh or 61,618 GJ. Of this total, 1,256,299 kWh (7 per cent) was from renewable energy sources, including 223,583 kWh (1 per cent) that was self-generated electricity through renewable energy.</p> <p>The figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. UNOPS did not sell any energy in 2019.</p> <p>UNOPS source of the conversion factors used are the 2019 UK DEFRA emissions factors.</p> <p>For more information on the sources of energy consumption in UNOPS offices, please find disclosure 302-1 at this link.</p>
	302-2 Energy consumption outside of the organization	<p>The energy consumed outside of the organization in 2019 was 7,112 kg or 307 GJ. This includes energy from employees commuting to and from the workplace. As 2019 is the first year that UNOPS is reporting on this disclosure, which is currently an optional reporting field in the corporate annual environmental inventory, these are estimates until the reporting methodology is strengthened in future inventories.</p> <p>UNOPS source of the conversion factors used are the 2019 UK DEFRA emissions factors.</p>
	302-3 Energy intensity	<p>The energy intensity ratio for 2019 was 190 kWh/m². This is based on energy consumed within the organization only. This figure pertains to UNOPS facilities only. UNOPS building-related energy consumption (kWh) includes: Purchased electricity, purchased steam, on-site fuel combustion, and refrigerant. The environmental inventory boundary may expand to UNOPS projects in the future.</p>
	302-4 Reduction of energy consumption	<p>Omission: Information unavailable</p> <p>While individual country offices will be assisted to start monitoring reductions, reporting on reductions of energy consumption on a qualitative basis is expected in 2021.</p>

	302-5 Reductions in energy requirements of products and services	Omission: Information unavailable There is no system in place for monitoring energy requirements of services offered by UNOPS. UNOPS follows a UN-wide environmental inventory approach, which currently only accounts for the environmental footprint of office premises. Hence, UNOPS will only be able to report on this disclosure if the scope of the UN-wide environmental inventory is expanded to account for the organization's environmental footprint beyond office premises.
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UNOPS MATERIAL TOPIC: WATER

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	See management approach under UNOPS material topic: Energy.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	<p>Water is withdrawn, consumed and discharged by UNOPS through both its facilities and its operations. In 2019, there were four sources of water: surface water, ground water, municipal water supply/utility, and rain water.</p> <p>UNOPS conducts an annual environmental inventory, which collects data on quantities and sources of water withdrawn by its facilities. At present, there is not a systematic methodology for analysing UNOPS water-related impacts. However, in 2018, a new approach was introduced in the inventory to identify whether UNOPS facilities' withdrawals contribute to stress on water bodies and whether withdrawals are from water bodies that are protected areas. As 2019 is only the second year that UNOPS is reporting on these disclosures, the data are estimated until the water reporting methodology is strengthened in future inventories.</p> <p>While there is not yet a systematic methodology in place for analysing or addressing UNOPS water-related impacts, there are numerous examples demonstrating how UNOPS works with stakeholders around the world to steward water as a shared resource. These include installing water harvesting infrastructure to limit stress on local water bodies in locations such as Gambia, Ghana, Kenya, and Denmark; providing technical assistance for the implementation of a strategic aquifers monitoring programme at national level in Costa Rica; implementing a sustainable urban drainage system for collection, increased retention and natural treatment of stormwater in Kosovo; and establishing a wastewater treatment system in a health centre in Afghanistan.</p> <p>As part of its corporate policy on health, safety, social and environmental management, UNOPS is mandated to identify measures to reduce water use and prevent pollution to water by adopting sound environmental practices in its facilities and operations. These requirements are further supported by mandatory annual reporting on water reporting, as part of the corporate annual environmental inventory.</p>
	303-2 Management of water discharge-related impacts	Omission: Information unavailable There is no system in place for monitoring the management of water discharge-related impacts. UNOPS follows a UN-wide environmental inventory approach, which currently only accounts for water withdrawal

		and consumption. Hence, UNOPS will only be able to report on this disclosure if the scope of the UN-wide environmental inventory is expanded to account for additional aspects on water management.
	303-3 Water withdrawal	<p>The total water withdrawn in 2019 was 121.6 megalitres. Broken down by water source, this includes (in megalitres):</p> <ul style="list-style-type: none"> ● Surface water: 22.4 ● Ground water: 17.4 ● Municipal water supply/utility: 81.4 ● Waste water from another organization: 0 ● Rain water: 0.4 <p>These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Water data is based on 2019 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 personnel. Where water consumption data was unavailable, a data gap was marked.</p>
	303-4 Water discharge	<p>Omission: Information unavailable</p> <p>There is no system in place for monitoring water discharge. UNOPS follows a UN-wide environmental inventory approach, which currently only accounts for water withdrawal and consumption. Hence, UNOPS will only be able to report on this disclosure if the scope of the UN-wide environmental inventory is expanded to account for additional aspects on water management.</p>
	303-5 Water consumption	<p>In 2019, all water that was reported as withdrawn by UNOPS was also consumed, which was 121.6 megalitres. Any water that is used for cooling systems is excluded from the total quantity of water consumed. UNOPS headquarters in Denmark reported using water for cooling, and a method for quantifying the water used for this purpose is currently being considered.</p>

UNOPS MATERIAL TOPIC: BIODIVERSITY

Boundary: Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	See management approach under UNOPS material topic: Energy.
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<p>Omission: Information unavailable</p> <p>UNOPS ability to report on its impact on biodiversity is currently limited. In 2020, UNOPS is planning to work on its data collection system and explore reporting on operational sites close to protected areas or areas of high biodiversity value outside protected areas for the 2021 reporting cycle.</p>

	304-2 Significant impacts of activities, products, and services on biodiversity	UNOPS helps protect biodiversity during the delivery of its projects and aims to minimise the negative impact on biodiversity. In 2019, six infrastructure projects reported a significant direct or indirect impact on biodiversity through construction or use of infrastructure and one infrastructure project through introduction of pollutants.
	304-3 Habitats protected or restored	UNOPS partners with other entities to help protect or restore habitats in some areas where it operates. In 2019, eleven infrastructure projects reported protecting or restoring habitat areas, of which eight reported doing so through partnerships with third parties.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omission: Information unavailable In 2020, UNOPS will work on its data collection system and explore reporting on IUCN Red List species and national conservation list species with habitats in areas affected by operations for the 2021 reporting cycle.

