

GRI CONTENT INDEX



UNOPS SUSTAINABILITY REPORT 2018

The 2018 Global Reporting Initiative (GRI) content index has been prepared to comply with the GRI sustainability reporting standards. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report. The 2018 Sustainability Report, of which this annex is part, has been prepared in accordance with the GRI Standards: Core option.

UNIVERSAL STANDARDS GRI 101: FOUNDATION

This GRI content index specifies each of the GRI Standards used and lists all disclosures reported. The index covers activities during the 2018 calendar year and discloses information on all the material sustainability topics identified from both organizational and operational impacts of UNOPS (for more information please refer to disclosure 102-47). During the development of the report, the GRI reporting principles, highlighted in GRI 101 Foundation, have been applied (for more information please refer to disclosure 102-46). The publication year for all Standards in the GRI Content Index is 2016, excluding GRI 303 and GRI 403 where the 2018 version is used.

UNIVERSAL STANDARDS

GRI 102: GENERAL DISCLOSURES

ORGANIZATIONAL PROFILE

Standard	Disclosure	2018 Response
GRI 102: General Disclosures 2016	<u>102-1</u> Name of Organization	UNOPS stands for United Nations Office for Project Services.
	<u>102-2</u> Activities, brands, products, and services	<p>As a UN entity, UNOPS builds infrastructure, manages projects and procurement, and provides human resources and financial management support. We do this as our contribution to a better world, and the achievement of the Sustainable Development Goals. UNOPS is a service provider, a technical advisor and an implementer of projects. We are impartial and able to operate in conflict regions, fragile states and wherever disaster strikes. We aim to ensure national ownership and to enhance local capacity, while delivering services to superior satisfaction for our partners. UNOPS does not ask for and does not receive core funding. We are a project-based organisation, striving for efficiency in everything we do. Nearly one-third of what we do is based on requests from other members of the UN family. Remaining two thirds is at the request of governments, other international organizations, including the World Bank and other international financing institutions, foundations, NGOs and the private sector. We have made it a particular priority to attract and facilitate private sector investment for infrastructure development that contributes to achieving the Sustainable Development Goals (SDGs).</p> <hr/> <p><i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 11, 12, 13 and 14</i></p>
	<u>102-3</u> Location of headquarters	<p>UNOPS headquarters are based in Copenhagen, Denmark. (Address: UN City, Marmorvej 51, 2100 Copenhagen, Denmark)</p> <hr/> <p><i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 7</i></p>
	<u>102-4</u> Location of operations	<p>Operating simultaneously in over 80 countries worldwide, UNOPS has a decentralized structure and functions as a service provider in numerous localities, with a very high share of its facilities and personnel distributed across these locations.</p> <hr/> <p><i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 7 and 8</i></p>

102-5

Ownership and
legal form

UNOPS can trace its origins back to 1973. Until 1994, UNOPS was part of the UN Development Programme, UNDP. By decision of the General Assembly, UNOPS became a separate, self-financing entity within the UN development system on 1 January 1995.

102-6

Markets served

The UNOPS value proposition is grounded in its flexible, modular project services. Details of UNOPS delivery across its service lines is summarized below:

SERVICE LINES	2017 DELIVERY (%)	2018 DELIVERY (%)
Infrastructure	25	17
Procurement	36	35
Project Management	4	4
Human resources	13	16
Financial management	21	27

In 2018, the largest countries of delivery were Myanmar, South Sudan, Argentina, Somalia, and Iraq. The top 5 sectors served were: Health, Peace and Security, Emergency Relief and Recovery, Government and Civil Society, and Transport and Construction. In 2018, UNOPS supported mine-action, humanitarian, stabilization and explosive management activities, capacity-building of national actors and UN missions, and weapons and ammunition management work of UNMAS and partners in 17 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 8, 13 and 14

102-7

Scale of the
organization

In 2018, UNOPS delivered almost \$1.9 billion worth of project services on behalf of 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.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 14

102-8

Information on employees and other workers

As at 31 December 2018, UNOPS personnel counted 4,439 individuals. In addition to UNOPS personnel, contracts are also administered on behalf of a range of partners. Partner personnel on UNOPS contracts amounted to 7,232 in 2018. The total number of individuals on UNOPS contracts hence stood at 11,671, an increase from 11,428 in 2017 and 10,978 in 2016. The breakdown of personnel by contract category is as follows:

CONTRACT MODALITY	STAFF	INTERNATIONAL CONTRACTORS	LOCAL CONTRACTORS	OTHER	TOTAL
UNOPS Personnel	756	924	2,579	0	4,439
Partner Personnel	0	576	6,296	360	7,232
Overall Workforce	756	1,500	9,055	360	11,671

In terms of gender composition, women made up 39 per cent of UNOPS personnel (38 in 2017 and 37 per cent in 2016). The gender breakdown by region for UNOPS personnel is as follows:

