GRI CONTENT INDEX

Content Index
UNOPS

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UNOPS SUSTAINABILITY REPORT 2016

The Global Reporting Initiative (GRI) Content Index 2016 for this report is published as a standalone document and contains references to the required disclosures or reasons for omission, as well as additional data and information to supplement the 2016 UNOPS Sustainability Report. References to pages in the sustainability report are indicated in this index below.

This Content Index has been prepared in accordance with the GRI Standards: Core option. It contains the material sustainability topics that were identified in the 2015 Sustainability Report as arising both from our organizational impacts (the inside boundary) and our operational impacts (the outside boundary). By organizational impacts[1] we refer to our role as an employer and a part of the UN organization, while operational impacts refer to our role as a service provider with impacts through project operations.

To tailor the GRI framework to UNOPS, several topics were merged or renamed following the materiality assessment in 2015. Material topics were then adjusted to align with the GRI Standards. These included merging 'Market presence' and 'Marketing and labelling' into 'Exit strategy and project closure,'

and 'Economic performance' with 'Resource allocation' into 'Responsible economic management.' In addition, we also renamed the topic 'Materials' with 'Environmental impact of materials,' and combined topics of 'Child labour' and 'Forced or compulsory labour' into 'Child / Forced / Compulsory Labour.' Finally, indicators relating to compliance and supplier assessments originally under the Environmental and Social categories were re-grouped under new topics of 'Compliance' and 'Supplier assessments'. Based on the GRI Standards released in 2016, two UNOPS material topics are discontinued and embedded into other topics: 'Environmental impact of services' and ' Grievance mechanism.' As a result, there are 29 instead of the originally identified 31 UNOPS material topics.

We have disaggregated these again in the GRI Content Index, so they appear under their respective GRI categories in order to meet the GRI Standards requirements. There are a few topics which we have identified as material, but for which we are not currently able to report meaningful data. In those cases, we have stated a reason for omission in the Index.

The Index covers activities during the calendar year 2016.

[1] In this document, the word impact is used as per definition by GRI. In the GRI Standards, 'impact' refers to the effect an organization has on the economy, the environment, and/or society, which in turn can indicate its contribution (positive or negative) to sustainable development.

GENERAL DISCLOSURES STANDARD

ORGANIZATIONAL PROFILE

Indicator	Omissions	Description	2016 Response
102-1		Name of Organization	UNOPS stands for United Nations Office for Project Services.
102-2 **Pages 14, 16**		Activities, brands, products, and services	UNOPS strategic plan 2014-2017 describes three focus areas that contribute to the effectiveness and efficiency of peacebuilding, humanitarian and development projects. The three areas of project management, infrastructure and procurement focus on sustainability and national capacity development. UNOPS self-financing model promotes lean, efficient delivery; moreover, the flexible structure and global reach means that UNOPS can quickly respond to partner needs, while gaining the benefits of economies of scale. UNOPS can tailor support to the needs of its partners, delivering a key element of a project, offering expert advice or managing entire projects or programmes. UNOPS offers three service types: • Implementation: Implementing partners' projects efficiently and effectively, with the involvement of all stakeholders • Advisory: Developing national capacity in our core mandated areas • Transactional: Providing stand-alone human resources management and procurement services
102-3 **Page 8**		Location of headquarters	UNOPS headquarters are based in Copenhagen, Denmark. (Address: UN City, Marmorvej 51, 2100 Copenhagen, Denmark)
102-4 **Pages 8,9**		Location of operations	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 it's facilities and personnel distributed across these locations.

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

Pages 8, 9, 16

Markets served

In response to the mid-term review of UNOPS 2014-2017 strategic plan, UNOPS is organizing its work around its mandated core-competencies or focus areas: effective specialized technical expertise in infrastructure; procurement and project management; and efficient management support services. In 2016, UNOPS delivery was associated with core service lines as shown in table below.

SERVICE LINES	PERCENTAGE OF TOTAL DELIVERY
Procurement	36
Financial management	22
Infrastructure	18
Human resources	16
Project management	6
Shared services	1

Supporting the successful management of projects, and increasing the levels of efficiency of partners operations, remains a core focus of UNOPS services. This includes also the provision of human resources and fund management services, to extending the scope of UNOPS legal framework to provide dedicated hosting arrangements. For example, on behalf of the Department of Political Affairs, UNOPS manages a group of full-time mediation experts that can be rapidly deployed to provide technical advice to senior UN officials and regional/sub-regional partners, leading mediation and conflict prevention efforts. Also, over 2,360 people were engaged through the UNOPS human resources centre in Bangkok to support projects across more than 15 countries in Asia and the Pacific. Partners supported through this work include the Office of the United Nations High Commissioner for Refugees (UNHCR), UN-Habitat, UNEP, International Organization for Migration and the Global Green Growth Institute.

In addition, UNOPS initiated a number of new hosting initiatives in areas of health, humanitarian innovation and relief. Together with USAID and the Bill & Melinda Gates Foundation, UNOPS supported the Roll Back Malaria Partnership, which aims to control and eliminate malaria in affected countries worldwide. UNOPS also supported the Scaling Up Nutrition Movement's goal of realizing a world without hunger and malnutrition for various donors.

The state-led Platform on Disaster Displacement aims to enhance cooperation, coordination and action to improve the protection of disaster displaced persons, which UNOPS supported in collaboration with the Federal Government of Germany. A range of hosting services were provided for these initiatives, including human resources, procurement, grant management, financial management, advisory services and implementation activities.

UNOPS also supported mine-action, humanitarian, stabilization and explosive management activities, capacity enhancement of national actors, United Nations missions, and the weapons and ammunition management work of UNMAS and its partners in 18 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services.

Overall in 2016, the largest countries of delivery were Myanmar, Somalia, Mali, South Sudan, and Afghanistan in that order. In 2015, they were Myanmar, Afghanistan, Somalia, South Sudan, and Peru.

102-7

Pages 10, 11, 16

Scale of the organization

In 2016, UNOPS delivered $ 1.4 billion worth of projects on behalf of the partners with over 900 projects delivered on the ground. See details on the total number of employees, net revenues, and other relevant information in responses to indicators 102-8, 201-1, 201-2, and 201-3.

102-8

Pages 10, 11, 37

Information on employees and other workers

By the end of 2016, UNOPS personnel counted 4065 individuals. In addition to UNOPS personnel, contracts are also administered on behalf of a range of partners. Partner personnel on UNOPS contracts, amounted to 6913 in 2016. This meant that at the end of 2016 the total number of individuals on UNOPS contracts stood at 10,978, an increase from 9,852 in 2015). A breakdown of personnel by contract category is shown in table, below:

CONTRACT MODALITY	STAFF	CONTRACTORS	TOTAL
UNOPS personnel	843	3,222	4,065
Partner personnel	*	6,913	6,913
Combined personnel	843	10,135	10,978

*Hosted and partner managed staff are subject to the same policies and procedures as UNOPS staff, and have therefore been included in this category.

In terms of gender composition, women made up 36.9 per cent of UNOPS 4065 personnel. See table below for a regional and gender breakdown for UNOPS personnel.

REGIONS	FEMALE	MALE	TOTAL
Africa Region	196	586	782
Asia Region	317	495	812
Europe and Central Asia Region	362	428	790
Headquarters	191	206	397
Jerusalem Office	18	41	59
Latin America and Caribbean Region	224	321	545
Middle East Region	49	69	118
Peace and Security Cluster	143	419	562
GRAND TOTAL	**1,500**	**2,565**	**4,065**

In addition to that, by the end of 2016 UNOPS had 696 retainers and lump sum contractors.

Notes:

1. UNOPS updated the definitions behind its personnel categories for 2016 to more accurately reflect the nature of its operations.

2. UNOPS personnel are considered to be individuals with contract types below:

   - GS – General Service
   - IICA – International Individual Contractor Agreement
   - ICA – Local Individual Contractor Agreement
   - IP – International Professional
   - NO – National Officer

   JPOs, retainers, lump sums, interns are excluded and not counted in UNOPS personnel number.

3. People-related data throughout this index refer to UNOPS personnel.

4. The number of personnel is as of 31 December, 2016.

5. Although some partner projects include staff, they all fall under the same policies and financial liabilities as other UNOPS staff. This includes staff currently working in UNOPS hosted entities, such as WSSCC and StopTB. In 2016, individuals in this category have been considered as UNOPS staff. In future, we plan to issue staff contracts directly on behalf of partners. Hence this metric is expected to change in future reports.

102-9

Pages 10, 11

Supply chain

UNOPS has a mandate to be the central procurement resource for the UN system and its partners, emphasizing efficient, transparent and cost-effective delivery of goods and services.

In 2016, UNOPS procured more than $900 million worth of goods and services (compare to $717million in 2015) from more than 5,000 vendors, to support the more than 900 projects delivered on the ground. Over 24,000 units of machinery or equipment were procured by UNOPS for its partners in 2016 compared with 39,000 the year before. Over 6,800 vehicles were procured or distributed, compared to 6,200 in 2015. More than 41 million medical supplies were handled, including the distribution of over 36 million mosquito nets. Over 101 million doses of medicine were procured or distributed compared to 114 million in 2015.

Procurement needs are defined at an individual project-level and published in the organization's annual procurement plans (https://www.unops.org/english/Opportunities/suppliers/Pages/Policies-and-regulations.aspx). Procurement processes are executed directly by procurement personnel in approximately 80 country offices around the world, and in accordance with the rules, regulations and standards outlined in the UNOPS procurement manual (https://www.unops.org/english/Opportunities/suppliers/how-we-procure/Pages/default.aspx).

Tender notices and awards are published on the United Nations Global Marketplace (UNGM). A summary of UNOPS annual procurement spend is available in the Annual Statistical Report on UN procurement, also available on UNGM (https://www.ungm.org/public/asr)

102-10

Page 19

Significant changes to the organization and its supply chain

UNOPS global organization structure is designed to enable the strategic plan and the work activities that contribute to it. In order to achieve this, UNOPS must capture the benefits of the global organization, while remaining locally agile.

UNOPS continued to implement refinements and additional functionalities to its new enterprise resource planning system in 2016. These included advanced optimisations to improve the management of risks surrounding the initial phases of accepting project proposals. In addition, the system will enable UNOPS to put in place baselines for efficiency of key business processes, which can be improved over time.

In 2016, following the mid-term review of UNOPS Strategic Plan, a more streamlined approach to reporting on sustainability was introduced through realigning the headquarters structure to better suit strategic goals. Sustainability reporting activities were consolidated within UNOPS finance group, where existing planning and reporting responsibilities are held. ICT operations, with responsibility for UNOPS enterprise resource planning systems, were also integrated in this group, to provide a holistic approach to managing sustainability systems throughout planning, management and reporting structures.

In June 2016, an Executive Board decision "encouraged UNOPS to continue its efforts to facilitate partnerships between the public and private sectors in the realm of sustainable social impact investments, with strong emphasis on the mandated areas of UNOPS such as infrastructure development, procurement and project management, and in this context, welcomes the intention of UNOPS to make appropriate corporate structural adjustments with a view to mitigating potential reputational risks and financial liabilities, and in line with relevant best practices and international standards on governance and transparency. Following this decision, UNOPS adopted social impact investing as a new corporate priority. This initiative aims to scale up efforts to mobilize a broader pool of resources to meet the implementation needs of the 2030 Agenda for Sustainable Development. In 2016, a dedicated UNOPS Investments Business Unit was established to lead this work.

102-11

Page 17

Precautionary Principle or approach

UNOPS has a range of policies and processes to ensure precautionary measures are in place, including the health, safety and environmental management system, risk & quality framework, and design review for infrastructure projects.

Health, safety, and environmental management system

To address its health and safety risks, UNOPS has developed an occupational health and safety (H&S) management system in line with the OHSAS 18001 standard, with the intention of preventing work place injuries and illnesses. It applies to all individuals, both UNOPS personnel and non-personnel, who work in UNOPS infrastructure projects. From all stakeholders involved in its operations, UNOPS expects commitment to enforce a culture of preventive behaviour to limit occupational hazards. The organisation is working on expanding its H&S management system to cover its global activities and all its personnel.

The UNOPS environmental management system (EMS) ensures the integration of environmental considerations into UNOPS infrastructure projects, from the planning to the executing phase. It helps identify the environmental impacts of infrastructure activities, so that appropriate mitigation measures can be implemented to lessen its impact to the environment. An example of approach to protecting the environment can be seen in East Africa.