UNOPS MATERIAL TOPIC: EMISSIONS

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	See management approach under UNOPS material topic: Energy.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<p>In 2019, our Scope 1 emissions were 6,706 t CO₂eq. that include: on-site fuel combustion, vehicle fleet, and refrigerants. Scope 1 emissions in the base year of 2011 were 7,097.9 t CO₂eq. The figures in the calculation pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future.</p> <p>For additional information on emission types, included gases as well as conversion factors, please find disclosure 305-1 at this link.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 4 (paragraph 12)</i></p>
	305-2 Energy indirect (Scope 2) GHG emissions	<p>In 2019, our Scope 2 emissions were 2,058 t CO₂eq. that include: purchased electricity, and purchased steam for heating. Scope 2 emissions in the base year of 2011 were 1,678.9 t CO₂eq. The figures in the calculation pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future.</p> <p>For additional information on emission types, included gases as well as conversion factors, please find disclosure 305-2 at this link.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 4 (paragraph 12)</i></p>

	<p>305-3 Other indirect (Scope 3) GHG emissions</p>	<p>In 2019, our Scope 3 emissions were 5,293 t CO₂eq. that include: air travel, entitlement travel, and public transport. Scope 3 emissions in the base year of 2011 were 5,041.8 t CO₂eq. The figures in the calculation pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future.</p> <p>For additional information on emission types, included gases as well as conversion factors, please find disclosure 305-3 at this link.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 4 (paragraph 12)</i></p>
	<p>305-4 GHG emissions intensity</p>	<p>The GHG emissions intensity ratio in 2019 was 3.28 t CO₂eq. The denominator is per personnel. The reported figure pertains to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Included in the ratio are Scope 1, 2 and 3 and optional emissions (ie. CFCs/HCFs). Gases included in the calculation are CO₂, CH₄, N₂O, SF₆, HFCs, PFCs and CFCs/HCFs.</p>
	<p>305-5 Reduction of GHG emissions</p>	<p>Omission: Information unavailable While individual country offices will be assisted to start monitoring reductions, reporting on emissions reductions on a qualitative basis is expected in 2021.</p>
	<p>305-6 Emissions of ozone-depleting substances (ODS)</p>	<p>UNOPS does not produce, import or export ozone depleting substances (ODS).</p>
	<p>305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions</p>	<p>Omission: Information unavailable There is no system in place for monitoring the listed air pollutants. UNOPS follows a UN-wide environmental inventory approach, which accounts for 6 greenhouse gases covered in the Kyoto Protocol. Hence, UNOPS will only be able to report on this disclosure if the scope of the UN-wide environmental inventory is expanded to account for other emissions.</p>

UNOPS MATERIAL TOPIC: EFFLUENT AND WASTE

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
<p>GRI 103: Management approach 2016</p>	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 <p>Management approach disclosures</p>	<p>See management approach under UNOPS material topic: Energy.</p>
<p>GRI 306: Effluents and Waste 2016</p>	<p>306-1 Water discharge by quality and destination</p>	<p>Omission: Information unavailable There is no system in place for monitoring water discharge by quality and destination. UNOPS follows a UN-wide environmental inventory approach, which currently only accounts for water withdrawal and consumption. Hence, UNOPS will only be able to report on this disclosure if the scope of the UN-wide environmental inventory is expanded to account for additional aspects on water management.</p>

	<p>306-2 Waste by type and disposal methodology</p>	<p>In 2019, the total waste generated was 283,086 kg. The total weight of hazardous waste was 9,938 kg. Broken down by disposal method, this includes (in kg):</p> <ul style="list-style-type: none"> ● Reuse: 1,095 ● Recycling: 2,807 ● Composting: 0 ● Energy recovery: 5 ● Incineration (open): 0 ● Incineration (closed): 4 ● Deep well injection: 0 ● Landfill: 200 ● On-site storage: 268 ● Other: 1,293 ● Unknown: 4,267 <p>The total weight of non-hazardous waste was 273,148 kg. Broken down by disposal method, this includes (in kg):</p> <ul style="list-style-type: none"> ● Reuse: 6,305 ● Recycling: 40,927 ● Composting: 6,343 ● Energy recovery: 25,468 ● Incineration (open): 1,434 ● Incineration (closed): 12,060 ● Deep well injection: 0 ● Landfill: 104,186 ● On-site storage: 913 ● Other: 30,557 ● Unknown: 44,956 <p>These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. 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 personnel. Where waste disposal data was unavailable, a data gap was marked.</p>
	<p>306-3 Significant spills</p>	<p>UNOPS implements an incident reporting process for i.e. reporting of significant environmental incidents, including spills. In 2019, there were no significant spills reported to HQ.</p>
	<p>306-4 Transport of hazardous waste</p>	<p>In 2019, none of the hazardous waste generated by UNOPS was exported. The total hazardous waste generated by UNOPS that was treated via recycling, energy recovery, and incineration was 2,816 kg. However, as 2019 is only the second year UNOPS is reporting on this disclosure, the data is to be considered an estimate until the waste reporting methodology is further strengthened in future inventories. These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future.</p>
	<p>306-5 Water bodies affected by water discharges and/or runoff</p>	<p>Omission: Information unavailable There is no system in place for monitoring water bodies affected by water discharges and/or runoff. UNOPS follows a UN-wide environmental inventory approach, which currently only accounts for water withdrawal and consumption. Hence, UNOPS will only be able to report on this disclosure if the scope of the UN-wide environmental inventory is expanded to account for additional aspects on water management.</p>

UNOPS MATERIAL TOPIC: COMPLIANCE

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>UNOPS is part of the UN family and, as such, is required to comply with the UN mandate, expectations of stakeholders and applicable legal requirements in the countries where it operates.</p> <p>In terms of socioeconomic and environmental compliance, UNOPS applies its 2017 Executive Office Directive on "Occupational Health & Safety and Social & Environmental Management". This policy applies to all UNOPS projects and facilities and includes a commitment to respect the principles of environmental and social responsibility, including creating and maintaining a safe and healthy working environment.</p> <p>In addition, UNOPS has voluntarily chosen to certify its health & safety, and its environmental management systems, together with a number of country operations, to OHSAS 18001 and ISO 14001 respectively – thus demonstrating compliance with internationally recognised best practice in these fields.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 13 (paragraphs 63 and 64)</i></p>
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	In 2019, UNOPS did not receive any fines for non-compliance with environmental laws and regulations.