ENTITY	WOMEN	MEN	TOTAL
Africa Region	247	629	876
Asia Region	368	528	896
Europe and Central Asia Region	243	225	468
Latin American and Caribbean Region	258	291	549
Middle East Region	76	153	229
New York Service Cluster	308	687	995
Headquarters	221	205	426
Total	1,721	2,718	4,439

At the end of 2018, UNOPS had 1,155 retainers and lump sum contractor.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 39 and 40

102-9

Supply chain

UNOPS has a mandate to serve as a central procurement resource for the UN system and its partners, emphasizing efficient, transparent and cost-effective delivery of goods and services. In 2018, UNOPS procured \$920 million worth of goods and services (compared to \$1 billion in 2017) from more than 5,000 vendors. 291,000 units of machinery or equipment were procured by UNOPS for its partners compared to over 650,000 the year before. Over 7,300 vehicles were procured or distributed, compared to 10,000 in 2017. More than 28 million medical supplies were handled, including the distribution of almost 6 million mosquito nets. Furthermore, over 340 million doses of medicine were procured or distributed. A summary of UNOPS annual procurement expenditure is available in the Annual Statistical Report on UN procurement, available on the UN Global Marketplace ([UNGM](#)). Procurement needs are defined at an individual project-level and published in the organization's [annual procurement plans](#). Procurement processes are executed directly by procurement personnel in approximately 80 country offices around the world, and in accordance with the rules, regulations and standards outlined in the [UNOPS procurement manual](#). Tender notices and awards are published on [UNGM](#).

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 13 and 14

102-10

Significant changes to the organization and its supply chain

In 2018, UNOPS completed its separation of policy/control from operational functions. The Management Services Centre (MSC) was established and adjustments to the global structure were implemented. Additionally, UNOPS promulgated Executive Operational Instruction EOI.ED.2018.02 on 'Delegation of Authority (DoA) and Accountability Framework' that creates a foundation for linking authority with responsibility and accountability throughout the organization as well as promotes empowerment at all levels and should aid the organization in transparent, effective and efficient decision making. UNOPS also reinforced the Process and Quality Management System (PQMS) that is the designated one-stop source of information on all UNOPS policies and processes. Furthermore, UNOPS updated and mapped all relevant business processes, where the most relevant processes are stored/accessible for each functional area in UNOPS.

102-11

Precautionary
Principle or approach

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

Health, safety, and environmental management system

Since 2017, UNOPS health, safety, social and environmental management systems cover its global activities and all its personnel. To address its health and safety risks, UNOPS has developed an occupational health and safety (H&S) management system in line with the OHSAS 18001 standard, with the intention of preventing work place injuries and illnesses. From all stakeholders involved in its operations, UNOPS expects commitment to enforce a culture of preventive behaviour to limit occupational hazards.

The UNOPS social and environmental management system (EMS), developed in line with the ISO14001 standard, ensures the integration of social and environmental considerations into UNOPS projects and operations, from the planning to the executing phase. It helps identify the environmental and social impacts of its activities, so that appropriate mitigation measures can be implemented to lessen its impact to the environment. To identify and anticipate the potential environmental and social impacts of all types of projects, social and environmental screening is performed.

Design review approach

In recognition that quality designs are essential to the delivery of safe and functional infrastructure that meets UNOPS responsibilities to beneficiaries, all works designs used for projects must comply with minimum requirements set out in the UNOPS Organizational Instruction (OI) for Infrastructure and the applicable UNOPS design planning manuals. Currently, these manuals cover buildings and transport infrastructure. In 2019, the review requirement will also extend to utilities including renewable energy; water, sanitation and hygiene (WASH); and waste management.

The requirement for review applies to each piece of infrastructure (a project with a bridge and road will be subject to structural, geometric, pavement, and geotechnical evaluations, for example), and the extent of review is determined by the aggregate score of six project risk factors. Low risk works may be peer reviewed by a qualified infrastructure colleague, while medium and high-risk works require independent, third party review by independent experts. Once design review is completed, approval is issued for the construction works to proceed to procurement.

102-12

External initiatives

The UN values form the foundation for UNOPS organizational culture and are reflected in its policies, tools, products and services. UNOPS continuously benchmarks against external bodies, striving for relevant certifications and adopting internationally recognized best practices. This ensures that UNOPS processes actively increase the effectiveness of partners' projects. Many of UNOPS processes and services have already been independently certified by these outside bodies, including: the Chartered Institute of Procurement & Supply (CIPS), ISO 14001 environmental management system, ISO 9001 quality management system and OHSAS 18001 occupational health and safety management system, and European foundation for quality management (EFQM) certification. Moreover, UNOPS is certified by APMG as an accredited training organization, as well as by the Project Management Institute (PMI)® as a registered education provider. UNOPS is also an AXELOS consulting partner for the group behind PRINCE2®. Since 2016, UNOPS has produced Global Reporting Initiative (GRI) reports. UNOPS was one of the first adopters of this global sustainability reporting standard in the UN system.