In Tanzania, the sea wall project to protect the community from storm surge and flooding also prevents encroachment of sea water to adjacent agricultural land, thus enabling farming to continue and thrive in the surrounding community.

There is also a need to better understand and monitor the environmental impacts of all types of projects. Currently, environmental screening reports (ESRs) and, if needed, environmental review reports (ERRs) are completed for infrastructure projects. In the future, UNOPS intends to roll out the use of ESRs and ERRs to cover more project types, as well as to develop a UNOPS-wide environmental policy.

Risk and quality framework

During 2016, UNOPS enhanced its risk management capabilities with the introduction of a comprehensive risk & quality framework that aims to address risks at all levels of the organisation. The framework establishes a common approach to risk, and aims to simplify and empower the organisation.

UNOPS risk management framework is based on the international standard for risk management ISO 31000 and developed in line with best practices from comparable organisations and benchmarks from other UN agencies.

The main components of the risk & quality framework include:

1. Engagement risk management:

- Risks are managed through the opportunity & engagement acceptance process on a continuous basis

- Every three months, through the quarterly assurance, engagement owners are required to evaluate risks of engagements already in progress and reassess the existing risk profile

- Project risk management tools are available to support daily risk management

2. Enterprise risk management:

- Based on the results of the quarterly assurance of engagement level risks, the country, regional and corporate level risks are assessed on a regular basis

- Risks assessed at the engagement, regional and corporate levels are to be compiled annually and prioritised to determine the overall UNOPS risk profile through an annual review process

Design review approach

In recognition that quality designs are essential to the delivery of safe and functional infrastructure, all works designs used for projects delivered by UNOPS must comply with minimum requirements set out in the applicable UNOPS design planning manual. Currently, these manuals cover buildings and transport infrastructure (roads, bridges, tunnels, airstrips, ports and railways). In 2017, the review requirement will also extend to utilities such as Water, Sanitation and Hygiene (WASH) and waste management.

The requirement for review applies to each piece of infrastructure (i.e. a project with a bridge and road requires two design reviews), and the extent of review is determined by the aggregate score of six factors, scored from 1-4, which are:

- Life safety
- Complexity of design
- Social impact
- Environmental impact
- Natural phenomena
- Total construction cost

Low risk works may be peer reviewed by a qualified colleague, while medium and high risk works require independent, third party review. In both instances, reviews proceed in an iterative manner. The reviewer identifies issues to the designer, who revises the design until the minimum requirements are satisfied. Once the review has been completed, the project can procure necessary construction works and services.

102-12

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External initiatives

The UN values form the bedrock for UNOPS organizational culture and are reflected in its policies, tools, products and services. In particular, UNOPS continuously benchmarks against external bodies, striving for relevant certifications and adopting internationally recognized best practices. This ensures that 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) (gold-level certificate for the second time, 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®.

In 2016, following an organisation wide exercise to identify aspects of sustainability of most relevance to UNOPS, the organization produced its first sustainability report aligned the Global Reporting Initiative (GRI) model. In doing so, UNOPS joined the World Bank as the first adopters of this global standard in the UN system.

Furthermore, as a part of the larger UN system, UNOPS is committed to its evolving role in realizing the Sustainable Development Goals (2030 Agenda), working in partnership with governments, donors and private partners to move us there. In a continuation of efforts to align work with global frameworks, UNOPS led UN efforts in Afghanistan with UNEP, WFP and the World Bank to pioneer the development of a national strategic framework for resilience aligned to the Sendai framework – the global plan on disaster risk reduction. At a broader level, UNOPS also continued in its role as chair of the International Recovery Platform in 2016, supporting advancements in the field of resilience as applied within both the development and humanitarian contexts.

| **102-13** | | Membership of associations | UNOPS does not belong to any associations or international advocacy organization. |

STRATEGY

Indicator	Omissions	Description	2016 Response
102-14 **Page 1**		Statement from senior decision-maker	Please find the statement from the UNOPS Executive Director in the Executive Director's Foreword of the UNOPS Sustainability Report.
102-15 **Page 17**		Key impacts, risks, and opportunities	UNOPS highlights its governance, risk and compliance (GRC) framework for managing its risks. The objective of the GRC framework is to embed risk-informed decision-making into the UNOPS mind-set. By managing risk, UNOPS is not only able to reduce and address threats, but are also able to maximise opportunities. This, in turn, adds value for its partners and ultimately the people we serve. An enterprise risk management process is conducted across UNOPS on a regular basis to assess, analyse and mitigate the risk profile by aggregating the engagement level risks together with the risks generated on a country, regional and corporate level, respectively. As a project-based organization, UNOPS risks stem mainly from engagement with new projects.

On a regional level, risk assessments are analysed considering the specific key risk areas emerging from the opportunity and engagement acceptance (OEA) and the quarterly assurance (QA) processes via the enterprise resource planning (ERP) platform (i.e.,OneUNOPS). Additionally, the tactical delivery risks, and strategic and emerging threats and opportunities are assessed to ensure completeness of the regional risk profile. Risks assessed at the engagement, country and regional level will be aggregated and prioritised to determine the regional risk profiles, which may be utilised to support strategic decision-making.

The key risk areas of the engagement, country, regional, and corporate level risk assessments form the foundation for the overall UNOPS risk profile, to be presented to the Executive Office on an annual basis. The Executive Office can then, based on the input, prioritise organisation-wide mitigation activities and take risk-informed decisions. As with the engagement, regional and corporate level risks, the overall UNOPS risk profiles are to be monitored and adjusted where necessary.

In internal audit, the organization maintained its commitment to prompt implementation of recommended improvements. By the end of 2016, the overall implementation rate of audit recommendations stood at 93 per cent, and only two recommendations had been open for more than 18 months. Further details on internal audit findings for 2016 will be available in the International Audit and Investigation Group (IAIG)'s annual activity report for 2016, which will be found on the UNDP Executive Board in advance of the annual session for 2017.

ETHICS AND INTEGRITY

Indicator	Omissions	Description	2016 Response
102-16 **Page 14**		Values, principles, standards, and norms of behaviour	The values of UNOPS are firmly grounded in the United Nations Charter and legislative mandates of the General Assembly. In 2016, as part of the mid-term review of UNOPS 2014-2017 strategic plan, a new purpose statement has been crafted for the organization, and the mission and vision statements have been adjusted to align with the new purpose statement. **Our purpose** • We help people build better lives and countries achieve sustainable development. • We bring to this task the values and principles of the United Nations and the innovation, boldness, speed and efficiency of a self-financed institution. • We bring the highest international standards to what we do, while respecting local contexts. We do this as our contribution to tackling the huge challenges of the 21st Century.

- We provide practical solutions to assist our partners to save lives, protect people and their rights, and to build a better world.

- We aspire to be a leader in the efforts to channel private-sector investments for social and environmental impact while addressing the immense needs for sustainable development.

- What drives us is a passion to fight inequalities and to provide opportunities to those most vulnerable. This means we often work in the most challenging environments, building foundations for communities to function and people to live with dignity and respect.

- We are passionate about quality: in our people and in what we do.

- We earn the trust of those we work with by caring about what they value, and by delivering on our promise to always act in the service of people in need.

Our vision is a world where people can live full lives supported by appropriate, sustainable and resilient infrastructure and by the efficient, transparent use of public resources in procurement and project management.

Our mission is to help people build better lives and countries achieve sustainable development.

102-17	Mechanisms for advice and concerns about ethics	UNOPS has an ethics policy and ethics office. The ethics office is the focal point for ethical issues at UNOPS and, in accordance with the Secretary General's bulletin ST/SGB/2007/11 of 30 November 2007, addresses the following:

- Developing standards, training and education on ethics issues

- Providing guidance to management to ensure UNOPS rules, policies, procedures and practices reinforce and promote the standards of integrity called for under the Charter of the United Nations

- Providing confidential advice and guidance to personnel on ethical issues

- Raising personnel awareness on ethical standards and expected behaviour within the context of oversight as well as human resources development policies, strategies and programmes

- Undertaking assigned responsibilities to protect personnel against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations.

The UNOPS Ethics Office can be contacted at ethicsofficer@unops.org or +45 3546 7650. UNOPS personnel who are hired as staff members are subject to the basic rights and duties of United Nations staff members.

These are explained in the Secretary-General's bulletin ST/ SGB/2002/13 as arising from; inter alia, General Assembly resolution 52/252 of 8 September 1998, the Charter of the United Nations, the staff regulations of the United Nations and the standards of conduct for the international civil service (2001). UNOPS expects the same ethical conduct of personnel working under UNOPS individual contractor agreements (ICA), to the extent that it is applicable. The Executive Director reports on cases of misconduct that have resulted in the imposition of disciplinary and administrative measures. UNOPS also supports agreements and guidelines, such as the United Nations Global Compact and the United Nations Code of Conduct for Suppliers.

Reflecting its role as a consultative, impartial and service-oriented resource, the UNOPS ethics office handled a total of 621 matters from 1 January 2016 to 31 December 2016 (498 matters in 2015). They are detailed in a dedicated report (DP/OPS/2016/4) for presentation to the Executive Board at its annual session 2017.

Read more on ethics in UNOPS at the website: https://www.unops.org/english/About/accountability/Pages/Ethics.aspx

GOVERNANCE

Indicator	Omissions	Description	2016 Response
102-18		Governance structure	Read about UNOPS governance and accountability at its website: https://www.unops.org/english/About/accountability/Pages/default.aspx

STAKEHOLDER ENGAGEMENT

Indicator	Omissions	Description	2016 Response
102-40		List of stakeholder groups	The following stakeholder groups were identified: **Supra** • UNOPS Executive Board **Internal** • Personnel • UNOPS senior management • Regional and country office management

Partners and funding sources

- Multilateral partners and funding sources (e.g. UN agencies, international financial institutions e.g. World Bank, other multilateral institutions e.g. the Global Fund)
- Governments
- Trust Funds
- Foundations

Host governments

- Government officials and decisions makers
- Regional and local authorities

Cross-sector partners

- Non-commercial partners (e.g. Green Project Management, academia, private sector)
- Local implementing partners and grantees (non-commercial)

Local communities

- Local beneficiaries/community
- Civil society

Suppliers

- Suppliers of goods, works and services

Media and watchdogs

- Local and national media
- Other thought leaders

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

| **102-41** | Collective bargaining agreements | Zero per cent of total 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 Freedom of association and collective bargaining). |

102-42		Identifying and selecting stakeholders	As part of UNOPS materiality assessment process in 2015, internal and external stakeholders were identified in an internal workshop as well as through consultations with the Communications and Partnerships Group. UNOPS followed GRI's guidance for how to identify and prioritize stakeholders and undertook a stakeholder engagement exercise to validate the materiality assessment with them.
102-43		Approach to stakeholder engagement	UNOPS engages with a range of stakeholders globally and throughout the year, from personnel surveys and partner surveys to multiple in-person meetings with personnel, partners and suppliers to ensure that we are working together towards the same goals. Specifically, as part of the materiality analysis in 2015, UNOPS validated the assessment with a variety of internal and external stakeholders. The results of that engagement informed the final version of our materiality matrix and therefore the content of this report.
102-44 **Page 56**		Key topics and concerns raised	This report addresses a number of key topics and concerns raised by internal and external stakeholders as well as UNOPS response. In particular, reporting on challenges and insights in the reports reflects the feedback from the stakeholder engagement activities such as the annual global leadership meeting (GLM) and the mid-term review (MTR). Moreover, UNOPS conducts surveys to solicit feedback from partners around the world to understand how to better serve them. A total of 522 interviews were conducted, for their perception of UNOPS work in 2016. Overall, 45 per cent of interviews were done with our government partners. 31 per cent to UN partners and 7 per cent to NGOs. Results from the survey reflected high level of overall satisfaction with UNOPS at 89 per cent (from 82 per cent in 2015) as well as key concerns of the partners.

REPORTING PRACTICE

Indicator	Omissions	Description	2016 Response
102-45		Entities included in the consolidated financial statements	This report covers all entities included in UNOPS financial statements.