UNOPS MATERIAL TOPIC: SUPPLIER ASSESSMENT

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>UNOPS recognizes the importance of its supplier relationships for the successful execution of its projects and for the continued social, environmental and economic development of our beneficiaries and the communities where we operate.</p> <p>In accordance with UNOPS procurement manual and procedures, all suppliers are expected to adhere to the principles contained in the UN supplier code of conduct, which includes considerations for freedom of association, forced and child labour, human rights, environment, and corruption. A copy of the UN supplier code of conduct is available on UNGM. Suppliers who fail to respect these principles may face repercussions including vendor sanctions. The supplier code of conduct is also reinforced by UNOPS general conditions of contract which include warranties for mines, sexual exploitation, fundamental principles and rights at work. These contracts are available on UNOPS website.</p> <p>To enhance the sustainability of its suppliers and mitigate some of the risks in its supply chain, UNOPS further developed its DRiVE programme in 2019. The overall scope of DRiVE is to ensure that UNOPS vendors operate responsibly and in accordance with high standards of integrity, with a particular focus on the associated areas related to, among others,</p>

		<p>human rights, labour rights, ethical conduct, sexual exploitation and abuse, and environmental responsibility.</p> <p>In 2019, UNOPS conducted nine supplier site inspections in Honduras and seven in Argentina. Additionally, a risk-based prioritization methodology to determine which countries and projects to visit was developed.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 3 (paragraph 10) and 13 (paragraph 61)</i></p>
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<p>As UNOPS is a project-based organization, new supplier relationships are set up with each new project. UNOPS new supplier due diligence programme DRiVE was piloted in 2019 and has become mandatory in 2020.</p> <p>In 2019, 460 supplier responses to the sustainability questionnaire were recorded and evaluated. The number will increase significantly for 2020 when the DRiVE programme will have been rolled out completely.</p>
	308-2 Negative environmental impacts in the supply chain and actions taken	<p>Of the 460 supplier sustainability self-assessment questionnaires that have been submitted (mentioned above in disclosure 308-1), 348 suppliers reported environmental management practices that were rated as either "medium to high risk" or "high risk".</p> <p>Note: The tool to address these shortcomings are the corrective action and preventive action plans (CAPA) which currently are being prepared for these suppliers to collaboratively improve their performance. Data on these measures is currently still incomplete and inconclusive, however, UNOPS is seeking to increase the reporting and transparency of such issues through the supply chain due diligence programme (DRiVE) referred to under the above management approach.</p>

TOPIC-SPECIFIC STANDARDS: SOCIAL

UNOPS MATERIAL TOPIC: EMPLOYMENT AND DIVERSITY Boundary: Organizational		
Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>UNOPS is a global organization, with an international and diverse workforce, and has the ambition to reach gender parity in 2020.</p> <p>UNOPS is committed to attracting the best qualified talents and to retaining and developing internal talent. We believe in a workplace that is free from harassment, and where people are treated fairly and with respect, to ensure that everyone can perform at his/her best. Recognition plays an important role to ensure our workforce stays engaged and committed, despite many challenging work environments across the world. UNOPS has an agile and responsive workforce, with the right skills available to deploy where needed. UNOPS places a focus on supporting leadership development, strengthening diversity in its workforce, as well as managing change and maintaining corporate excellence (including ISO and the European foundation for quality management (EFQM) certifications). UNOPS is continuously focused on improving its performance management and engagement indices by concentrating efforts on the results from the internal people survey. In the 2019 survey, UNOPS maintained favourable engagement levels at 83 per cent compared to the previous survey in 2017. The engagement score for UNOPS continues to</p>

		<p>exceed internationally recognized benchmarks for high performing organizations.</p> <p>UNOPS diversity spans diverse backgrounds, nationalities, ethnicity, sexual orientation, gender and religion. UNOPS has policies in place to ensure that the workplace is free from discrimination towards any UNOPS personnel. In addition, policies, systems and processes, as well as clear reporting procedures, allow appropriate corrective action in the case an allegation is substantiated.</p>																																																								
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<p>In 2019, UNOPS had 1,120 new hires, hiring more women than men for the first time: 635 (57 per cent) women and 485 (43 per cent) men. A "new hire" is defined as a person being issued a contract while not having held a UNOPS contract for 90 days. The distribution was as follows: 217 were younger than 30, 770 were between 30-50, and the remaining 133 were over 50 years of age. Turnover of UNOPS personnel was 17.4 per cent, a decrease from 20.6 per cent in 2018 and 23.6 per cent in 2017.</p> <p>The below tables show turnover by age category and region, including a split by women and men.</p> <table border="1"> <thead> <tr> <th>Age category</th> <th>Women %</th> <th>Men %</th> <th>Total %</th> </tr> </thead> <tbody> <tr> <td>Under 30</td> <td>25</td> <td>31</td> <td>27</td> </tr> <tr> <td>30 to 50</td> <td>17</td> <td>15</td> <td>16</td> </tr> <tr> <td>50 and above</td> <td>18</td> <td>19</td> <td>19</td> </tr> <tr> <td>Grand total</td> <td>18</td> <td>17</td> <td>17</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Regions</th> <th>Women %</th> <th>Men %</th> <th>Total %</th> </tr> </thead> <tbody> <tr> <td>Africa Region</td> <td>18</td> <td>16</td> <td>16</td> </tr> <tr> <td>Asia Region</td> <td>16</td> <td>18</td> <td>17</td> </tr> <tr> <td>Europe and Central Asia Region</td> <td>19</td> <td>13</td> <td>16</td> </tr> <tr> <td>Headquarters</td> <td>15</td> <td>14</td> <td>15</td> </tr> <tr> <td>Latin America and Caribbean Region</td> <td>24</td> <td>24</td> <td>24</td> </tr> <tr> <td>Middle East region</td> <td>11</td> <td>19</td> <td>16</td> </tr> <tr> <td>New York Service Cluster</td> <td>19</td> <td>17</td> <td>17</td> </tr> <tr> <td>Grand total</td> <td>18</td> <td>17</td> <td>17</td> </tr> </tbody> </table> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 15 (paragraph 76)</i></p>	Age category	Women %	Men %	Total %	Under 30	25	31	27	30 to 50	17	15	16	50 and above	18	19	19	Grand total	18	17	17	Regions	Women %	Men %	Total %	Africa Region	18	16	16	Asia Region	16	18	17	Europe and Central Asia Region	19	13	16	Headquarters	15	14	15	Latin America and Caribbean Region	24	24	24	Middle East region	11	19	16	New York Service Cluster	19	17	17	Grand total	18	17	17
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	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>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.</p> <p>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 UN Joint Staff Pension Fund. For ICAs, the fee intends to monetize some of these entitlements.</p> <p>Note: Significant locations of operation are countries where UNOPS has a physical presence. These include countries with one of the following units: HQ, regional office, multi-country office, country office, operational cluster, and project cluster.</p>																																																								