Furthermore, as a part of the larger UN system, UNOPS is committed to contributing to its full capacity and capability to the achievement of the Agenda 2030 Agenda, by working in substantive partnership with governments, donors and private partners. For example, UNOPS is actively promoting the role of resilient infrastructure for sustainable development in collaboration with renowned academic (Oxford University) and research institutions (The Economist Intelligence Unit). At a broader level, UNOPS also remained a member of the International Recovery Platform in 2018, supporting advancements in the field of resilience as applied within both the development and humanitarian contexts.

UNOPS has initiated several leading programmes to enhance the diversity of its supply base and empower micro, small, and medium enterprises (MSMEs). Known as the Possibilities Programme, UNOPS has run several supplier engagement events (with a particular focus on women-owned and youth-owned businesses), in Jordan, Ethiopia, Brazil and Myanmar, and has provided training and networking opportunities to participants. The organization also launched a pre-procurement innovation portal, known as the Possibilities Portal, through which MSMEs can present their innovative solutions to UNOPS, prior to investing in a formal bidding process.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 51, 52 and back cover

102-13

Membership of associations

UNOPS does not belong to any associations or international advocacy organizations.

STRATEGY

Standard	Description	2018 Response
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	Information in response to this GRI disclosure can be found in the foreword of the Sustainability Report
	102-15 Key Impacts, risks, and opportunities	In terms of governance mechanisms in place specifically to manage these risks and opportunities, UNOPS enterprise risk management framework defines common principles, governance mechanisms, integrated processes and tools for risk management across UNOPS. An online risk management tool has been developed - as part of UNOPS newly adopted enterprise portfolio and project management system – and is currently available to all UNOPS personnel and entities to manage risks across all organizational levels. At the operational level, the enterprise risk management process is carried out online throughout all stages of the project lifespan.

ETHICS AND INTEGRITY

Standard	Description	2018 Response
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behaviour	<p>The values of UNOPS are firmly grounded in the UN Charter and legislative mandates of the General Assembly.</p> <p>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.</p> <p>Our mission is to help people build better lives and countries achieve peace and sustainable development.</p> <p>Our Purpose:</p> <ul style="list-style-type: none"> • We help people build better lives and countries achieve sustainable development. • We bring to this task the values and principles of the UN and the innovation, boldness, speed and efficiency of a self-financed institution.

- 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.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 10

102-17

Mechanisms for advice and concerns about ethics

UNOPS has an ethics office. The mandate of the Ethics Office is defined in a Secretary General's bulletin ([ST/SGB/2007/11](#)). The SGB provides that the ultimate goal and principle of the Ethics Office is to cultivate and nurture a culture of ethics, integrity and accountability, along with an outline of responsibilities

UNOPS personnel are required to comply with the duties and responsibilities set out in the UN Charter, UN Staff Regulations and Rules, the Standards of Conduct for the International Civil Service and with other relevant instruments in the UNOPS Legislative Framework.

All UNOPS personnel are required to take the on-line course Ethics and Integrity at the UN. In addition, UNOPS personnel active in procurement are required to take the course Ethics and Fraud Prevention in Procurement. The Executive Director reports on cases of misconduct that have resulted in disciplinary and administrative measures. Reflecting its role as a consultative, impartial and service-oriented resource, the UNOPS Ethics Office handled a total of 1,055 matters in 2018 (961 matters in 2017). Read more about ethics on [UNOPS website](#)

GOVERNANCE

Indicator	Description	2018 Response
GRI 102: General Disclosures 2016	102-18 Governance structure	Read about our governance and accountability structure on UNOPS website

STAKEHOLDER ENGAGEMENT

Indicator	Description	2018 Response
GRI 102: General Disclosures 2016	102-40 List of stakeholder groups	UNOPS has identified the following main stakeholder groups: UNOPS Executive Board (member states); personnel; partners and funding sources; host governments; local communities; academia; private sector and suppliers.
	102-41 Collective bargaining agreements	Employees are not 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 GRI 407: Freedom of Association and Collective Bargaining 2016).
	102-42 Identifying and selecting stakeholders	As part of the materiality assessment process, internal and external stakeholders were identified in an internal workshop, as well as through consultations with the Communication Group (CG) and Partnerships and Liaison Group (PLG).
	102-43 Approach to stakeholder engagement	UNOPS engages with a range of stakeholders globally, from personnel and partner surveys to multiple in-person meetings with personnel, partners and suppliers. UNOPS conducts surveys to solicit feedback from partners around the world to understand how to better serve them. In 2018, UNOPS conducted a Partner Survey to assess partner perception of UNOPS work.