102-46	Defining report content and topic Boundaries	Please find the description of the process for defining report content and topic boundaries and how UNOPS has implemented the reporting principles for defining report content in the About this Report section in the UNOPS Sustainability Report 2015 (pages 8-11). Link: https://www.unops.org/SiteCollectionDocuments/Publications/Sustainability/unops_sustainability_report_2016_online.pdf
102-47 **Page 5**	List of material topics	Please find the materiality matrix with our list of material topics in the "Sustainability at UNOPS" section in UNOPS Sustainability Report.
102-48	Restatements of information	Restatements have been made to indicators 102-8 and 401-1. Please note that UNOPS updated the definitions on UNOPS personnel categories and turnover calculation to reflect more accurately the nature of its operations. See 102-8 and 401-1 for details.
102-49 **Page 4**	Changes in reporting	Please find the changes in reporting in the "Sustainability at UNOPS" section in UNOPS Sustainability Report.
102-50	Reporting period	The Sustainability Report and the GRI Content Index 2016 cover from 1 January 2016 to 31 December 2016.
102-51	Date of most recent report	1. UNOPS Annual report of the Executive Director: June 2017 2. UNOPS 2015 Sustainability Report: August 2016
102-52	Reporting cycle	The report is published on an annual basis.
102-53 **Back cover**	Contact point for questions regarding the report	We welcome your feedback. For more information or questions, please contact UNOPS via email: sustainability@unops.org.

102-54 **Page 4**	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55 **Page 4**	GRI Content Index	This table comprises the GRI Content Index 2016. This report is written with reference to the GRI Standards: Core option and the NGO Sector Supplement. To tailor the GRI framework to UNOPS context, several topics were merged or renamed following the materiality assessment in 2015. Material topics were then adjusted to align with the GRI Standards. These included merging 'Market presence' and 'Marketing and labelling' into 'Exit strategy and project closure', and 'Economic performance' with 'Resource allocation' into 'Responsible economic management'. In addition, we also renamed the topic 'Materials' with 'Environmental impact of materials', and combined topics of 'Child labour' and 'Forced or compulsory labour' into 'Child / Forced / Compulsory labour'. Finally, indicators relating to compliance and supplier assessments originally under the Environmental and Social categories were re-grouped under new topics of 'Compliance' and 'Supplier assessments'. These topics are disaggregated again in the GRI Content Index in order to meet the GRI Standards requirements. There are a few topics which are identified as material, but for which UNOPS is not currently able to report meaningful data. In those cases, a reason for omission is indicated in the GRI Content Index.
102-56	External assurance	The report has not been externally assured.

TOPIC-SPECIFIC STANDARDS
ECONOMIC

MATERIAL TOPIC: ECONOMIC PERFORMANCE			
BOUNDARY: ORGANIZATIONAL			
UNOPS TOPIC: RESPONSIBLE ECONOMIC MANAGEMENT			
Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS is a self-financing UN organization which reports to Member States at the Executive Board. As such it has established a comprehensive management approach linking strategic ambitions with operational implementation. UNOPS 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 on full cost recovery, i.e. is fully self-financing. The management system has at its core a strategic plan which lasts for a total of 4 years and is revised if required after 2 years by a mid-term review. This is further broken down to a 2 year budget estimates document which in turn operationalizes the strategic ambitions into a 2 year performance plan including financial and non-financial performance measures. Finally these goals are translated into an annual organizational plan detailing financial and non-financial targets for all organizational units. The performance against the ambitions is then reported on an annual basis in the annual report. See more information on UNOPS financial control and management structure on the website: https://www.unops.org/english/About/mission-and-vision/Pages/UNOPS-Achievements.aspx. As a member of the UN system, many of the elements of the management approach are predefined. What UNOPS does is adapting management tools like the balanced scorecard or activity based costing that allow for a better linkage or performance of individual elements. As such the management model is under constant evaluation and the process of planning and progress reporting as the key element for the management is continuously improved.

UNOPS constantly evaluates the lessons learned from prior years and has transformed the annual planning process from a top-down process to a more collaborative process. Also as a result of the recent lessons learned UNOPS has now embarked on continuing this collaborative process on a quarterly basis where performance against agreed targets will be reviewed and if required corrective actions can be agreed upon. A further indicator of the performance of the management approach is the level by which the targets agreed upon are achieved. The performance against the prior targets will also result in considerations how to adjust systems and processes going forward.

201-1 **Pages 10, 11**		Direct economic value generated and distributed	During 2016, UNOPS delivered $1.4 billion in project services, the same figure as reported in 2015. Project-related net revenue was $86.7 million, compared to $87.2 million in 2015. Management expenses were $67.3 million, compared to $65.4 million a year earlier, an increase of 2.9 per cent. This included a $4.2 million investment in growth and innovation projects. The ratio of management expenses to delivery in 2016 was 4.8 per cent, a slight increase on the 4.5 per cent recorded in 2015. Miscellaneous income earned was $2.1 million (against $2.4 million in the previous year). Interest income earned was $13.1 million as compared to $3.0 million in year 2015. Overall, this resulted in a net surplus of income over expenditure, after provisions, of $31.3 million (compared to $14.3 million in 2015). At year-end 2016, UNOPS continued to maintain its operational reserve above the minimum requirement established by the Executive Board.
201-2	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Financial implications and other risks and opportunities due to climate change	
201-3		Defined benefit plan obligations and other retirement plans	An actuarial revaluation of UNOPS end-of-service employee liabilities indicated that such liabilities at year end 2016 were about $6.2 million higher than the related liabilities at the end of 2015. This comprised of an actuarial loss of $2.0 million and further funding made by UNOPS during the year. All Individual Contractor Agreement (ICA) holders, both Local ICAs (LICA) and International ICAs (IICA), have the option of participating in the UNOPS Provident Fund. There are two contribution types in this scheme; 1. Mandatory Provident Fund Contribution and 2. Voluntary Contribution.

1. Mandatory Provident Fund Contribution is applicable only to LICA contract holders. All eligible LICAs are automatically enrolled into the UNOPS-PF.

2. Voluntary Contribution; International ICAs can make voluntary contributions of up to 15 per cent of their fee towards the Provident Fund.

For Staff:

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

201-4	Financial assistance received from government	The status of international organizations such as UNOPS is governed by the provisions of the Vienna Conventions and host country agreements within which it operates. As such, UNOPS is exempt from all duties and taxes. In 2016, UNOPS received over $4 million in contributions-in-kind from governments. The two significant contributors were Danish government ($3.9 million) and Austrian government ($130,000).
NGO-7	Resource allocation	UNOPS by its nature is an organization built around the implementation of different projects. These primarily are dedicated to individual agreements (also referred to as engagements) signed with partners. For each of these engagements UNOPS, as the custodian of the resources, establishes a separate account in its financial management system. So at any point in time UNOPS is able to link the resources available not only to the partner that provided the resources, but also to the specific engagement signed by the partner. The same is the case for UNOPS own resources. In the annual planning process resources get allocated to entities and further to different work packages identified. This dedicated resources allocation allows for a continuous performance management against the intended and actual use of resources. Also since all the resource allocation is fully integrated into UNOPS global ERP system, there is also a built in control to ensure that resources are not spent beyond the allocated amount. So there are active controls in the system setup and another control level enabled through the reporting function. UNOPS financial system is in accordance with the International Public Sector Accounting Standards (IPSAS). As such it has established an IPSAS compliant policy framework. For cost management purposes a system has been established that integrates best practices for cost accounting like activity based costing concepts.

UNOPS financial statements are subject to an annual audit which usually also includes one management component. This audit is performed by a national audit body under the umbrella of the UN Board of Auditors.

As a UN organization UNOPS is only required to produce one set of Financial Statements to the UN Governing Body. Thus the systems and standards applied are used on a global scale. This allows for comparable data of UNOPS global operations.

MATERIAL TOPIC: ETHICAL FUNDRAISING

BOUNDARY: ORGANIZATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See response to NGO-8
NGO-8 **Pages 52, 53**		Sources of funding by category and five largest donors and monetary value of their contribution	Strong partnerships are the foundation of UNOPS work. In 2016, services to the UN amounted to 43 per cent of UNOPS delivery, down from 50 per cent in 2015. The largest United Nations partner was the UN Secretariat, most significantly the departments of Political Affairs, Peacekeeping Operations and Field Support accounting for $294 million, or 21 per cent of implementation expenditure, a slight increase compared to 18 per cent in 2015. Governments continue to be a central partner of UNOPS and the entire UN family. In 2016, 25 per cent of UNOPS delivery was attributed to governments. The top five governmental partners in 2016 were the United States of America, Honduras, the United Kingdom, Japan, and Ethiopia. In addition, 20 per cent of UNOPS delivery was attributed to delivery with multilateral institutions and trust funds, the largest of which was the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM). Five per cent of the delivery was attributed to partnerships with inter-governmental organizations, while four per cent was with international financial institutions, including regional development banks.

Please note that UNOPS business model does not include the notion of fundraising in the traditionally understood sense of resource mobilization but rather is limited to the receipt of partner contributions for the specific implementation of projects in line with UNOPS financial rules and regulation

The tables[3] below show the five largest clients and funding sources[4] of UNOPS in 2016.

UNOPS 5 LARGEST FUNDING SOURCES (BY DELIVERY)	DELIVERY
UN Secretariat	$294M
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	$113M
Office of the United Nations High Commissioner for Refugees (UNHCR)	$71M
European Union	$57M
United States of America	$53M

The Livelihoods and Food Security Trust Fund (LIFT) is not included as a donor because it is a UNOPS hosted fund, which is not considered as a separate entity per se.

All information about the partners that we work with, the volume and content of the contracts signed, and the goals and progress of projects can be accessed via our detailed transparency portal, www.data.unops.org.

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

[4] Please see below the definitions of client and funding source: Client — any entity to which or on whose behalf UNOPS is authorized to provide goods, perform works, render services and/or other types of support, as may from time to time be established by the Executive Board, namely: any organization of the United Nations system (including international and regional financial institutions) or entity acting through an organization of the United Nations system, any government, inter-governmental entity, international organization, non-governmental organization or private sector entity. Funding source (donor) — either 1) a client which provides funds to UNOPS pursuant to a project agreement between UNOPS and that client, or 2) where the funding source is not a client, the entity that provides funds to UNOPS with the written concurrence of a client pursuant to a signed project agreement between UNOPS and the funding source.

MATERIAL TOPIC: MARKET PRESENCE

BOUNDARY: OPERATIONAL
UNOPS TOPIC: EXIT STRATEGY AND PROJECT CLOSURE

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Marketing and labelling.
202-1	Information unavailable. UNOPS does not currently have data with which to report meaningfully on this. UNOPS aligns its compensation to the ICSC comparator which is based on a salary survey in the country of operation. This typically means that UNOPS compensation is compensating its personnel well in excess of minimum wages and in line with the best paying civil service organisations (e.g. Government, Embassies, and other International Organisations) in the countries it operates.	Ratios of standard entry level wage by gender compared to local minimum wage	
202-2		Proportion of senior management hired from the local community	Overall, in 2016 the proportion of UNOPS senior management hired locally (i.e. nationals of the duty station country) at significant locations of operation was 18 per cent. Senior management at significant locations of operations is defined as International Civil Service Commission (ICSC)-11 and above at the countries where UNOPS has a physical presence.

It should be noted that UNOPS strives to have an inclusive and diverse recruitment practice and encourages people from all countries to apply to its positions. However, to keep the neutrality and impartiality of a UN organisation, country directors are not typically from the country their job is located in.

MATERIAL TOPIC: INDIRECT ECONOMIC IMPACTS

BOUNDARY: OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3** **Pages 6, 18, 46, 48**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS helps contribute to economic sustainability by: pursuing effective management and investment strategies with national governments; supporting livelihoods through the creation of local employment and income opportunities; enhancing access to markets using national suppliers; and considering, where possible, the total cost of ownership. UNOPS supports partners' peacebuilding, humanitarian and development objectives, and contributes to the operational results of partners through three focus areas: project management, infrastructure, and procurement. UNOPS undertakes to respect national ownership, to use national suppliers and local workforce whenever possible, and to develop an exit strategy for its services in order to ensure that the projects are sustainable when the local governments take over. UNOPS is increasingly asked to help build national capacity by offering advice, best-practice processes, training, exchange of experience and expertise and support for enhancing management oversight to ensure project transparency and accountability. One of the three UNOPS approaches to reinforcing sustainability in local communities is through a focus on equitable economic growth. This approach entails: ensuring optimum economic value by focusing on effective management and investment strategies and practices; supporting livelihoods through the creation of local employment and income opportunities, enhancement of market access, and use of national suppliers; considering, where relevant, the total cost of ownership (financing, operating, maintaining and replacing assets); while upholding the principles of transparency and accountability. UNOPS helps partners design, construct, rehabilitate and maintain infrastructure — such as schools, hospitals, roads and bridges — in some of most challenging environments around the world. Investing in basic, sustainable infrastructure is vital for improving the living standards of communities worldwide.