	<p>401-3 Parental leave</p>	<p>All active UNOPS personnel with the exception of short-term employment for the provision of expert services (e.g. contracts less than 6 months, lump sum and retainer contracts) are entitled to parental leave. In 2019, UNOPS personnel entitled to parental leave was 5,433 (2,317 women and 3,116 men). During the course of 2019, 105 women and 199 men took parental leave. For all women ending their leave in 2019, 95 per cent continued to have active employment contracts. For men, 99 per cent of paternal leave takers returned. From personnel taking leave in 2018, 82 per cent of female parental leave takers were still employed 12 months later, and for males this was 86 per cent. Overall it was 84 per cent.</p> <p>Based on the limited period captured, it is currently not relevant to compare retention rate with prior periods.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 14 (paragraph 74)</i></p>
<p>GRI 405: Diversity and Equal Opportunity 2016</p>	<p>405-1 Diversity of governance bodies and employees</p>	<p>The Senior Leadership Team (SLT) was established in August 2019, superseding the Corporate Operations Group (COG) and the Senior Leadership Group (SLG). The SLT has six members: Executive Director, Deputy Executive Director, and four senior Directors. In 2019, the SLT comprised 2 women (1/3) and 4 men (2/3). In terms of age, 5 of the 6 were over the age of 50, with one SLT member between 30-50.</p> <p>As of 31 December 2019, UNOPS personnel comprised 42.4 per cent women, and 57.6 per cent men (see also disclosure 102-8). In terms of age composition, 74 per cent of the UNOPS personnel were between 30-50 years. Personnel below 30 years of age and 50 years and over, accounted for the remaining 9 per cent and 17 per cent, respectively.</p> <p>During 2019, UNOPS began work together with the UN system to advance the systematic inclusion of people with disabilities, and will continue its efforts on this in 2020.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 14 (paragraph 73)</i></p>
	<p>405-2 Ratio of basic salary and remuneration of women to men</p>	<p>UNOPS policies do not allow for differences in pay based on gender. The majority of UNOPS personnel are recruited under a local contract modality. The remaining personnel are recruited under international contract modality. Personnel recruited under a local contract modality are compensated according to fixed benchmarks of the International Civil Service Commission (ICSC) with no difference based on gender.</p> <p>For personnel recruited under an international contract modality, UNOPS provides hiring managers with compensation calculation tools which do not give room for any deviation in the negotiated compensation based on gender factors. However, UNOPS does not currently have meaningful data to determine if compensation for international experts in practice deviates between women and men. In 2020, UNOPS will evaluate fee setting and make any needed adjustments accordingly.</p>
<p>GRI 406: Non-discrimination 2016</p>	<p>406-1 Incidents of discrimination and corrective actions taken</p>	<p>In 2019, UNOPS received one allegation of discrimination which was considered. The matter did not qualify as misconduct, however the organization decided to implement a communication campaign (as in 2018) to reinforce the UN values on specific areas related to the complaint.</p>

UNOPS MATERIAL TOPIC: HEALTH AND SAFETY

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>With UNOPS operating in very diverse and sometimes complex contexts, the safety of its personnel is paramount.</p> <p>UNOPS is committed to minimizing any hazards that may threaten the safety of its personnel. To address its health and safety risks, UNOPS has developed an occupational safety and health management system in line with the Occupational Health and Safety Assessment Series (OHSAS 18001 standard), intended to prevent workplace injuries and illnesses. It applies to both UNOPS personnel and non-personnel who work at UNOPS.</p> <p>UNOPS expects commitment from all stakeholders involved in its field operations 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 these in projects, are key components to foster such culture. To strengthen health and safety capacity and good working practices, UNOPS provides both online and face-to-face training to its personnel and key contractors worldwide.</p> <p>The health and safety management system is certified to OHSAS 18001 standards in eight offices (Denmark, Gambia, Ghana, Jerusalem, Myanmar, Pristina, Sierra Leone and Sri Lanka), while efforts are made to ensure that minimum safety standards are applied in even the most challenging locations where UNOPS operates. The UNOPS headquarters in Copenhagen provides advice, support and guidance to country offices and projects in implementing health and safety standards. To further raise these standards, in 2019 UNOPS has set up a dedicated Health and Safety Working Group.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraph 64)</i></p>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<p>UNOPS implements an occupational health and safety (HS) management system as per its policy on the subject. The HS management system covers all UNOPS personnel independently from contract modality; and all individuals working on sites under UNOPS direct influence (e.g. contractor personnel working on a UNOPS supervised construction site).</p> <p>UNOPS is not legally required to implement its HS management system by any national legislation, as it operates under the privileges and immunities provided by the UN Charter. The HS management system is based on the model of OHSAS 18001 standard. UNOPS is planning to migrate to the new ISO 45001 standard in 2021.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraph 64)</i></p>
	403-2 Hazard identification, risk assessment, and incident investigation	<p>In UNOPS HS management system, projects and offices are required to fill up a risks and hazards register. The risk register is to be updated at periodical intervals, and every time new information on risks and hazards is received. The hierarchy of controls as defined in the OHSAS standard is applied to control hazards until the residual risk is deemed acceptable. Focal points performing the hazards and risks assessment receive training</p>