102-44

Key topics and concerns raised

UNOPS GRI report addresses a number of key topics and concerns raised by internal and external stakeholders as well as UNOPS response. Reporting on challenges and insights reflects the feedback from the stakeholder engagement activities such as the annual Global Leadership Meeting (GLM), Quarterly Business Reviews (QBR) conducted by UNOPS senior management as well as personnel and partner surveys.

REPORTING PRACTICE

Standard	Disclosure	2018 Response
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	This report covers all entities included in UNOPS consolidated financial statements .
	102-46 Defining report content and topic Boundaries	The sustainability data related to the material aspects in this report cover activities from UNOPS offices (internal/organizational boundary) as well as UNOPS projects (external/operational boundary). In 2015, UNOPS undertook an extensive analysis of its material sustainability risks and its stakeholders' expectations of how the organization should operate. The outcome was an overview of material topics according to UNOPS own activities, objectives and expectations, taking into account stakeholder views. These topics were placed in an initial materiality matrix, which was then validated through a first workshop with key internal stakeholders, who helped to qualify and prioritize each topic according to its organizational and/or operational impact. Further understanding and validation was achieved through interviews with internal and external stakeholders as well as through an online survey of UNOPS personnel. The results of the survey and interviews were discussed in a second workshop with internal stakeholders from across UNOPS. The workshop helped refine and combine a final list of material topics, including its definitions and boundaries.

102-47

List of material topics

UNOPS material topics adapted from the GRI Standards are (in alphabetical order):

- Anti-corruption
- Biodiversity
- Child/Forced/Compulsory labour
- Compliance
- Diversity and equal opportunity
- Effluents and waste
- Emissions
- Employment
- Energy
- Environmental impact of materials
- Ethical fundraising
- Exit strategy and project closure
- Freedom of association and collective bargaining
- Gender and diversity in project design and delivery
- Health and safety
- Human rights assessment
- Indirect economic impacts
- Labour/management relations
- Local communities
- Monitoring, evaluation and learning
- Non-discrimination
- Partner coordination
- Responsible economic management
- Responsible procurement
- Rights of the indigenous people
- Security practices
- Supplier assessments
- Training and education
- Water

102-48

Restatements of information

No restatements have been given.

102-49

Changes in reporting

There are no significant changes from the previous reporting period in the list of material topics or topic boundaries.

102-50

Reporting period

The Sustainability Report and GRI Content Index 2018 cover the period from 1 January 2018 to 31 December 2018.

102-51

Date of most recent report

- 2017 Annual report of the Executive Director: April 2018
- 2017 Sustainability Report: May 2018

102-52

Reporting cycle

The report is published on an annual basis.

102-53

Contact point for questions regarding the report

For more information or questions, please contact UNOPS via email: sustainability@unops.org.

102-54

Claims of reporting in accordance with the GRI Standards

This report has been prepared in accordance with the GRI Standards: Core option.

It also follows the GRI G4 NGO sector supplement.

102-55

GRI Content Index

This document is the detailed GRI Content Index accompanying UNOPS Sustainability Report.

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

Standard	Disclosure	2018 Response
<p>GRI 103:</p> <p>Management approach 2016</p>	<p>103-1</p> <p>103-2</p> <p>103-3</p> <p>Management approach disclosures</p>	<p>UNOPS is a self-financing UN organization that reports to Member States at the Executive Board. The 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 approach has at its core a four-year Strategic Plan 2018-2021. The Plan is supported by 2-year budget estimates that outline how resources will be allocated to implement the first part of the Plan, as well as a management results framework which forms the results-based budgeting element. The Plan is reviewed (and revised, if required) after two years at a mid-term review. The management results framework is translated into annual target agreements for all organizational units. The performance against the ambitions is reported on an annual basis in the UNOPS annual report. As a member of the UN system, many of the elements of the management approach are predefined. Wherever possible, UNOPS adopts management tools such as balanced scorecards to allow for clear linkages between strategic ambitions and performance measures. UNOPS continuously reviews and improves its management model, including the process of planning and progress reporting, and evaluates lessons learned from prior years planning processes to maintain collaborative approaches. In 2018, UNOPS for example continued its quarterly business reviews by senior management where performance is reviewed against agreed targets, and corrective actions are agreed upon, if required.</p>
<p>GRI 201:</p> <p>Economic Performance 2016</p>	<p>201-1</p> <p>Direct economic value generated and distributed¹</p>	<p>During 2018, UNOPS delivered almost \$1.9 billion in project services, compared to \$1.8 billion in 2017. Project-related net revenue was \$88.1 million, compared to \$89.7 million in 2017. Management expenses were \$59.1 million, compared to \$67.8 million a year earlier. The ratio of management expenses to delivery in 2018 was 3.2 per cent, compared to 3.7 per cent recorded in 2017. Miscellaneous income earned was \$1.8 million (against \$2.4 million in the previous year). Interest income earned was \$14.5 million as compared to \$14.6 million in 2017. Overall, this resulted in a net surplus of income over expenditure, after provisions, of \$38.4 million (compared to \$29.0 million in 2017). At year-end 2018, UNOPS continued to maintain its operational reserve above the minimum requirement established by its Executive Board.</p>

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 14

201-2

Financial implications and other risks and opportunities due to climate change

As a subsidiary organ of the UN, the privileges and immunities provided under the Convention on the Privileges and Immunities of the UN are applicable to UNOPS. Connected with this, UNOPS is not generally subject to the internal regulatory requirements within national jurisdictions – such as regulations around climate change.