As a central resource for physical infrastructure projects within the United Nations system, UNOPS developed innovative approaches (e.g., Camp Manual and Evidence-Based Infrastructure Development Framework) to help partners implement the infrastructure required to drive sustainable development.

In 2016, UNOPS continued its work with the University of Oxford on national infrastructure systems. This work is designed to evaluate and analyse future infrastructure needs, including addressing challenges associated with climate change. Support is offered to governments for the adoption of international best practices, through UNOPS 'Evidence Based Infrastructure' framework. In addition to the implementation with the State of Palestine, expressions of interest have been voiced by countries in Africa, South America, the Middle East, and Small Island Developing States.

203-1
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Pages 6, 7, 18, 24, 30

Infrastructure investments and services supported

In 2016, UNOPS constructed, designed or rehabilitated 90 bridges, 3,025 kilometres of road, and 2 ports, compared with 38 bridges, 2,572 kilometres of road, and 1 port in 2015. UNOPS managed the construction, design or rehabilitation of 50 schools, 74 hospitals and 278 health clinics. In 2015, the numbers included 46 schools, 2 university, 25 hospitals and 105 health clinics.

In addition, 41 police stations and 8 prisons were constructed, designed or renovated, as well as 3 courthouses and 2 customs and border facilities. In 2015, UNOPS constructed, designed or renovated 3 prisons, 6 courthouses and 2 customs and border facilities.

In 2016, 25 per cent of UNOPS projects reported providing employment for local people. More than 3 million labour days of paid work for beneficiaries were created in 2016, most of them generated as part of infrastructure projects employing local people during the course of project implementation.

For example, as part of efforts to improve security and access to justice for poor and marginalized people in Nepal, UNOPS is constructing twenty earthquake resilient police units on behalf of the United Kingdom (UK) Department for International Development (DFID). Each structure is designed to be sustainable, environmentally friendly and accessible for diverse users, taking into account gender considerations as well as the unique needs of children and people of differing abilities. In 2016, 19,484 labour days for local workers were created as part of activities related to this project.

203-2
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Pages 6, 7, 18, 24, 26, 28, 30, 33, 43, 46, 48

Significant indirect economic impacts

UNOPS provides assistance to partners to encourage social and economic empowerment. It contributes to economic sustainability by pursuing effective management and investment strategies and practices; supporting livelihoods through the creation of local employment and income opportunities; enhancing access to markets using national suppliers; and considering, where relevant, the total cost of ownerhip (including financing, operating, maintaining and replacing assets).

In 2016, 54 per cent UNOPS projects reported had positive impacts on local economies. Many of these projects enabled improved access to markets and essential services. With funding from the Swedish International Development Cooperation Agency, for example, in 2016 UNOPS constructed a 30 metre-long bridge and worked on more than 500 kilometres of roads in northern Afghanistan, helping provide rural communities with year-round access to markets, health care and basic services. The project trained 60 engineering graduates in road design, construction and maintenance, and 30 community representatives were trained in operations and maintenance activities. 30 female entrepreneurs were trained in business skills. In 2016, this project created 52,639 labour days for local men and 23,845 labour days for local women.

Moreover, 55 per cent of UNOPwS projects reported the implementation of capacity building initiatives in project delivery. UNOPS helps develops national capacity by providing advice and training, sharing best practices and expertise in support of the objectives of partner projects. In a relevant example of South-South cooperation, UNOPS constructed two new roads in Jamaica's capital, on behalf of the Government of Mexico. UNOPS was responsible for implementation of a project adopting a labour-based approach engaging the local community. UNOPS designed and constructed 1,650 metres of road to connect local populations of over 1 million people to waste management facilities. A formal training and certification programme was established during the construction for masons and carpenters. The UNOPS team worked with community leaders to provide jobs for nearly 300 people living in the area, creating 15,000 labour days for local workers, of which 35 per cent were women. In total, in 2016, 29 per cent[5] of UNOPS supported projects reported on-the-job learning elements for local workers.

Also, 22 per cent of UNOPS projects reported providing formal training or certification programmes were held for beneficiaries or local workers in 2016. A total of over10,000 work days of training were reported delivered by UNOPS projects. For example, in Serbia, over 100 employees of local authorities received certifications in FIDIC contract modality as part of the European PROGRES project. In Palestine, the Jenin Correctional Facility project provided health and safety trainings and PRINCE2 foundation courses for beneficiaries.

UNOPS provided over 50,000 days of technical assistance in infrastructure, procurement and project management capacities to its partners, up from 44,000 in 2015. In addition, UNOPS helped partners develop local capacity by supporting the training of more than 10,000 individuals, in infrastructure, procurement and project management disciplines.

[5] This number was adjusted based on the updated information. In the Annual report of the Executive Director, the number was 27 per cent.

MATERIAL TOPIC: PROCUREMENT PRACTICES

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: RESPONSIBLE PROCUREMENT

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3** **Page 48**		Material topic boundary; Management approach; Evaluation of Management approach	As the central procurement resource for the UN system and its partners, UNOPS has considerable expertise in the field of public procurement and provide efficient, transparent, cost-effective and sustainable delivery of goods and services. In 2016, UNOPS was recognized once again the gold level certificate in sustainable procurement by the Chartered Institute of Procurement & Supply (CIPS). In 2016, UNOPS started to implement an in-house developed e-tendering system (UNOPS eSourcing). Through the new system, most procurement process stages are handled online: sourcing, solicitation, management of submissions, evaluation, procurement review and award. In doing so, eSourcing is helping to streamline how UNOPS interacts with its vendors, and is bringing increased efficiency and governance to the procurement process. For more information, please visit https://esourcing.unops.org Additional information regarding UNOPS Procurement Manual, activities, programs and results is available on the organization's website at www.unops.org.
204-1 **Pages 6, 10, 11**		Proportion of spending on local suppliers (national suppliers)	UNOPS recognizes that enhancing national capacity through its projects is central to advancing the ownership and sustainability of those projects. As per the UNOPS 2014-2017 strategic plan (§23, p.6), UNOPS therefore undertakes to use national suppliers and a local workforce whenever possible. In 2016 UNOPS developed and implemented several projects to support local, small and medium (SME) businesses, with a traditional focus on women-owned businesses, in the procurement process. This included the launch of the UNOPS Possibilities Program, in Amman, Jordan, and the development of a pre-procurement market engagement website, the UNOPS Possibilities Portal for local SME suppliers with innovative products and services. 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. Equally, 'significant locations of operation' is defined as 'any country where UNOPS has an established physical office.'

The total percentage of the procurement budget used for significant locations of operation spent on suppliers local to those operations was 46.6 per cent in 2016, as compared to 47 per cent in 2015. To obtain this figure, 2016 purchase order data was used to match the project country with the vendor country. It should be noted that this figure is based on the available data in the current systems.

MATERIAL TOPIC: ANTI-CORRUPTION

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	The UN has adopted a variety of rules and regulations concerning employee conduct, describing the status, basic rights and duties of United Nations staff members (ST/SGB/2002/13). This extensive body of relevant legal norms, from the Charter, the Convention on the Privileges and Immunities of the United Nations to staff regulations, rules and commentary, identifies core values and sets standards of conduct for all UN employees. As a UN organization, UNOPS is subject to the same anti-corruption policies as the UN as a whole, including, but not limited to, the relevant provisions in the UN staff regulations and rules. In UNOPS, policies concerning ethics have been issued by the Executive Director (ED) in the form of organizational directives (ODs), and there are also a range of ethical issues addressed in the administrative instructions (AIs) issued by the ED and other colleagues (see the list here: https://www.unops.org/english/About/accountability/IAIG/Pages/default.aspx) . UNOPS takes all reports of alleged wrong-doing seriously. UNOPS has set up units and mechanisms to address issues such as corruption and fraud, discrimination, harassment, retaliation, abuse of authority, including the International Audit and Investigation Group (IAIG), the Ethics Office, the Ombudsman Office, the Legal Group and People and Change Group. Anyone can contact the above mentioned units to report misconduct or complaint, with the assurance that all exchanges are strictly confidential. Types of wrongdoing and the contact details for reporting incidents are available on UNOPS website: https://www.unops.org/english/About/accountability/IAIG/Pages/How-to-report-wrongdoing.aspx In accordance with the internal document OD 36 'UNOPS Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct', the independent IAIG has sole responsibility for conducting investigations within UNOPS and is the principal channel for receiving allegations of misconduct.

Non-staff members (e.g. staff of other UN agencies, contractors, or vendors) may also report allegations of wrongdoing directly to the IAIG. The Ethics Office provides confidential ethics advice to all personnel, wherever they are based. Any individual may approach the Ethics Office for assistance in navigating a complex situation. Through this service, personnel are better able to describe their problem or concern, identify the rules and regulations that may apply, examine their options, and understand the consequences. Through the advisory process, personnel are better able to make ethical decisions that serve the interest of UNOPS. In addition, a number of UNOPS-specific policies are available on UNOPS public website and thus are easily accessible by members of the Executive Board and all other interested parties.

Furthermore, anti-corruption for procurement at UNOPS is supported by the UN supplier code of conduct, which is available at www.ungm.org, and through the application of UNOPS framework for determining vendor ineligibility/sanctions (OD41). This framework is based on the UN's model policy framework (MPF), adopted by the high level committee on management procurement network (HLCM), which enhances UNOPS coordination and knowledge-sharing with other with Agencies, in order to ensure consistent treatment of vendors within the UN System. Upon the promulgation of this framework, UNOPS established its 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, as defined in OD 41 section 3.8.

Additional details on the UNOPS framework for determining vendor ineligibility/sanctions is available at: https://www.unops.org/english/Opportunities/suppliers/Pages/Vendor-sanctions.aspx

| **205-1** | Operations assessed for risks related to corruption | In the mid-term review of the UNOPS strategic plan, 2014-2017, an analysis was done to map out risks related to corruption in UNOPS operations against the Transparency International Index. According to the analysis, in 2014-2015, UNOPS had activities in 68 countries with the biggest challenges in transparency, representing 63 per cent of UNOPS delivery. Find more information on the analysis on UNOPS website:

https://www.unops.org/SiteCollectionDocuments/Executive-board/EB%20documents/2016/2016%20Second%20regular%20session/EN/Annex%20I.pdf

For UNOPS projects, regions and countries are responsible for risk assessment on corruption. We are working on possibilities to strengthen the systems to account more fully for this topic in future. |

| **205-2** | Communication and training on anti-corruption policies and procedures | All members of the corporate operations group (COG) 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.

One member of the COG and 505 UNOPS personnel received anti-corruption training in 2016.

For procurement at UNOPS, 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. As part of the procurement training strategy 2016-2017, UNOPS continued to develop and roll out a complete curriculum of courses that meet identified learning outcomes. This ensured that UNOPS procurement practitioners continued to develop skills and knowledge that will be of benefit to UNOPS and to their professional growth. In 2016, 270 personnel successfully completed the POT.

In 2016, UNOPS began developing an online course on ethics and fraud prevention in procurement, which will help 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. This course is expected to be available in 2017.

Building on its efforts to lead by example, UNOPS also collaborated with its external partners to enhance the adoption of anti-fraud and corruption best practices. In 2016, UNOPS developed and executed a high-level anticorruption forum in Jalisco, Mexico with the participation of over 400 government officials, NGOs, academy representatives, members of the judiciary, press and media, and suppliers. This forum went beyond the traditional presentations on the identification of corruption and fraud and included expert presentations on data mining investigations to identify collusive practices, how to lead an investigation, obtaining and preserving the relevant evidence for courts trials, and the retrieval of public assets back to the treasury.

UNOPS policies are also publicly available at www.unops.org. |
| **205-3** | Confirmed incidents of corruption and actions taken | In 2016, UNOPS confirmed 29 incidents of corruption. 11 UNOPS personnel were disciplined.