		<p>and support from HQ specialists. Quality controls and reviews are applied to the whole management system, including the risk assessment process.</p> <p>UNOPS HS policy stipulates that all personnel and workers are expected to take all reasonable actions to prevent incidents or ill-health, including stopping work, without fear of reprisal. This message is reiterated through training, toolbox talks and other communication to personnel. In 2017, UNOPS established a process for reporting health and safety incidents, following classification of severity. Investigation of severe incidents is carried out by an independent multidisciplinary team. The investigation must include an identification of root causes, corrective actions and preventive measures to avoid recurrences.</p> <p>In 2019, a global database of incidents was published on UNOPS intranet, to alert personnel on the status of incidents and to provide an overview of lessons learned.</p>
	403-3 Occupational health services	UNOPS provides occupational health services in a decentralised and ad-hoc manner, determined by the needs of each duty station. Examples of the services made available in some duty stations, either on site or externally contracted, include: medical doctor services, stress counsellors, ergonomic advisory services, and provision of first aid services.
	403-4 Worker participation, consultation, and communication on occupational health and safety	UNOPS routinely informs and consults personnel and workers on various aspects of its HS management system. Ample information and guidance on the HS management system and on good HS practices is easily accessible for all UNOPS personnel on the dedicated intranet page. <p>In 2019, one meeting between management and employees representatives took place in HQ, to discuss employee engagement on health and safety issues.</p>
	403-5 Worker training on occupational health and safety	In 2019, UNOPS provided training in occupational health and safety to 325 personnel (70 through on-line training, and 255 with face-to-face training). In addition, workers on project sites received regular awareness raising on specific work-related hazards. Several projects and offices implemented first aid and fire marshal training for selected personnel.
		----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraph 77)</i>
	403-6 Promotion of worker health	UNOPS has a corporate medical insurance plan for its staff members and Local Individual Contractors that covers access to non-occupational medical and healthcare services. International Individual Contractors are not provided with the corporate medical insurance, and are expected to purchase a medical insurance as part of their lump sum fee. UNOPS also provides to all its personnel a Malicious Act Insurance, aimed at providing compensation in case of a malicious act (for example a terrorist attack). UNOPS does not offer other types of voluntary health promotion services.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	UNOPS has identified in its project activities the most significant risks to health and safety. Its HS management system has been designed and is implemented to control and mitigate such risks.

	<p>403-8 Workers covered by an occupational health and safety management system</p>	<p>UNOPS health and safety policy establishing the management system is a corporate document, and as such applies to all personnel and all workers under its direct influence and control (such as infrastructure contractors' workers).</p> <p>In 2019, UNOPS conducted an internal audit on the management system, and internal audits in 6 offices (Denmark, Guatemala, Jerusalem, Myanmar, Serbia, Tunisia) covering 1,031 personnel equal to 22 per cent of UNOPS workforce. UNOPS certified 8 offices to the OHSAS18001 standard (Denmark, Gambia, Ghana, Jerusalem, Myanmar, Pristina, Sierra Leone and Sri Lanka) covering 1,015 personnel equal to 21 per cent of UNOPS workforce. No UNOPS personnel have been excluded by this disclosure as the HS management system covers all UNOPS personnel</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraph 64)</i></p>
	<p>403-9 Work-related injuries</p>	<p>UNOPS does not separate statistics for employees and workers who are not employees. For 2019, 4 work-related fatalities were reported to HQ; and 8 high-consequence work-related injuries. At the moment, minor injuries are recorded and investigated at local level and hence statistics are not available on the total number of injuries. UNOPS is working to improve this aspect. Statistics on the number of hours worked are not available. A corporate register of work-related risks and hazards is maintained and yearly updated by corporate health and safety specialists in HQ. High risk hazards identified in the 2019 register include:</p> <ul style="list-style-type: none"> ● Working at heights ● Storage of fuels and paints ● Machine moving parts including sharp edges and nip points ● Use of paints ● Generation of dust ● Interaction with traffic on public roads ● Poor technique for manual handling ● Exposure to hazardous substances ● Physical violence or aggression due to conflict or criminality ● Interaction with mobile equipment ● Mechanical handling-crane lifting operations ● Use of electricity ● Blocked or inadequate emergency exits <p>The corporate register identifies hazards and risks at a global level and does not have a high degree of granularity. Projects and offices develop their own registers of hazards where they define the hazard mitigation measures to be taken case-by-case, based on the principles of the hierarchy of controls.</p>
	<p>403-10 Work-related ill health</p>	<p>For 2019, no cases of work-related ill health or fatalities as a result of work-related ill health were reported to HQ.</p>

UNOPS MATERIAL TOPIC: TRAINING AND EDUCATION

Boundary: Organizational

Standard	Disclosure	2019 Response
GRI 103:	<ul style="list-style-type: none"> ● 103-1 ● 103-2 	UNOPS relies on its personnel's knowledge, skills and expertise to achieve its mandate and to continuously adapt to new challenges in a changing

<p>Management approach 2016</p>	<p>• 103-3 Management approach disclosures</p>	<p>environment. Therefore, the aim of UNOPS investment in learning and development is to ensure that UNOPS provides its personnel with cutting-edge knowledge and skills to improve individual and organizational performance as well as personal and professional growth. UNOPS offers a broad range of learning opportunities, such as online resources, face-to-face workshops and training, internal and external certifications through 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.</p> <p>In our journey towards making UNOPS a Learning Organization, we have for the past years, defined a clear set of instructions and guidelines on how to operate our programmes, we have created policies for coordination, and refined how to utilize our financial investments in learning in a more efficient way. Moving forward, continuous effort will be placed to improve the management of our learning portfolios, and on measuring the impact of our activities, maturing the way we assess the performance of our learning programmes and how well they serve our internal needs and demands.</p> <p>UNOPS is an organization which values and invests in high-quality internal talent and leadership development for its people, as recognized by one of the top external organizations in Learning and Development.</p> <p>In 2019, UNOPS won a gold award in the Brandon Hall Award for Excellence in Learning for its Leadership Programme; the UNOPS internal leadership development programme was recognized for its “journey-based” approach, an innovative combination of blended technologies and learning methods.</p>
<p>GRI 404: Training and Education 2016</p>	<p>404-1 Average hours of training per year per employee</p>	<p>As per UNOPS policy and procedures, it is recommended to allocate 5 per cent of annual working time for learning actions including on the job learning.</p> <p>In 2019, we continued to focus on the effectiveness of the learning actions. Across the board, 89 per cent of participants in learning programmes rated the relevance of the learning opportunities provided as very relevant or relevant. In addition, 98 percent indicated that they would recommend a given course to a colleague. Participants were 90 per cent field-based, with 10 per cent from HQ; 45 per cent were women, and 55 per cent men. In 2019, UNOPS piloted a new methodology for assessing the performance of learning activities. This assessment includes 2 time-separated participant evaluations, a supervisor evaluation, and measures to assess impact, inclusiveness, experience and efficiency. These measures will allow UNOPS to more accurately assess the quality and relevance of learning activities.</p> <p>In 2019, almost 5,000 UNOPS colleagues benefited from learning opportunities. Total hours of training increased significantly as compared to prior years, and amounted to over 107,000 hours - approximately 22.5 hours per individual. Staff averaged 22.6 hours per person, and contractors 22.4 hours per person. Women averaged 27.1 hours, and men 21.7 hours.</p> <p>----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraph 77)</i></p>