Physical drivers of climate change are mitigated by UNOPS service offering, for example through supporting partners with their increasing demand for renewable energy solutions. Furthermore, UNOPS supports the resilience of countries and communities to withstand the shocks of natural disasters with solid infrastructure. As part of its effort to support and protect the environment,

UNOPS has a strong commitment on energy efficiency, which may translate on cost savings, as well as an increase of safety and stability of operations. UNOPS carbon emissions are offset using certified emission reductions. The increase of carbon offsets prices is a risk for UNOPS commitment to climate neutrality, which has been a priority since 2012. Additionally, UNOPS is aware that climate change effects (such as the spread of diseases or water scarcity) could also pose a threat to UNOPS operations around the globe.

201-3

Defined benefit plan obligations and other retirement plans

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

1. Mandatory Provident Fund Contribution: applicable only to LICA contract holders. All eligible LICAs are automatically enrolled into the UNOPS-PF.
2. Voluntary Contribution: IICAs can make voluntary contributions of up to 15 per cent of their fee towards the Provident Fund.

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

An actuarial revaluation of UNOPS end-of-service employee liabilities indicated that such liabilities, at year-end 2018, were about \$1.6 million higher than the related liabilities at the end of 2017. This comprised an actuarial gain of \$2.6 million and further funding allocated by UNOPS during the year.

201-4

Financial assistance received from government

The status of international organizations such as UNOPS is governed by the provisions of relevant Conventions and Host Country Agreements. As such, UNOPS is exempt from all duties and taxes. In 2018, UNOPS received over \$4.3 million in contributions-in-kind from governments, with the biggest contributor being the Government of Denmark (\$3.6 million).

¹ The expenses, revenue and reserve balance for 2018 are early figures calculated by UNOPS, and may be subject to change. They have yet to be verified and audited by the UN Board of Auditors.

NGO-7

Resource allocation

UNOPS is an organization built around the implementation of projects through agreements (also referred to as engagements) signed with partners. For each of these engagements UNOPS, as the custodian of the resources, establishes separate entries in its financial management system. This enables UNOPS to link the resources available to the partner that provided the resources, and to the specific engagement signed by the partner. This is also the case for UNOPS own resources, which are allocated to units following an annual budgeting process. The resource allocation is managed through the UNOPS global ERP system, which ensures that resources are not spent beyond the allocated amount. In addition, the actual use of resources is continuously monitored against their intended use. UNOPS operates its financial resources in accordance with the International Public Sector Accounting Standards (IPSAS). For cost management purposes, a system is in place that integrates best practices for cost accounting like activity-based costing concepts. As a UN organization, UNOPS submits its IPSAS-compliant financial statements to the UN General Assembly through the UN Board of Auditors. The Board of Auditors audits the statements and reviews UNOPS operations and managerial elements.

MATERIAL TOPIC: ETHICAL FUNDRAISING

BOUNDARY: ORGANIZATIONAL

Indicator	Description	2018 Response
<p>GRI 103: Management Approach 2016</p>	<p><u>103-1</u> <u>103-2</u> <u>103-3</u> Management approach disclosures</p>	<p>UNOPS continued to explore opportunities for collaborative partnerships to mobilize alternative funding sources for the 2030 Agenda, particularly in the areas of affordable housing, renewable energy, and water and sanitation. In 2018, UNOPS supported governments in achieving efficiencies in enhancing the effect of resources available for public procurement and engaged in collaborative partnerships for South-South and triangular cooperation, as well as in public-private partnerships.</p> <p>— <i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 46</i></p>