In 2016, in accordance with UNOPS framework for determining vendor ineligibility/sanctions, UNOPS identified 13 cases of suppliers involved in proscribed practices and applied vendor sanctions. The list of sanctioned vendors and individuals and additional details on the UNOPS framework for determining vendor ineligibility/sanctions is available at: https://www.unops.org/english/Opportunities/suppliers/Pages/Vendor-sanctions.aspx |

TOPIC-SPECIFIC STANDARDS

ENVIRONMENT

MATERIAL TOPIC: MATERIALS

BOUNDARY: OPERATIONAL
UNOPS TOPIC: ENVIRONMENTAL IMPACTS OF MATERIALS

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3** **Page 7**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS considers environmental sustainability as one of its core values. As infrastructure represents a large share of our environmental impacts, UNOPS issued an environmental management policy for infrastructure in 2013. It details the principles, expectations and responsibilities for environmental protection in UNOPS Infrastructure projects. The related UNOPS environmental management system (EMS) is ISO 14001 certified in seven country locations (Denmark, Kosovo, Afghanistan, Sri Lanka, Myanmar, Ghana and Jerusalem). The EMS ensures integration of environmental considerations in UNOPS infrastructure projects, from the planning to the executing phase. Additionally, a design review process ensures that green building elements are duly integrated in the design of constructions. The organisation is working to improve its environmental impact mitigation measures. In 2016, 50 per cent of all UNOPS-supported projects reported measures to mitigate negative environmental impacts. In Sri Lanka, 400,000 people are set to benefit from improved waste management facilities developed to ensure waste is disposed in a way that will not damage the environment or negatively affect communities. The carbon emission of UNOPS facilities and office operations is managed with particular care, with a global inventory taking place yearly, covering more than 60 offices globally. It follows the methodology of the Greenhouse Gas (GHG) protocol, and includes emissions from facilities and business travel. The resulting emissions are offset using certified emission reductions (CERs) credits. The inventory management plan details the inventory process and is available on UNOPS website. UNOPS favours the inclusion of environmental considerations in its procurement activities, dealing with a wide range of issues, from energy efficiency to toxic materials.

Indicator	Omissions	Description	2016 Response
301-1	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Materials used by weight or volume	
301-2	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Recycled input materials used	
301-3	This disclosure is not applicable to UNOPS. UNOPS does not directly produce or sell products.	Reclaimed products and their packaging materials	

MATERIAL TOPIC: ENERGY

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Materials.
302-1		Energy consumption within the organization	The direct energy consumed by the organization in 2016 was 13,969,931 kWh or 50,291 GJ. Of this total, 64,896 kWh (0.46%) was self-generated electricity through photovoltaic panels at the UNOPS Headquarters in Denmark. There are three sources of energy consumption in UNOPS offices: Purchased electricity: The source of activity data is typically bills from electricity providers, or consumption profiles provided by building administrators. Where reliable electricity figures are missing, one of the following methods is used, in order of preference: 1) the electricity consumption per m2 available from a nearby building is applied, or 2) a proxy is calculated using the Sustainable United Nations (SUN) recommended methodology, based on office square metres and Energy Efficiency Index (EEI) per climatic zones.

Where reliable electricity figures are missing, one of the following methods is used, in order of preference: 1) the electricity consumption per m2 available from a nearby building is applied, or 2) a proxy is calculated using the Sustainable United Nations (SUN) recommended methodology, based on office square metres and Energy Efficiency Index (EEI) per climatic zones.

Purchased steam: The source of activity data is typically invoices with quantities of purchased steam, or consumption profiles provided by building administrators. Where steam figures are missing, one of the following methods is used, in order of preference: 1) the steam consumption per m2 available from a nearby building is applied, or 2) a data gap is marked.

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

We did not sell any energy.

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

| **302-2** | Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future. | Energy consumption outside of the organization | |

| **302-3** | | Energy intensity | The energy intensity ratio for 2016 was 216 kWh/m^2. This is based on energy consumed within the organization only.

 Our building-related energy consumption (kWh) includes:

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

| **302-4** | Information unavailable. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future. | Reduction of energy consumption | |

302-5	Information unavailable. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.	Reductions in energy requirements of products and services

MATERIAL TOPIC: WATER

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Materials.
303-1		Water withdrawal by source	UNOPS offices water sources (in m3): The total water consumed in 2016 was 83,440 m3. • Municipal water supplies or other public or private water utilities: 66,250 • Ground water: 15,946 • Surface water, including water from wetlands, rivers, lakes and oceans: 811 • Rainwater collected directly and stored by the organization: 289 • Waste water from another organization: 0 • Unknown: 144 Water data is based on 2016 water bills, meter readings or figures confirmed by building administrators, logistics officers and/or office managers. Where UNOPS shares office facilities without a separate water meter, water consumption was apportioned by percentage of total square metres. Where water consumption data was unavailable, a data gap was marked.

Indicator	Omissions	Description	2016 Response
303-2	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Water sources significantly affected by withdrawal of water	
303-3		Water recycled and reused	The total water recycled and reused in 2016 was 289 m3 (0.3% of the total water withdrawn). This consisted of rainwater collected directly and stored by the organization. Water data is based on 2016 water bills, meter readings or figures confirmed by building administrators, logistics officers and/or office managers. Where UNOPS shares office facilities without a separate water meter, water consumption was apportioned by percentage of total square metres. Where water consumption data was unavailable, a data gap was marked.

MATERIAL TOPIC: BIODIVERSITY

BOUNDARY: OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Materials.
304-1	Information unavailable. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	

| **304-2** | | Significant impacts of activities, products, and services on biodiversity | UNOPS help protect biodiversity through local and regional projects. In 2016, 147 out of the total 941 projects (16 per cent) have reported the nature of significant direct and indirect impacts in biodiversity of the projects.

For example, UNOPS's police headquarter facilities projects in Kismayo and Baidoa in Somalia, UNOPS planed the layout of the buildings in a way that it avoided or mitigated the cutting of existing trees and destruction of current vegetation in the area. To mitigate noise produced typically by running a generator, the projects installed generators that provide low levels of noise that may impact existing biodiversity in the surrounding area.

In Peru, UNOPS provided technical assistance in the feasibility study for a construction of water infrastructure to support sustainable agricultural production in Pampa de Lanchas and to help improve agricultural production without adding pressure to the land's existing biodiversity. The primary objective of this project is to increase the supply of water in the Pampa de Lanchas, by recharging the aquifer of the region with the surplus waters of Pisco River basin during the rainy season. Furthermore, to develop local capacity in the management, maintenance and operation of the proposed irrigation water management system. |
|---|---|---|---|
| **304-3** | | Habitats protected or restored | UNOPS partners with other entities to help protect or restore habitat in some areas where it operates. In 2016, 124 out of the total 941 projects (13 per cent) reported the involvement of third party entities in helping mitigate UNOPS' projects impacts to biodiversity. In Afghanistan, for example, UNOPS Peace and Security Cluster continue to work with UNMAS in the removal of existing landmines in post conflict areas. The removal of landmines enables previously contaminated lands and make available for productive use. It also provides opportunity for biodiversity to thrive again. |
| **304-4** | Information available. UNOPS is evaluating how to proceed with monitoring of this topic in the future. | IUCN Red List species and national conservation list species with habitats in areas affected by operations | |

MATERIAL TOPIC: EMISSIONS

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Materials.
305-1 **Pages 7, 8, 9**		Direct (Scope 1) GHG emissions	In 2016, our Scope 1 emissions were 5,391 t CO_2eq. This includes: • On-site fuel combustion • Vehicle fleet • Refrigerants • Optional emissions: Chlorofluorocarbons/ Hydrochlorofluorocarbons (CFCs/HCFCs) Gases included in the calculation: Carbon dioxide (CO_2), Methane (CH_4), Nitrous oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs) and optional emissions CFCs/HCFCs. CFCs/HCFCs, resulting from the leakage of refrigerants, do not fall under the common minimum boundary of the UN-wide GHG Inventory as they are ozone depleting substances that are covered by the Montreal Protocol. However, they are also potent greenhouse gases and are therefore reported as optional emissions. There are currently no means to separate biogenic CO_2 emissions from total GHG emissions. However, these represented a minor proportion in 2016, totalling less than 5% of Scope 1 emissions. We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 1 emissions in the base year of 2011 were 7,098 t CO_2eq. On-site fuel combustion: The source of activity data is typically invoices reporting quantities of purchased fuel, estimates based on average fuel cost or consumption profiles recorded by building administrators. Where generator fuel figures are missing, a data gap is marked. Vehicle fleet: When fuel consumption or mileage for mobile sources is not available, a proxy value for fuel consumption based on average fuel price from invoices is used (when the information is available).

Refrigerants: The source of activity data is typically limited to the refrigerant type, verified through physical inspection of the equipment. Occasionally, activity data on yearly refrigerants purchase based on invoices is available. Where refrigerants figures are missing, those are estimated by the Sustainable UN emissions calculator.

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

- CO_2: 1
- CH_4: 21
- N_2O: 310
- HFCs, PFCs, and CFC/HCFCs: several rates; see UN wide GHG Inventory Management Plan (IMP) for 2014.

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

305-2

Pages 7, 8, 9

Energy indirect (Scope 2) GHG emissions

In 2016, our Scope 2 emissions were 1,719 t CO_2eq. This includes:

- Purchased electricity
- Purchased steam for heating

Gases included in the calculation: CO_2, CH_4 and N_2O.

We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 2 emissions in the base year of 2011 were 1,679 t CO_2eq.

Purchased electricity: The source of activity data is typically bills from electricity providers or consumption profiles provided by building administrators. Where reliable electricity figures are missing, one of the following methods is used, in order of preference: 1) the electricity consumption per m2 available from a nearby building is applied, or 2) a proxy is calculated using the SUN recommended methodology, based on office square metres and Energy Efficiency Index (EEI) per climatic zones.

Purchased steam: The source of activity data is typically invoices with quantities of purchased steam or consumption profiles provided by building administrators. Where steam figures are missing, one of the following methods is used, in order of preference: 1) the steam consumption per m2 available from a nearby building is applied, or 2) a data gap is marked.

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

- CO_2: 1
- CH_4: 21
- N_2O: 310

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

305-3

Pages 7, 8, 9

Other indirect (Scope 3) GHG emissions

In 2016, our Scope 3 emissions were 7,859 t CO_2eq. This includes:

- Air travel
- Entitlement travel
- Public transport

Gases included in the calculation are CO_2, CH_4 and N_2O.

Note: of the total 7,859 t CO_2eq for Scope 3 emissions, 119 t CO_2eq from Air travel and Entitlement travel were offset by the European Union Emissions Trading System (EU-ETS). Therefore, in 2016, the total Scope 3 emission excluding offsets was 7,740 t CO_2eq.

Data on biogenic CO_2 emissions for Scope 3 is currently unavailable.

We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 3 emissions in the base year of 2011 were 5,042 t CO_2eq.

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

Entitlement Travel (ET): ET for international personnel is calculated as follows: the closest large commercial airport to the indicated duty station and place of recruitment cities (as relevant) was selected for generating itineraries. Where this information is not available, the average carbon footprint (CO_2 in kilograms) and trip distance (in kilometres) of available ET were therefore used as proxies for this group.

The class of travel applied to the trips was economy class. Where no reasonable information of the type of travel, number of travellers and likely itinerary were available, a data gap was marked. ET was also calculated for interns.

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

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

- CO_2: 1
- CH_4: 21
- N_2O: 310

305-4 | | GHG emissions intensity | The GHG emissions intensity ratio in 2016 was 4.63 t CO_2eq. The denominator is per personnel.

Included in the ratio are Scope 1, 2 and 3 and optional emissions (ie. CFCs/HCFCs). Gases included in the calculation are CO_2, CH_4, N_2O, SF_6, HFCs, PFCs and CFCs/HCFCs.