	<p>404-2 Programs for upgrading employee skills and transition assistance programs</p>	<p>UNOPS is committed to offer industry-recognized certifications to support its core areas of operation: procurement, infrastructure and project management. Our internal content focuses on examples, problems and challenges that UNOPS personnel face in their day-to-day jobs, offering them the needed information to improve their readiness to perform in their jobs.</p> <p>In 2019, UNOPS launched its first dedicated career development site in line with our talent management framework. The career development portal brings together existing career resources with a portfolio of new tools, providing content for both supervisees and supervisors, including guidance on holding career conversations. At the end of 2019, UNOPS initiated a pilot for a peer-to-peer coaching programme. The goal is to complement the career development portal at UNOPS, and to increase the visibility of UNOPS career development tools and resources, by preparing participants to guide colleagues.</p> <p>In the event that a post has been abolished, job placement support is provided such as career planning, resume review, interview preparations, and other counselling which may be requested by the employee.</p> <p>----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 14 (paragraph 75)</i></p>
	<p>404-3 Percentage of employees receiving regular performance and career development reviews</p>	<p>The 2019 performance appraisal completion rate was 93 per cent for staff and 98 per cent for personnel holding an Individual Contractor Agreement (ICA). The overall completion rate for personnel in these two categories was 97 per cent.</p> <p>The completion of a performance assessment is mandatory for all personnel where UNOPS is responsible for the performance evaluation, and who worked for 6 months or more in any given calendar year.</p>

UNOPS MATERIAL TOPIC: LABOUR CONDITIONS

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
<p>GRI 103: Management approach 2016</p>	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 <p>Management approach disclosures</p>	<p>Labour conditions are covered by the UN supplier code of conduct and the DRiVE supply chain due diligence programme. As part of the DRiVE programme, UNOPS conducted nine supplier site inspections in Honduras, seven in Argentina. In addition to that, 460 supplier sustainability self-assessment questionnaires have been submitted which are being evaluated in aggregated form.</p> <p>For more information, please see management approach under UNOPS material topic: Supplier Assessment, prepared for GRI 308: Supplier Environmental Assessment 2016.</p> <p>----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 13 (paragraph 61)</i></p>
<p>GRI 407: Freedom of Association and Collective Bargaining 2016</p>	<p>407-1 Operations and suppliers in which the right to freedom of</p>	<p>Of the 460 supplier sustainability self-assessment questionnaires that have been submitted (mentioned in the above management approach of UNOPS material topic: labour conditions), 178 suppliers from 44 countries reported policy standards on freedom of association and collective bargaining that were rated as either "medium to high risk" or "high risk".</p>

	association and collective bargaining may be at risk	Note: The tool to address these shortcomings are the corrective action and preventive action plans (CAPA) which currently are being prepared for these suppliers to collaboratively improve their performance. Although data on these measures is currently still incomplete and inconclusive, UNOPS is seeking to increase the reporting and transparency of such issues through the supply chain due diligence programme (DRiVE) referred to under the above management approach of UNOPS material topic: labour conditions.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Of the 460 supplier sustainability self-assessment questionnaires that have been submitted (mentioned above in the management approach of UNOPS material topic: labour conditions), 169 suppliers from 40 countries reported policy standards on child labour that were rated as either "medium to high risk" or "high risk". Please find more information in the note under disclosure 407-1.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Of the 460 supplier sustainability self-assessment questionnaires that have been submitted (mentioned above in the management approach of UNOPS material topic: labour conditions), 237 suppliers from 48 countries reported policy standards on forced or compulsory labour that were rated as either "medium to high risk" or "high risk". Please find more information in the note under disclosure 407-1.

UNOPS MATERIAL TOPIC: HUMAN RIGHTS STANDARDS

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>Human rights reviews or impact assessments are conducted in UNOPS projects on a case by case basis. UNOPS ensures that its projects respect human rights and indigenous peoples. Impact on environment (e.g. indigenous lands), economy and culture are screened before and monitored during project implementation.</p> <p>UNOPS strives to design and implement infrastructure projects in a manner that encourages full respect for the human rights, inherent dignity, livelihood systems and cultural identity of indigenous peoples. For example the design manuals state that meaningful consultation with indigenous peoples is of particular importance where projects adversely affect land and resources under traditional ownership or customary use.</p> <p>In 2019, UNOPS established the Sustainable Procurement Framework (SPF) with an effective implementation date of 1 January 2020. As part of the SPF, UNOPS will require that suppliers participate in due diligence activities known as the DRiVE programme . This will grant UNOPS insights into a supplier's policies, procedures and implemented practices with regards to human rights, and more. Issues that are identified through the DRiVE programme will be addressed in a collaborative manner with the supplier.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 7 (paragraph 27)</i></p>

GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	In 2019, there were no incidents of violations involving rights of indigenous peoples reported.
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	In 2019, 8 per cent of infrastructure projects reported conducting human rights impact assessment, compared to 21 per cent in 2018 and 17 per cent in 2017.
	412-2 Employee training on human rights policies or procedures	<p>To reinforce UNOPS commitment to prevent and address sexual exploitation and abuse (SEA), all personnel were required to complete online training on prevention of SEA. The course aims to increase knowledge of UN policies on sexual exploitation and abuse, including prohibited behaviour and the consequences and impact of sexual misconduct on personnel, field operations, and host populations. The completion rate was around 75 per cent. Moreover, SEA prevention focal points were identified across the organization. These focal points received in-house and external training to help them perform the new function.</p> <p>Additional training resources on human rights policies and procedures remain available. The online course UN Human Rights Responsibilities aims at increasing the capacity of UNOPS personnel in upholding these responsibilities in their daily work and in taking appropriate action for human rights protection within their functions.</p> <p>In 2019, UNOPS launched a campaign called #KnowTheEssentials to give visibility to issues and topics in mandatory training. The goal was to show how the key messages and content are not a one-time lesson, but an everyday matter. During this campaign, UNOPS actively challenged personnel to be informed and test their knowledge about key facts from mandatory courses.</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 16 (paragraph 77)</i></p>
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<p>100 per cent of significant investment agreements (6) entered into by UNOPS in 2019 include human rights clauses, including provisions on child labour and sexual exploitation. Significant investment agreements refer to contracts entered into with implementing partners for the purposes of Sustainable Infrastructure Impact Investments (S3I).</p> <p>-----</p> <p><i>Information in response to this GRI disclosure can also be found in the Annual Report on page 10 (paragraphs from 39 to 41)</i></p>

UNOPS MATERIAL TOPIC: LOCAL COMMUNITIES

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103:	<ul style="list-style-type: none"> ● 103-1 ● 103-2 	Local communities are an important partner in ensuring smooth, effective and sustainable project delivery. It is critical to understand and manage

<p>Management approach 2016</p>	<p>● 103-3 Management approach disclosures</p>	<p>their expectations through ongoing dialogue and consultation. Community engagement in UNOPS projects improves the effectiveness of successful project delivery by ensuring that outputs meet community needs and expectations.</p> <p>Engaging local communities also seeks to build the capacity of beneficiaries and promote national ownership, and it leads to real outcomes in communities such as improved quality of services, facilities, and infrastructure. Operations with high risk to communities are reviewed as part of the engagement acceptance process and monitored during the project implementation. UNOPS ensures that the right capacity from the local community is there to maintain and operate some facilities delivered as a result of the projects.</p> <p>UNOPS has developed 'Project Management Manual Part II: Requirements' that contains the project management requirements applicable to all UNOPS projects. Community participation and engagement is strengthened at an early stage of the Project lifespan. Under the project management pre-engagement stage, the business developer needs to complete a stakeholder analysis which includes both individuals and groups such as government, private sector, NGOs, women's organization, the broader community, marginalized and also complete a gender screening.</p> <p>Some UNOPS projects are targeted for direct engagement of the community and others are through works contracts, grants etc. which engage the local community and benefit them. UNOPS approach to Cash for Work is an example of a modality that exemplifies how community engagement plays a critical role in the successful delivery and sustainability of projects. UNOPS Cash for Work guidelines provide practical guidance, resources and best practices on how to ensure that beneficiaries' needs and preferences are taken into consideration during project design, as well as how to ensure community participation and capacity building considerations are mainstreamed into all stages of the project when necessary.</p> <p>----- <i>Information in response to these GRI disclosures can also be found in the Annual Report on page 7 (paragraph 27)</i></p>
<p>GRI 413: Local Communities 2016</p>	<p>413-1 Operations with local community engagement, impact assessments, and development programs</p>	<p>In 2019, 50 per cent of relevant UNOPS projects reported local community engagement, impact assessment, and development programs. In particular, 64 per cent of UNOPS infrastructure projects reported performing environmental impact assessments and 45 per cent social impact assessments.</p> <p>Overall more than 3 million people were engaged through local community activities by all relevant UNOPS projects in 2019. 66 per cent of UNOPS infrastructure projects reported local community engagement activities (such as community consultations, meetings, workshops, stakeholder panels, interviews, focus groups, polling and/or surveys). Moreover, 65 per cent of all UNOPS infrastructure projects reported involving women in their local community engagement activities.</p> <p>----- <i>Information in response to this GRI disclosure can also be found in the Annual Report on page 7 (paragraphs from 26 to 39), page 8 (paragraphs from 30 to 33) and page 9 (paragraphs from 34 to 36)</i></p>

	<p>413-2 Operations with significant actual or potential negative impacts on local communities</p>	<p>Omission: Information unavailable In 2020, UNOPS will work on its data collection system and explore reporting on operations with significant actual or potential negative impacts on local communities for the 2021 reporting cycle.</p>
<p>NGO1 Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs</p>		<p>UNOPS has developed 'Project Management Manual Part I: Guidelines' that establishes the mechanism to assign project level roles to individuals and organisations to become part of the project team for the delivery of UNOPS projects. The Project Board is established as an entity that directs a project during the implementation stage. It includes representation of the three key stakeholder interests such as the project executive to represent UNOPS or the senior users to represent user groups that will use the project outputs (e.g. beneficiaries). Through this process, it is ensured that the local communities take ownership of the project planning and implementation process.</p> <p>----- <i>Information in response to NGO1 can also be found in the Annual Report on page 7 (paragraph 27)</i></p>

UNOPS MATERIAL TOPIC: SUPPLIER ASSESSMENT

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
<p>GRI 103: Management approach 2016</p>	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 <p>Management approach disclosures</p>	<p>Please see management approach under UNOPS material topic: Supplier Assessment, prepared for GRI 308: Supplier Environmental Assessment 2016.</p>
<p>GRI 414: Supplier Social Assessment 2016</p>	<p>414-1 New suppliers that were screened using social criteria</p> <p>414-2 Negative social impacts in the supply chain and actions taken</p>	<p>As UNOPS is a project-based organization, new supplier relationships are set up with each new project. UNOPS new supplier due diligence programme DRiVE was piloted in 2019 and has become mandatory in 2020. In 2019, 460 supplier responses to the sustainability questionnaire were recorded and evaluated. The number will increase significantly for 2020 when the DRiVE programme will have been rolled out completely.</p> <p>In 2019, one organization was sanctioned by UNOPS due to a case of sexual exploitation and child abuse, resulting in the permanent debarment from being contracted by any UN organization.</p> <p>Of the 460 supplier sustainability self-assessment questionnaires that have been submitted (mentioned in disclosure 414-1), 442 suppliers reported social practices (in at least one of the following categories: policy, human rights, labour standards equal opportunity, health and safety, or company conduct) that were rated as either "medium to high risk" or "high risk".</p> <p>Note: The tool to address these shortcomings are the corrective action and preventive action plans (CAPA) which currently are being prepared for these suppliers to collaboratively improve their performance. Data on other measures is currently still incomplete and inconclusive, however, UNOPS is seeking to increase the reporting and transparency of such issues through the supply chain due diligence programme (DRiVE) referred to under the above management approach.</p>