NGO-8

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

Direct support to governments accounted for the largest increase in delivery value, accounting for \$685 million, as compared to \$662 million in 2017. The largest partnership with a host government during 2018 was with Argentina, followed by Guatemala, Peru, Ethiopia, and El Salvador respectively. Total direct support to governments remained consistent with 2017 at 37 per cent of delivery. The largest donor government to which UNOPS delivery can be directly attributed is that of the United Kingdom followed by those of the United States, Canada, Japan, and Sweden respectively. In 2018, 33 per cent of UNOPS delivery was on behalf of the UN system, a slight increase from 32 per cent in 2017. In real terms, delivery on behalf of the UN system represented approximately \$608 million, as compared to \$583 million in 2017. The largest UN partner continued to be the UN Secretariat, as partnerships with the Department of Peace Operations (DPO) continued to grow. Fifteen per cent of total delivery was on behalf of DPO. Notably among UN partners, delivery on behalf of the UN High Commissioner for Refugees grew for the sixth consecutive year. Other strong partnerships included support to UN Environment and World Health Organization. UNOPS continued to maintain strong partnerships in support of multilateral institutions, most significantly the Global Fund to Fight AIDS, Tuberculosis and Malaria to which \$121 million of services was delivered in 2018, compared to \$128 million in 2017, and worked as local fund agent in 13 countries. UNOPS supported the management of a number of programmes financed by multiple donors, the largest of which are in Myanmar – such as the Livelihoods and Food Security Fund and the Three Millennium Development Goal Fund – or operate globally, such as the Water Supply and Sanitation Collaborative Council Global Sanitation Fund and the Stop TB Partnership. UNOPS work for the European Union increased from \$53 million in 2017 to \$68 million in delivery in 2018.

The table below shows the five largest clients and funding sources of UNOPS in 2018:

2018 LARGEST FUNDING SOURCES	DELIVERY
Department of Peace Operations (DPO)	\$275M
Global Fund	\$121M
United Kingdom of Great Britain and Northern Ireland (UK)	\$102M
World Bank	\$92M
Office of the United Nations High Commissioner for Refugees (UNHCR)	\$91M

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 47 and 48

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

Indicator	Description	2018 Response
GRI 103:	103-1	See management approach under GRI 417: Marketing and Labeling 2016
Management approach 2016	103-2	
	103-3	
	Management approach disclosures	
GRI 202:	202-1	Omission: Information unavailable
Market Presence 2016	Ratios of standard entry level wage by gender compared to local minimum wage	UNOPS is determining its fee scales by following benchmarks, primarily the ICSC. The ICSC bases its salary scales on local conditions including appropriate wage levels above the minimum wage rules. Further analysis on determination methodology and approach can be obtained from the ICSC. Specifically, 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.
	202-2	
	Proportion of senior management hired from the local community	Overall, in 2018 the proportion of UNOPS senior management hired locally (i.e. nationals of the duty station country) at significant locations of operation was 17 per cent, which was also the case for 2017. Senior management at significant locations of operations is defined as International Civil Service Commission ICS 11 and above, in 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	Description	2018 Response
GRI 103: Management approach 2016	103-1 103-2 103-3 Management approach disclosures	UNOPS operations contribute with indirect economic impacts on the local community. The approach to reinforcing sustainability in local communities is through a focus on equitable economic growth and capacity building. This approach entails ensuring optimum economic value by focusing on effective management and investment strategies and practices; supporting livelihoods through the creation of local employment and income opportunities, enhancement of market access, and use of national suppliers; considering, where relevant, the total cost of ownership (financing, operating, maintaining and replacing assets); while upholding the principles of transparency and accountability. The Gender Mainstreaming in Projects Guide is being prepared as part of the Standards Management Framework to provide guidance on how to mainstream gender considerations in the design, delivery and management of infrastructure projects implemented by UNOPS. It aims to highlight practical actions that can contribute towards gender equality into UNOPS projects globally. In addition, UNOPS worked with partners to develop a framework for Least Developed Countries, Developing Countries and Small Island Developing States, which provides governments with the evidence needed to plan and finance infrastructure that is essential to grow the economy, protect the environment and improve the lives of their populations. This framework named "Evidence-Based Infrastructure (EBI) framework" is a holistic approach to the planning, implementation and management of national infrastructure systems.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	In 2018, UNOPS constructed, designed or rehabilitated 23 bridges, and 1,514 kilometres of road, compared with 26 bridges, 2,302 kilometres of road in 2017. Furthermore, UNOPS managed the construction, design or rehabilitation of 104 schools, 9 hospitals and 114 health clinics. That compares with 35 schools, 47 hospitals, and 243 health clinics in 2017. Over 4,000 homes for people were constructed or designed in 2018, compared with 2,133 in 2017.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 13

203-2

Significant indirect economic impacts

More than 5 million days of paid work for local people were created through UNOPS projects in 2018, 46 per cent them undertaken by women. Creation of labour days is predominantly driven by UNOPS infrastructure projects. In 2018, 73 per cent of relevant UNOPS projects reported positive effects on local economies, compared to 68 per cent in 2017. As part of efforts to share UNOPS knowledge and expertise, over 31,000 days of technical assistance were provided to partners (down from 39,000 in 2017). UNOPS helped develop local capacity by supporting almost 12,000 training days, an increase on 8,500 in 2017. Approximately 67 per cent of projects supported by UNOPS reported one or more activities that contributed to developing national capacity, compared to the 60 per cent reported for 2017. In 2018, almost 50 per cent of UNOPS grant management and selection projects reported holding formal training or certification programmes for beneficiaries, of which 53 per cent included youth (aged 15-24 years). Furthermore, 60 per cent of UNOPS infrastructure projects (mainly construction and rehabilitation projects) reported the inclusion of on-the-job learning elements for local workers, of which 52 per cent reported targeting local women workers and 24 per cent local young workers (from the minimum age of employment in the country of implementation to 24 years).