305-5 | Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future. | Reduction of GHG emissions |

305-6 | Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future. | Emissions of ozone-depleting substances (ODS) |

305-7 | Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future. | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions |

MATERIAL TOPIC: EFFLUENTS AND WASTE

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Materials.
306-1	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Water discharge by quality and destination	
306-2		Waste by type and disposal methodology	In 2016, the total waste generated was 368,238 kg. The total weight of hazardous waste was 3,784 kg. Broken down by disposal method, this includes (in kg): • Reuse: 567 • Recycling: 3,138 • Composting: 0 • Recovery, including energy recovery: 0 • Incineration (mass burn): 75 • Deep well injection: 0 • Landfill: 4 • On-site storage: 0 • Other (to be specified by the organization): 0 • Unknown: 0 The total weight of non-hazardous waste was 364,454 kg. Broken down by disposal method, this includes (in kg):

- Reuse: 618
- Recycling: 118,302
- Composting: 2,196
- Recovery, including energy recovery: 25,425
- Incineration (mass burn): 13,344
- Deep well injection: 0
- Landfill: 125,230
- On-site storage: 0
- Other (to be specified by the organization): 36,931
- Unknown: 42,408

How the waste disposal method was determined in 2016 (% of waste data):

- Disposed of directly by the organization, or otherwise directly confirmed: 12%
- Information provided by the waste disposal contractor: 60%
- Organizational defaults of the waste disposal contractor: 23%
- Other: 5%

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

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

306-3	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Significant spills
306-4	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Transport of hazardous waste
306-5	Information unavailable. UNOPS is evaluating how to proceed with monitoring of this topic in the future.	Water bodies affected by water discharges and/or runoff

MATERIAL TOPIC: ENVIRONMENTAL COMPLIANCE

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: COMPLIANCE

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	While UNOPS recognizes that individuals (depending on his/her contractual status) are governed by different rules and procedures and therefore have certain rights and obligations arising from them, the purpose of the organizational directive (OD) 36, UNOPS legal framework for addressing non-compliance with United Nations standards of conduct, is to communicate to all individuals, highlighting their duty to abide by the highest standards of conduct according to their terms of appointments/engagements and UNOPS prescriptive content. As such, OD 36, to the extent possible, provides the same rights to staff members and other personnel. Thereby, OD 36 serves multiple purposes: • It defines the mechanisms that currently exist within UNOPS for reporting suspected wrong-doing, as well as what constitutes misconduct (Chapter I); • It clarifies the responsibilities of each individual involved in the investigation of suspected wrongdoing (Chapter II); • It explains the procedure following an investigation (Chapter III); • It outlines the disciplinary and non-disciplinary measures for staff members (Chapter IV); and • It outlines the administrative measures for personnel other than staff members (Chapter V). However, as a UN organization and in accordance with the Convention on the Privileges and Immunities of the United Nations, UNOPS is not subject to the laws of the countries in which we implement activities.
307-1		Non-compliance with environmental laws and regulations	In 2016, UNOPS did not receive any fines for non-compliance with environmental laws and regulations.

MATERIAL TOPIC: SUPPLIER ENVIRONMENTAL ASSESSMENT

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: SUPPLIER ASSESSMENT

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS recognizes the importance of its supplier relationships to the successful execution of its projects, and to the social, environmental and economic development of its partners. Where and when appropriate, UNOPS procurement officials include sustainability criteria (environmental, social and economic) in tender documents, which enables vendors to be initially screened through the normal procurement process. This process is supported by a team of experts based at UNOPS HQ in Copenhagen, who provide guidance and advice to field procurement practitioners on a regular basis. In accordance with UNOPS procurement manual and procedures, all suppliers are encouraged to respect the principles contained in the UN supplier code of conduct, which includes considerations for freedom of association, forced and child labour, human rights, environment, corruption and more. A copy of the UN supplier code of conduct is available on www.ungm.org. Suppliers who fail to respect these principles may face repercussions including vendor sanctions. For more information please see: https://www.unops.org/english/Opportunities/suppliers/Pages/Vendor-sanctions.aspx. 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 at: https://www.unops.org/english/Opportunities/suppliers/how-we-procure/Pages/default.aspx#contracts In 2016, UNOPS also piloted the following initiatives to drive sustainability further through its supply chain: • Piloted a voluntary supplier sustainability survey to understand what key long term agreement suppliers are currently doing to enhance the social, environmental and governance aspects of their products, services and operations. The survey also included questions on how to improve collaboration between buyer and supplier on sustainability. The survey received a response rate of 52 per cent and provided concrete actions and opportunities for UNOPS to pursue in the future.

• Developed a template for conducting supplier site-inspections that is aligned with international requirements and standards including CERES, the UN Global Compact, SA8000 and the UN supplier code of conduct. The site inspection questionnaire was piloted with two vendors during technical product inspections conducted at the suppliers' locations.

• Hosted an online training session on sustainable procurement and gender for a group of strategic suppliers to enhance their awareness and understanding of sustainability requirements included in tender documents. A total of 19 suppliers attended the webinar.

As UNOPS seeks to further its efforts in sustainable procurement, these pilots will continue to be explored with the intent to understand their scalability and applicability for all UNOPS suppliers in 2017.

| **308-1** | New suppliers that were screened using environmental criteria | Where and when appropriate, UNOPS procurement officials include sustainability criteria (environmental, social and economic) in tender documents, which enables vendors to be initially screened through the normal procurement process. This process is supported by a team of experts based at UNOPS HQ in Copenhagen, who provide guidance and advice to field procurement practitioners on a regular basis.

In 2016, UNOPS piloted a voluntary supplier sustainability survey to understand what key long term agreement suppliers are currently doing to enhance the social, environmental and governance aspects of their products, services and operations. The survey also included questions on how to improve the collaboration between buyers and suppliers on sustainability. The survey received a response rate of 52 per cent and provided concrete actions and opportunities for UNOPS to pursue in the future.

As UNOPS seeks to further its efforts in sustainable procurement, these pilots will continue to be explored with the intent to understand their scalability and applicability for UNOPS suppliers in 2017. |
| --- | --- | --- |
| **308-2** | Negative environmental impacts in the supply chain and actions taken | Through the pilot project initiated in 2016 (please see indicator 308-1), several opportunities for working with suppliers were identified in order to enhance their overall sustainability. These opportunities are being actioned individually through the regular supplier relationship management process.

For projects and suppliers located in field offices, UNOPS is working on ways to improve the system to measure and report this information. |

TOPIC-SPECIFIC STANDARDS
SOCIAL

MATERIAL TOPIC: EMPLOYMENT			
BOUNDARY: ORGANIZATIONAL			
Indicator	**Omissions**	**Description**	**2016 Response**
103-1 **103-2** **103-3** **Page 36**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS is a global organization, with an international and diverse workforce, with a broad range of roles including leadership, technical specialists and administration. UNOPS is committed to identifying and retaining talent, developing internal talent, and attracting the best qualified talents to work with us. UNOPS has an agile and responsive workforce, to ensure we have the right skills available to deploy where needed. UNOPS places a focus on supporting leadership skills and 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 several learning initiatives, as well as through the internal people survey, which provides input and feedback from employees across the organisation. Amongst the finding of results of the survey of UNOPS personnel in 2016, engagement levels of 4.16 exceeded internationally recognized benchmarks for high performing organizations. From more than 2500 responses, 70% of personnel responded favourably, indicating high levels of engagement and intent to stay. Moreover, in 2016, UNOPS introduced a new competency framework for recruitment and performance management purposes, providing a standardized approach to performance, enabling supervisors to evaluate the integrated knowledge, skills and attributes of individual performance more effectively.
401-1 **Page 37**		New employee hires and employee turnover	UNOPS had 618 new hires in 2016. 251 females, 367 males. A "new hire" is defined, as a person being issued a contract while not having held a contract for 90 days. The distribution was as follows: 77 were younger than 30, 457 were between 30-50 and the remaining 84 were over 50 years of age. Turnover of UNOPS personnel overall in 2016, was 29 per cent.

For turnover by age group, it was 28.5 per cent for personnel in age group 30-50 and 31.8 per cent for personnel more than 50 years old. Turnover for personnel in age group less than 30 years old was the lowest, 27.7 per cent. See tables below for a detailed breakdown by gender, age and region.

AGE CATEGORY	WOMEN	MEN	TOTAL PER CENT
30 and under	23.60%	32.80%	27.70%
30 to 50	22.80%	31.70%	28.50%
50 and above	23.70%	33.80%	31.80%
OVERALL UNOPS PERSONNEL	**23.00%**	**32.20%**	**28.90%**

REGION	TURNOVER - F	TURNOVER - M	OVERALL
Africa Region	33.8%	43.9%	41.4%
Asia Region	21.2%	29.2%	26.3%
Europe and Central Asia Region	24.0%	15.0%	19.2%
Headquarters	10.6%	10.2%	10.4%
Jerusalem Office	5.3%	17.1%	13.3%
Latin America and Caribbean Region	24.6%	38.9%	33.1%
Middle East Region	22.9%	48.2%	37.8%
Peace and Security Cluster	25.8%	38.9%	35.9%
TOTAL	**23.0%**	**32.2%**	**28.9%**

The definition of turnover is as below:

$$\frac{\text{Number of Separated Personnel}}{(\text{\#Personnel at Start of Period} + \text{\#Personnel at end of Period})/2} \times 100$$

Here, report for separations includes only personnel who have had a minimum of 90 days separation from the organization (i.e.: if an individual left January 1st, but returned February 1st, they are not considered to have separated). Interns, retainers and lump sum are excluded from the number of separations as they have a natural turnover rate. The start and end of period is 01 January 2016 and 31 December 2016.

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

| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | All UNOPS personnel have a range of benefits and entitlements. Benefits and entitlements for staff contract holders are listed in the UN staff rules and staff regulations (http://www.un.org/hr_handbook/English/sourcedocuments_/04staffrules_/fulltext-1/fulltext.doc). 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.

Significant locations of operation: Countries where UNOPS has a physical presence. These include countries with one of the following units: HQ, regional office, operational hub, operational cluster, and project cluster. |
| 401-3 | Parental leave | 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. UNOPS personnel entitled to parental leave, for 2016 was 5197; 1805 female and 3392 males.

During the course of 2016, 55 females and 129 males took parental leave. For all females ending their leave in 2016, all continued to have active employment contracts. For males, 98.7 per cent of paternal leave takers returned.

From personnel taking leave in 2016, 80.77 per cent of female parental leave takers were still employed 12 months later, and for males this was 78.95 per cent.

It is not currently possible to compare retention rate with prior periods until 2017.

Note: The number of personnel entitled to parental leave, 5197, consists of both the active personnel on 31December, 2016, as well as all separated personnel throughout the year who were entitled to parental leave. |

MATERIAL TOPIC: LABOUR/MANAGEMENT RELATIONS

BOUNDARY: ORGANIZATIONAL

Indicator	Omissions	Descriptions	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS is a subsidiary organ of the General Assembly of the United Nations and as such its workforce is partly composed by international civil servants appointed under the United Nations regulations and rules. These regulations and rules contain a section on staff relations and are incorporated by reference into the letter of appointment of UNOPS staff members. UNOPS workforce is also composed by individual contractor agreements holders. ICA holders are independent contractors retained by UNOPS as personnel under the terms and conditions specified in the specific ICA that each of them holds. Please see management approach under Freedom of association and collective bargaining for further details.
402-1		Minimum notice periods regarding operational changes	There is no mandatory notice period for operational changes. However, UNOPS aims at being inclusive and holistic in its change management efforts.

MATERIAL TOPIC: OCCUPATIONAL HEALTH AND SAFETY

BOUNDARY: ORGANIZATIONAL
UNOPS TOPIC: HEALTH AND SAFETY

Indicator	Omissions	Descriptions	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	As UNOPS is working in very diverse and sometimes complex areas, the safety of its personnel is paramount. Many of UNOPS personnel work in dangerous places where safety infrastructure may be lacking, such as in Afghanistan, Haiti, Somalia and South Sudan. UNOPS is fully 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 for its infrastructure projects in line with the OHSAS 18001 standard, with the intention of preventing work place injuries and illnesses.

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It applies to all individuals, both UNOPS personnel and non-personnel, who work in UNOPS infrastructure projects. From all stakeholders involved in its operations in the field, UNOPS expects commitment to enforce a culture of preventive behaviour to limit occupational hazards. Raising awareness and knowledge of the magnitude of occupational hazards and risks as well as how to identify, prevent and control them in its projects, are a key component to build this culture and a focus for its efforts in the coming years. To strengthen health and safety capacity and good working practices, UNOPS provides both online and face-to-face trainings to its personnel and key contractors worldwide. 379 personnel were trained in HSE in 2016 (251 personnel obtained certifications from the Institution of Occupational Safety and Health (IOSH) through online training and 128 were trained with face to face training).

In some cases, the health and safety management system is certified to OHSAS 18001 standards in four locations (Denmark, Pristina, Myanmar and Jerusalem), 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. At the moment UNOPS does not have a formal instrument for collecting data on incidents and accidents happening in the country offices. UNOPS is working on building this in order to provide a fair and reliable picture of how well UNOPS are managing safety risks and to challenge itself to improve its performance in the near future.