UNOPS MATERIAL TOPIC: MONITORING, LEARNING AND EVALUATION

Boundary: Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<p>An organization-wide policy is in place for project management that governs monitoring and evaluation for engagements and projects within UNOPS. This policy is in effect with the adoption of the Project Management Manual (PMM), a manual outlining the various activities that projects should undertake during its lifespan. This includes the monitoring and evaluation process during the implementation phase of a project. The activities implemented in adherence to the PMM can be recorded and monitored using UNOPS IT systems and tools that helps project teams to manage various components of the project lifespan. This includes a bespoke enterprise portfolio and project management system (oneUNOPS Projects) that has system functionalities which allow project teams to manage and monitor risks, issues, scope, time and cost throughout the lifespan of the project. A quarterly evaluation process of every project is further conducted to evaluate the progress of the project's success criteria. A functionality to record and register lessons is also available in the system that allows personnel to record and learn from risks, issues and lessons from operations across the organization.</p> <p>In 2020, oneUNOPS Projects will go through more system enhancements to further improve knowledge management and learning across the organization, with the planned addition of a Global Lessons Learnt Library that will have the ability to search for projects and lessons learnt based on the country, output, risk and context.</p>
NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programmes and how they are communicated		<p>UNOPS approaches to project monitoring, evaluation and learning adhere to its governance, risk and compliance (GRC) framework, project management methodology, quarterly assurance and output-based reporting methodology. UNOPS role in the results chain are described in Annex II of the UNOPS strategic plan 2018-2021. To reinforce its internal processes, UNOPS has amended its project management methodology to incorporate standards and best practices from ISO 21500, PMBOK®, P3M3®, MSP® and PRINCE2®.</p> <p>In 2019, UNOPS introduced oneUNOPS Projects, an enterprise portfolio and project management system that allows UNOPS project managers to better schedule their projects, systemize tasking, record and escalate risks and issues, capture lessons learned, and monitor actual project progress. With the new system rollout, UNOPS also introduced Output-Based Reporting (OBR) to collect data for operational results and sustainability reporting for the year.</p> <p>In 2019, UNOPS focus areas (technical expertise in infrastructure, procurement and project management, and management support services, as well as expansion of the broader pool and effect of resources) guided output and sustainability reporting for 983 projects, of which 97 per cent of infrastructure projects reported contributions to sustainability across a range of economic, environmental and social aspects.</p> <p>-----</p> <p><i>Information in response to NGO3 can also be found in the Annual Report on page 3 (paragraphs from 5 to 7) and page 13 (paragraph 65)</i></p>

UNOPS MATERIAL TOPIC: GENDER AND DIVERSITY IN PROJECTS

Boundary: Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	<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.</p> <p>UNOPS strategic plan 2018-2021 focuses on implementation for impact and responds to the need to address gender and diversity across the organization, advancing gender equality, empowerment and diversity. Supporting this, UNOPS developed and launched two gender equality strategies (the Gender Parity Strategy and the Gender Mainstreaming Strategy) that started being implemented in 2018 and will run to 2021.</p> <p>-----</p> <p><i>Information in response to these GRI disclosures can also be found in the Annual Report on page 7 (paragraph 27)</i></p>
NGO4 Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle		<p>Overall 60 per cent of UNOPS infrastructure projects reported enabling equal access for women, impacting more than 9.3 million women. At the same time, 46 per cent of infrastructure projects reported enabling equal access for people with disabilities, impacting around 378,000 people.</p> <p>In terms of measures to integrate gender in projects, the Gender Mainstreaming Strategy provides the strategic direction on gender mainstreaming in projects to support offices and colleagues globally. In alignment with the strategy, UNOPS has created guidelines and tips sheets on gender mainstreaming in projects.</p> <p>The Project Management Manual (PMM), which explains the fundamental concepts related to UNOPS project management and describes how it is practiced, became mandatory for all projects on 1 January 2019, requiring all projects to complete gender mainstreaming screening. The screening identifies if a Gender Action Plan (GAP) is to be created during the implementation process. The implementation of GAPs is then monitored within each region. In connection with the roll out of oneUNOPS Projects, a gender-screening checklist was developed to guide users to embed gender considerations in their projects. For projects with a GAP, the oversight of any milestones is captured in quarterly assurance reports.</p> <p>In 2019, UNOPS established the Sustainable Procurement Framework (SPF) with an effective implementation date of 1 January 2020. This new Framework requires that sustainability considerations must be included in the majority of tenders, including in relation to gender and diversity.</p> <p>In April 2019, UNOPS, in partnership with UN Women, released the Guidelines on Integrating Gender into Infrastructure Development in Asian and the Pacific. The purpose of the documents is to provide “how-to” guidance together with checklists for ease of application.</p> <p>-----</p> <p><i>Information in response to NGO4 can also be found in the Annual Report on on page 7 (paragraph 27), page 9 (paragraph 35) and page 11 (paragraphs 45 and 47)</i></p>

UNOPS MATERIAL TOPIC: COMPLIANCE

Boundary: Organizational/Operational

Standard	Disclosure	2019 Response
GRI 103: Management approach 2016	<ul style="list-style-type: none"> ● 103-1 ● 103-2 ● 103-3 Management approach disclosures	See management approach under UNOPS material topic: Compliance, prepared for GRI 307: Environmental Compliance 2016.
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	In 2019, UNOPS did not receive any fines for non-compliance with laws and regulations in the social and economic area.