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 6, 15 and 36

MATERIAL TOPIC: PROCUREMENT PRACTICES

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

UNOPS TOPIC: RESPONSIBLE PROCUREMENT

Indicator	Description	2018 Response
GRI 103: Management approach 2016	103-1	As a central procurement resource for the UN system and its partners, UNOPS has considerable expertise in the field of public procurement and provides efficient, transparent, cost-effective and sustainable delivery of goods and services. Additional information regarding UNOPS Procurement Manual (rev. 6.1) , activities, programmes and results is available on the organization's website . UNOPS continuously strives to improve efficiency and transparency in procurement through process improvement, reporting and systems. Use of UNOPS' e-tendering system (UNOPS eSourcing), which was developed in-house, became mandatory for most tender processes on 1 January 2018. Through this system, most procurement process stages are handled online. eSourcing is helping to streamline how UNOPS interacts with its vendors, and is bringing increased efficiency and governance to the procurement process.
	103-2	
	103-3	
	Management approach disclosures	

UNOPS procurement officials regularly include sustainability criteria (environmental, social and economic) in tender documents, which enables an initial sustainability screening of vendors through the normal procurement process. Building on this practice, UNOPS initiated the development of a mandatory framework for sustainable procurement that will cover the majority of its procurements both at headquarters and in field locations. The framework is expected to be implemented in 2019. UNOPS dedication to sustainable procurement and its contribution to the Sustainable Development Goals was recognized in 2018 with the Gold Certificate in Sustainable Procurement from the [Chartered Institute of Procurement & Supply \(CIPS\)](#). It is the third consecutive time UNOPS has achieved this honour and it continues to be the only UN agency with such a designation.

UNOPS recognizes that enhancing national capacity through its projects is central to advancing ownership and sustainability of those projects. As per the [UNOPS strategic plan](#), UNOPS looks, wherever possible, to use national suppliers and a local workforce, for example, through restricting the competition or through obliging bidders to hire locally. To further help meet this objective, a section was added in the latest revision of the [Procurement Manual \(rev. 6.1\)](#) for the creation of set-asides and short-list procurements for micro, small and medium enterprises, and diverse suppliers, such as youth-owned and women-owned businesses. This provision was used for the first time in August 2018 in Amman, Jordan. In 2018 UNOPS continued to implement the UNOPS Possibilities Programme. The UNOPS Possibilities Programme is a strategic UNOPS initiative designed to enhance the organization's supplier diversity over the longer term and ensure that a larger share of its procurement spend can be accessed by local micro, small, medium, women-owned, youth-owned and other diverse enterprises. In addition, UNOPS continued to operate and grow the [UNOPS Possibilities Portal](#) - a pre-procurement innovation portal. In 2018, 96 tenders (\$14 million of awarded value) were awarded to women owned businesses. 1692 tenders (\$322 million of awarded value) were awarded to micro, small and medium enterprises. This information is based on vendor-supplied information from [UNGM](#). In 2018, 92 per cent of UNOPS procurement projects reported the inclusion of sustainability considerations in tenders, compared to 83 per cent in 2017.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 10 and 14

GRI 204:**204-1**

Procurement
Practices
2016

Proportion of
spending on local
suppliers

The total percentage of the procurement budget spend on local suppliers was 46 per cent in 2018, compared to 51 per cent in 2017. This figure is based on purchase order data where the vendor country matches the project country, based on the available information in current systems. For the purpose of this report, UNOPS defines a 'local supplier' as any supplier providing goods or services to a significant location of operation, in the same country as the one listed on the supplier's mailing address in the enterprise resource planning (ERP) platform. 'Significant locations of operation' is defined as 'any country where UNOPS has an established physical office.'