403-1	Information unavailable. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.	Workers representation in formal joint management–worker health and safety committees	
403-2		Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Currently, UNOPS does not have formal instruments to collect data for incidents happening in country offices. UNOPS health and safety team is developing an administrative instruction (AI) for incidents. The AI may be formally established in 2017, focusing on defining who to report to, what to report on, as well as a timeline for country offices for when to report incidents to headquarters.

Indicator	Omissions	Description	2016 Response
403-3		Workers with high incidence or high risk of diseases related to their occupation	Aligning with the International Civil Service Commission classification of UN duty stations, UNOPS duty stations are categorized into one of six categories, "H" as well "A to E". "A to E" duty stations are rated on a scale that assesses the difficulty of working and living conditions from "A to E", with "A" being the least and "E", the most difficult. Categories are arrived at through an assessment of the overall quality of life. In determining the degree of hardship, consideration is given to local conditions of safety and security, health care, housing, climate, isolation and level of amenities/conveniences of life. The hardship allowance is paid for assignments at "B", "C", "D" and "E" duty stations; there is no hardship allowance at "A" duty stations. In 2016, 2594 UNOPS personnel (712 Female and 1882 Male) worked in a hardship duty station location (categorised "B", "C", "D" or "E"). UNOPS personnel who worked in a Hardship Duty Station category "E" amounted to 1067 (142 female and 925 male), which includes duty stations in Afghanistan, South Sudan, Mali, Somalia, Syria, D.R. Congo, Iraq, Liberia, Chad and more. Note: The number of personnel working in a hardship duty station consists of both the active personnel on 31December, 2016, as well as all separated personnel throughout the year who were working in a hardship duty station.
403-4		Health and safety topics covered in formal agreements	UNOPS does not have formal agreements with trade unions. UNOPS staff is represented on the Staff Council (see management approach under Freedom of association and collective bargaining), however the Council's mandate does not cover health and safety topics.

MATERIAL TOPIC: TRAINING AND EDUCATION

BOUNDARY: ORGANIZATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS relies on its personnel's knowledge, skills and expertise to achieve its mandate and to continuously adapt to new challenges in a changing environment. Therefore, the aim of UNOPS investment in learning and development is to ensure that UNOPS provides its personnel with cutting-edge knowledge and skills to improve individual and organizational performance as well as personal and professional growth. To achieve this goal UNOPS organizes its resources, expectations and learning culture to encourage employees to learn continuously throughout their tenures. UNOPS offers a broad range of learning resources via online, face-to-face sessions, internal and external certifications through cross-functional and practice specific curricula.

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Programmes follow a cross-cutting holistic approach to learning focused on a continuous learning model including formal education, opportunities for exposure and interaction and the appropriate environment to facilitate on-the-job learning.

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

404-1

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Average hours of training per year per employee

As per UNOPS Administrative Instruction, it is recommended to allocate 5% of annual working time for learning actions including on the job learning. This year, we decided to focus on the effectiveness of the learning actions instead of time allocated for learning. Across the board, 80 per cent of participants in learning programmes rated the relevance of the learning opportunities provided as extremely relevant or very relevant. 83 per cent of the participants came from field offices and 17 per cent from HQ, 48 per cent were female and 52 per cent male.

Over 1,950 colleagues benefitted from learning opportunities during 2016. Total hours of training amounted to over 84,126 hours, resulting in approximately 20 hours per personnel. As there are also trainings taking place without pre-registration required, the training hours are conservatively set.

Staff averaged 12 hours per person, and contractors 21.5 hours per person. Female personnel averaged 23 hours per person of training. For males this was 17.5 hours per person.

404-2

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Programs for upgrading employee skills and transition assistance programs

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

In the event that a position 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

404-3

Percentage of employees receiving regular performance and career development reviews

The 2016 performance appraisal completion rate was 89 per cent for staff and 92 per cent for personnel holding an individual contractor agreement (ICA) in the specialist category. The overall completion rate for personnel in these two categories was 91 per cent.

Note: As per UNOPS internal policy AI/PCG/2015/03 for Staff and AI.PCG.2014.05 (rev. 4) for ICAs, the completion of Performance Assessment is mandatory for all personnel for whom UNOPS is responsible for the performance evaluation and who worked for 6 months or more in any given calendar year.

MATERIAL TOPIC: DIVERSITY AND EQUAL OPPORTUNITY

BOUNDARY: ORGANIZATIONAL

Indicator	Omissions	Descriptions	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Gender & diversity in project design & delivery
405-1 **Page 37**		Diversity of governance bodies and employees	Internally, the primary governing body of UNOPS is the Corporate Operations Group (COG), which in 2016 had 17 members. In regards to gender the breakdown of COG was 13 males (76 per cent) and 4 (24 per cent) females. 6 persons (35 per cent) were between the age of 30-50, and 11 persons (65 per cent) were 50 years of age or older. As of December 31, 2016, UNOPS personnel consisted of 36.9 per cent female, and 63.1 per cent male. In terms of age composition in 2016, 74 per cent of the UNOPS personnel were between 30-50 years. And personnel below 30 years of age and 50 years and over accounted for 12 per cent and 14 per cent of UNOPS personnel, respectively.
405-2		Ratio of basic salary and remuneration of women to men	UNOPS policies do not allow for differences in pay based on gender. UNOPS employs personnel recruited under local contract modality (approximately 80 per cent of UNOPS personnel) as well as personnel 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. Thus UNOPS knows that the ratio for all personnel recruited on a local contract modality is the same. For personnel recruited under an international contract modality (currently about 20 per cent of UNOPS personnel), UNOPS provides hiring managers with compensation calculation tools which do not give room for any deviation in the negotiated compensation based on gender. However, UNOPS does not currently have meaningful data to determine if compensation for international experts in practice deviates between women and men. UNOPS is continuously strengthening our analytics systems to be able to capture the full scope across any contract category, and hope to be able to report on this in future.

MATERIAL TOPIC: NON-DISCRIMINATION

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Anti-corruption
406-1		Incidents of discrimination and corrective actions taken	No receivable allegations of discrimination were submitted, therefore, no action was taken.

MATERIAL TOPIC: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	All UNOPS personnel are represented by the Staff Council based in New York, with the mandate of promoting and safeguarding the rights, interests, and welfare of UNDP/UNFPA/UNOPS/UN Women staff. The Staff Council meets regularly with senior management to discuss issues related to its mandate. The Staff Council has for a long time been the primary representation body of personnel holding staff contracts. A recent change to the statute in 2013 has extended its mandate to deal with personnel holding Individual Contractor Agreements as well, which constitute the large majority of UNOPS workforce.

However, only personnel based in New York can be elected to the Staff Council and this strongly limits participation from UNOPS personnel, as the organization's headquarters and the majority of its personnel are based outside New York. Currently UNOPS has no representative in the Staff Council, but a small number of personnel associations for both staff and contractors have been created to facilitate representation of all personnel at local level, for example, the Copenhagen Personnel Association.

407-1	Information unavailable. In 2016, UNOPS did not have a reliable system in place to easily measure and report this information. We hope to be able to account more fully for this aspect in future sustainability reports.	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	

MATERIAL TOPIC: CHILD LABOUR

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: CHILD/FORCED/COMPULSORY LABOUR

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	Child labour is covered by the UN supplier code of conduct. Please see the management approach for material topic: Supplier environmental assessment for more information.
408-1	Information unavailable. In 2016, UNOPS did not have a reliable system in place to easily measure and report this information. We hope to be able to account more fully for this aspect in future sustainability reports.	Operations and suppliers at significant risk for incidents of child labour	

MATERIAL TOPIC: FORCED OR COMPULSORY LABOUR

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: CHILD/FORCED/COMPULSORY LABOUR

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	Forced or compulsory labour is covered by the UN supplier code of conduct. Please see the management approach for material topic: Supplier environmental assessment for more information.
409-1	Information unavailable. In 2016, UNOPS did not have a reliable system in place to easily measure and report this information. We hope to be able to account more fully for this aspect in future sustainability reports.	Operations and suppliers at significant risk for incidents of forced or compulsory labour	

MATERIAL TOPIC: SECURITY PRACTICES

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	As a full member of the UN security management system, UNOPS is a part of a large and complex global security system. The policies and guidelines which the organization follows on this are created by the Inter Agency Security Management Network where the UNOPS chief of security is a member. The overall leadership on security in the UN is provided by the UN Department of Security and Safety (UNDSS) and UNOPS contributes to the DSS global presence and work with a financial contribution to the DSS budget. DSS security advisers in over a hundred countries provide support and guidance to UNOPS. Training on security personnel, therefore, is a responsibility of the UNDSS.

410-1	This indicator is not applicable to UNOPS. UNOPS security personnel are not specifically trained in Human Rights issues. UNOPS security personnel receive the same mandatory UN system wide required training equal to those from other UN Agencies, Funds and Programmes. UNOPS security personnel are advisers.	Security personnel trained in human rights policies or procedures	

MATERIAL TOPIC: RIGHTS OF INDIGENOUS PEOPLES

BOUNDARY: OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS Policy for Sustainable Infrastructure (2012) includes a section on indigenous peoples in the context of infrastructure projects. 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. Infrastructure projects require particular consideration in that they have the potential to increase the vulnerability of indigenous peoples by transforming, encroaching on or degrading their lands and resources. However, affording sufficient consideration to the ways in which a particular project will impact indigenous peoples can provide them with the opportunity to participate in and benefit from project-related activities, in recognition of their right to economic, social and cultural development. UNOPS is currently working on expanding policy on this topic to make it applicable to all UNOPS projects.

Indicators	Omissions	Description	2016 Response
411-1	Information unavailable. UNOPS does not currently have data with which to report meaningfully on this. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.	Incidents of violations involving rights of indigenous peoples	

MATERIAL TOPIC: HUMAN RIGHTS ASSESSMENT
BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicators	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS manages this topic on a case by case basis. UNOPS is evaluating processes to strengthen its systems to better manage and report on this topic.
412-1		Operations that have been subject to human rights reviews or impact assessments	Human rights reviews or impact assessments are conducted in UNOPS project on a case by case basis. In 2016, 65 projects in UNOPS (8 per cent in delivery value) reported to conduct human rights impact assessments in projects through the end of year result based reporting process.
412-2		Employee training on human rights policies or procedures	UNOPS does not currently provide formalized training in human rights. However, the learning and development teams in UNOPS are working on developing a human rights training module to be included in the on-boarding platform and training.
412-3	This indicator is not applicable to UNOPS. UNOPS does not currently undertake significant investment agreements or contracts.	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	

MATERIAL TOPIC: LOCAL COMMUNITIES

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3** **Pages 6, 10, 11**		Material topic boundary; Management approach; Evaluation of Management approach	Community engagement in UNOPS projects can improve the effectiveness of successful project delivery by ensuring that outputs meet community needs and expectations. Engaging local communities also seeks to build the capacity of beneficiaries and promote national ownership. UNOPS approach to community engagement is documented in the "Community Engagement Toolkit", a set of tools which comprises techniques, methods, and templates to guide project teams through the process of engaging local communities throughout the project life-cycle. Operations with high risk to communities are reviewed as part of the engagement acceptance process. In addition, UNOPS grants management approach, it can directly engage communities to deliver project activities such as labour-based construction activities. In 2016, over 3 million labour days were created for beneficiaries from local communities through direct engagement. Community participation and contracting in local infrastructure construction and maintenance is fully endorsed by UNOPS procurement rules. Engaging local communities in the area where the infrastructure is to be built is one of the key issues to ensure project success, particularly in labour-based projects. For example, in collaboration with UNICEF, as part of the School Environment Rehabilitation Project, UNOPS evaluated the state of 34 schools in Tunisia, with a focus on water and sanitation facilities while UNICEF gathered the views of children on their expectations and needs. Based on the results of the evaluations, 11 schools were prioritized for latrine construction or rehabilitation. An estimated 3,411 people will benefit from the new facilities. Community engagement leads to real outcomes in communities such as improved quality of services, facilities, and infrastructure. Effective engagement generates better decisions, delivering sustainable economic, environmental, social and cultural benefits. In 2016, 63 per cent of UNOPS projects reported actual and potential positive impact on local communities.

413-1

Pages 30, 31, 38, 39

Operations with local community engagement, impact assessments, and development programs

In 2016, across all UNOPS supported projects 60 per cent reported elements of local community engagement and development. For example, as part of wider humanitarian relief efforts in the Middle East, on behalf of the Government of Japan, UNOPS constructed and rehabilitated 30 community police centres for the Kurdistan Regional Government in Iraq, to help police officers respond to the growing needs of internally displaced people, as well as Syrian refugees and host communities across the Kurdistan region. Training sessions for police officers were also conducted, in partnership with the UNAMI Office of the UN High Commissioner for Human Rights, to improve the impact, effectiveness of the police officers with focus on human rights and gender in particular.

413-2

Information unavailable. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.

Operations with significant actual or potential negative impacts on local communities

NGO-1

Pages 24, 25, 26, 30, 33, 38, 48, 49

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

Engaging communities in UNOPS projects leads to real outcomes in communities such as improved quality of services, facilities, and infrastructure. The contributions to projects from local community representatives can help generate better decisions and overall deliver better projects. Community engagement ensures that outputs meet community needs and expectations. 66 per cent of UNOPS projects in 2016 reported processes to engage affected stakeholder groups through activities such as community consultations, meetings, workshops, stakeholder panels, interviews, focus groups, polling and/or surveys.

For example, in South Sudan, UNOPS constructed a port on the White Nile in 2016, with funding from the Government of Japan. The port enhances the delivery of humanitarian aid, providing life-saving supplies to the civilian population, and facilitates the movement of displaced populations to shelter. Prior to construction, members of the local Internally Displaced People (IDP) and host communities were involved to discuss their needs from the project, which influenced the location of the project's drainage system, and how this would impact sanitation challenges for people living in the surrounding area. Of these people, 100 were also employed during the construction phase.

The community engagement toolkit provides a specific framework and process to involve stakeholders in different stages of the design, implementation, monitoring and evaluation of the projects and programmes. UNOPS also organizes training and provides ad hoc technical support on community engagement to build its capacity to better engage relevant stakeholders and local communities in the project process.

MATERIAL TOPIC: SUPPLIER SOCIAL ASSESSMENT

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: SUPPLIER ASSESSMENT

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	For more information please see the management approach for material topic: Supplier environmental assessments.
414-1		New suppliers that were screened using social criteria	For more information please see the management approach for material topic: Supplier environmental assessments, and 308-1.
414-2		Negative social impacts in the supply chain and actions taken	For more information please see the management approach for material topic: Supplier environmental assessments, and 308-2.

MATERIAL TOPIC: MONITORING, LEARNING AND EVALUATION

BOUNDARY: OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See response to NGO-3.

NGO-3

Page 17

System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programmes and how they are communicated

UNOPS approaches to project implementation; monitoring, evaluation and learning comprise governance, risk and compliance (GRC) framework, project management methodology, monitoring and evaluation toolkit, quarterly assurance and results-based reporting (RBR) methodology.

The starting point of the GRC framework in projects is the engagement level, with the opportunity & engagement acceptance (OEA) and the quarterly assurance (QA) processes, as well as project risk management tools. The OEA was revised in 2016 with the inclusion of a structured approach to the assessment of new opportunities and engagements, integrated into the ERP platform. The assessment of the risk is based on a set of questions under four main risk categories: scope; legal & partners; financial; and reputational & mandate, in addition to a final category related to other risks. The risk assessment supports project teams to identify the most significant risks and ensure mitigation measures are in place prior to acceptance in order to enhance the chance of successful delivery and overall sustainability of the engagement.

The quarterly assurance is a regular monitoring process that takes place every three months where the performance, risk profiles, and any threats and opportunities are assessed and captured at the engagement, country and hub level. The project managers are required to review their respective engagements and provide input for the assurance. The relevant authority is responsible to conduct the assurance.

In addition, project level monitoring and learning are supported through the project management methodology and tools/templates. UNOPS project management methodology is compliant with the internationally renowned standard PRINCE2®. The methodology is revised periodically to incorporate feedback from end-users and assurance, lessons learned and audit processes. As an ISO 9001 certified organization, UNOPS has a robust quality management system which is relevant for monitoring and control aspects.

The monitoring and evaluation toolkit provides UNOPS personnel with guidance on how to measure results including impact. The toolkit was developed to respond to the need to improve internal staff capacity; strengthen the quality of project bid submissions and UNOPS ability to draft robust and consistent reporting structures. Relevant monitoring tools were built into the management dashboards related to the ERP platform. At the end of the year, through results-based reporting exercise, all project results are captured and communicated in the Annual report to the Executive Board. In 2016, over 900 projects were assessed using results-based reporting exercise, of which 578 reported contributions to sustainability across a range of economic, environmental and social aspects.

Clear, regular monitoring and oversight activities, harmonised with the UNOPS legislative framework and in line with the three lines of defence model, are adopted to ensure consistency and accuracy of the framework, ensuring that the risk & quality management becomes part of the accountability equation within UNOPS. Country, regional and functional directors as well as senior managers and other personnel, such as project managers and other project personnel, are responsible for monitoring and managing activities and risks related to their respective country, region or corporate function, as per the principle of aligning decision making with authority.

MATERIAL TOPIC: GENDER AND DIVERSITY IN PROJECT DESIGN AND DELIVERY
BOUNDARY: OPERATIONAL

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	UNOPS is fully committed in advancing and promoting gender equality inside and outside of its operations. UNOPS believes that it is central to the realization of human rights - a critical condition for sustainable and inclusive development. UNOPS continuously strives to meet the 15 performance standards of the United-Nations system-wide action plan for gender equality and women's empowerment (UN SWAP). UNOPS has therefore developed a targeted policy framework to embed gender dimensions into its practices and activities. In 2013 UNOPS adopted a corporate framework (for corporate and projects implemented by UNOPS) for gender mainstreaming which establishes a basis to promote gender equality and defines the core standards of performance for its personnel. In addition, the UN courses "I Know Gender" and "Prevention of Harassment, Sexual Harassment and Abuse of Authority in the Workplace" are mandatory for UNOPS personnel. In 2016, 9 trainings on gender mainstreaming or on community engagement (which includes a strong gender component) were carried out in 8 UNOPS offices. The gender retainers provided home-based support to 11 separate requests for gender mainstreaming support.
NGO-4 **Pages 30, 38**		Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle	UNOPS recognizes that project design and management, from building roads and procuring material to providing services, can impact gender equality and maximize benefits for women, men, boys and girls in need. Hence, UNOPS provides projects and programmes with different tools to mainstream gender aspects. These include, amongst others, a gender-sensitive monitoring and evaluation toolkit as well as a gender mainstreaming toolkit, customized to UNOPS projects and their project lifecycle.

Further, UNOPS engages two gender and social inclusion specialists who provide tailored support to projects and programmes in addition to trainings in small business development, community engagement and gender mainstreaming.

In 2016, with effort at corporate level and in projects, 55 per cent of UNOPS projects indicated activities and actions in projects to achieve gender and diversity goals. More specifically, 23 per cent projects reported that the design of projects specifically enables the enhanced use by or access for women. 36 per cent projects indicated design of output enables equal access to benefits for disadvantaged members of the community (e.g. disabled and minority groups). Moreover, UNOPS highlights the importance in building capacity among local women groups. Inclusion of on-the-job learning elements for local women workers was reported in 20 per cent of UNOPS projects in design and implementation of the projects.

For example, in Eastern Sudan, UNOPS rehabilitated three health facilities in states of Gedaref, Red Sea and Kassala to strengthen maternal and child health. Funded by the Italian Development Cooperation, the rehabilitation engaged local communities to ensure that gender equality, ease of access to basic health services for local communities, job creation and capacity development considerations were integrated into the design and construction works.

Moreover, UNOPS believes that sustainable procurement can be an effective mechanism to advance economic, environmental and social development agendas, especially the advancement of gender equality. UNOPS works to ensure its procurement specialists and project teams around the world have the tools, resources and support needed to consider and embed sustainability and gender considerations throughout the procurement process.

MATERIAL TOPIC: COORDINATION

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: PARTNER COORDINATION

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See response to NGO-6.

NGO-6

Pages 9, 18, 45, 52

Processes to take into account and coordinate with the activities of other actors

UNOPS believes that collaborative partnerships and effective coordination among public and private partners are crucial, not only for efficiency and innovation but also for advancing sustainable development. Strong partnerships are a core pillar of UNOPS strategic plan, 2014- 2017. UNOPS thus aims to engage in collaborative partnerships, with a focus on sharing its expertise in infrastructure, project management and procurement, human resources services and financial services. In an effort to advance the 2030 Agenda, UNOPS continues its efforts to facilitate partnerships between the public and private sectors to mobilize a broader pool of resources f or the achievement of the Sustainable Development Goals.

Through the key partner management framework, UNOPS is able to extend and deepen relationships with its most valued partners. By creating a systematic process for managing and analysing these relationships, UNOPS looks to increase the quality of joint projects, as well as ensure partner satisfaction, an important measure of its success. The communications and partnership group in UNOPS facilitates the coordination and development of partnerships, providing support, analysis and capacity-building activities at the organizational and project levels. At the project level, 66 per cent of UNOPS projects reported processes for involvement of affected stakeholder groups the design, implementation, monitoring and evaluation of the project.

Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common goals underscores all of its relationships. To coordinate and suit the needs of its partners, UNOPS elicited feedback from current, past and prospective partners through its annual partner survey. The survey assessed several areas, including overall satisfaction with UNOPS, the value of UNOPS services, the likelihood of recommending UNOPS to others, and partners' perception of the ability of UNOPS to collaborate with and contribute to the United Nations system.

In 2016, UNOPS continued to develop its annual survey eliciting feedback from partners. Through personal interviews and online surveys, more than 522 high-level respondents from partners and influential individuals were asked about their needs and perceptions of UNOPS. Review of the survey is still under way, but preliminary results on 428 responses indicate that overall satisfaction has increased to 89 per cent, while more than 90 per cent of past and current partners indicated that they are likely to recommend UNOPS services to others.

MATERIAL TOPIC: MARKETING AND LABELLING

BOUNDARY: OPERATIONAL
UNOPS TOPIC: EXIT STRATEGY AND PROJECT CLOSURE

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	The handover of project deliverables to the partner is an important element of the project lifecycle. It involves transferring a positive legacy to the partner and ensuring that project outputs can be used and maintained as required. It also includes the review of the project environmental performance objectives and targets. UNOPS closure processes are outlined in the administrative instruction on "Closing Processes for Engagements/Projects"(AI.PM.2009.02) and in the organizational directive No. 3 (rev.1) on "UNOPS Financial Regulations and Rules". These processes are further detailed through the operational and financial closure guidance. The project closure process consists of key steps: • Negotiating closure • Planning closure • Closure • Ensuring a proper handover of project deliverables to partners • Obtaining a formal approval from the partner on the completion of the works undertaken by UNOPS • Ensuring all expenses have been accounted for and any remaining monies are returned to the funding source/partner. The goals and targets for closing activities are set every year depending on the number of projects in the closure pipeline. The project closure is supported by UNOPS online system and resources at UNOPS HQ in Copenhagen. UNOPS is committed through the agreement with the partner to deliver the agreed outputs. The project manager/closure manager is responsible for closing activities ensuring partner acceptances and close down of the project. However, UNOPS is ultimately responsible for the success of the project, ensuring that the agreed outputs are delivered on time, within the budget and handed over to the partner.

Indicator	Omissions	Description	2016 Response
417-1		Requirements for product and service information and labelling	In 2016, based on the result based reporting process, 35 per cent of UNOPS projects reported providing guidance, instructions, or manual on how to safely maintain and operate product and services. 51 per cent of UNOPS projects reported design of output enables reduced need for maintenance and/or resources for operations. 17 per cent of UNOPS projects reported providing guidance, instructions, or manual on how to deconstruct, recycle or dispose of product at end of useful life.
417-2	Information unavailable. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.	Incidents of non-compliance concerning product and service information and labelling	

MATERIAL TOPIC: SOCIO ECONOMIC COMPLIANCE

BOUNDARY: ORGANIZATIONAL/OPERATIONAL
UNOPS TOPIC: COMPLIANCE

Indicator	Omissions	Description	2016 Response
103-1 **103-2** **103-3**		Material topic boundary; Management approach; Evaluation of Management approach	See management approach for material topic: Environmental compliance
419-1		Non-compliance with laws and regulations in the social and economic area	In 2016, UNOPS did not receive any fines for non-compliance with laws and regulations.

UNOPS

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