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 13

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

Indicator	Description	2018 Response
GRI 103: Management approach 2016	103-1	The UN has adopted a variety of rules and regulations concerning employee conduct, describing the status, basic rights and duties of UN staff members (ST/SGB/2002/13). This extensive body of relevant legal norms, from the Charter, the Convention on the Privileges and Immunities of the UN to staff regulations, rules and commentary, identifies core values and sets standards of conduct for all UN employees. As a UN organization, UNOPS is subject to the same anti-corruption policies as the UN as a whole, including the relevant provisions in the UN staff regulations and rules.
	103-2	
	103-3	
	Management approach disclosures	In UNOPS, policies concerning ethics and prevention of fraud and corruption have been issued by the Executive Director (ED) in the form of organizational directives (ODs), and there are also a range of topics addressed in the operational instructions (OIs) issued by the ED and other colleagues. In 2018, UNOPS has promulgated a policy (OI.ED.2018.01) to address fraud and corruption. The policy states that UNOPS is committed to preventing, identifying and addressing all alleged acts of fraud or corruption against UNOPS and/or its activities, as it may impact its clients and/or partners. Furthermore, the Executive Director Principles, which take priority over all other UNOPS legislative documents, include principles regarding conduct. UNOPS personnel are obliged to report suspected wrongdoing under the OD on Human Resources, Ethics and Culture. Personnel reporting suspected wrongdoing can apply to the Ethics Office for whistle-blower protection against retaliation. 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 (for more information please see GRI disclosure 102-17), the Ombudsman Office, the Legal Group and People and Change Group. Any internal grievances related to discrimination, harassment and abuse of authority can be reported to the People and Change Group via email. 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 . 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. Furthermore, anti-corruption for procurement at UNOPS is supported by the UN supplier code of conduct , which is available at UNGM , and through the application of UNOPS policy on vendor sanctions. This policy is based on the UN's model policy framework (MPF), adopted by the high level committee on management procurement network (HLCM), 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 policy, 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. Additional details on the UNOPS framework for determining vendor ineligibility/sanctions is available at UNOPS website .

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 13

GRI 205:Anti-corruption
2016**205-1**Operations assessed
for risks related to
corruption

In the [Strategic Plan for 2018-2021](#), UNOPS is committed to organizational excellence, accountability and transparency, and its management coordination and collaboration structures provide an intuitive overall framework. For UNOPS projects, regions and countries are responsible for risk assessment on corruption. The Internal Audit and Investigations Group (IAIG) performs an annual risk assessment in order to prepare a risk-based audit plan. In this risk assessment, IAIG considers various factors, including the corruption perception index (CPI) in each country of UNOPS operations.

205-2Communication 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. Ethics and Integrity at the UN, an online course from the UN Secretariat, is mandatory for new UNOPS personnel. In 2018, this training was completed by 2,208 UNOPS employees. In January 2018, UNOPS launched a new online course on ethics and fraud prevention in procurement. In this course, UNOPS employees learn to recognize the relevance of ethics in procurement and understand the risks, red-flags and consequences when vendors engage in fraud, corruption and other proscribed practices. The course was completed by 1,092 UNOPS employees in 2018. This course is mandatory for personnel who are procurement authorities or procurement reviewers, and for members of Contract and Property Committees (CPC). UNOPS continues to lead by example and collaborates with external parties to enhance the adoption of anti-fraud and corruption best practices. 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. In 2018, 184 personnel attended and completed the POT. Furthermore, the Internal Audit and Investigations Group provides UNOPS employees with a Standards of conduct awareness training. The objectives of this workshop are to help introduce certain basic compliance and ethics related topics and to raise the awareness with regard to consequences of fraud and corruption. In 2018, IAIG has carried out such trainings in person as part of the field missions or further to an invitation from an interested unit. This way, IAIG delivered the Standards of conduct awareness training to 199 UNOPS employees.

205-3Confirmed incidents
of corruption and
actions taken

In 2018, there were 22 incidents of fraud and financial irregularities. 15 employees were sanctioned in cases of fraud and financial irregularities in 2018. In total, 29 vendors and 23 principals were sanctioned in cases of fraud and financial irregularities. The list of sanctioned vendors and individuals and additional details on the UNOPS policy for determining vendor ineligibility/sanctions is available on [UNOPS website](#). Lastly, in 2018 there were no public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.

TOPIC-SPECIFIC STANDARDS

ENVIRONMENTAL

MATERIAL TOPIC: MATERIALS

BOUNDARY: OPERATIONAL

UNOPS TOPIC: ENVIRONMENTAL IMPACTS OF MATERIALS

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	<p>Environmental topics (such as Materials, Energy, Waste, Emissions and Biodiversity) are very important for UNOPS, the UN family and for other stakeholders. Use of materials, such as construction material, energy, as input for our operations, waste, as output of our operations, as well as the impact on biodiversity of our infrastructure projects, are all very relevant for UNOPS. UNOPS environmental and social management policy, issued in 2017, covers all of its projects and operations. The policy outlines the expectations, principles and responsibilities for environmental protection in UNOPS. As an outcome of the policy, UNOPS is running an Environmental and Social Management System (ESMS), that is ISO 14001 certified in fifteen country locations. The ESMS ensures integration of environmental considerations in all phases of UNOPS projects and operations. In 2018, 58 per cent of relevant UNOPS projects reported implementing environmental impact mitigation measures, such as the use of renewable power sources, waste reduction strategies, activities to enhance resilience to natural hazards as well as to enable efficiency in the use of energy and water. Additionally, a design review process ensures that green building elements are duly integrated in the design of constructions. As an example, 30 per cent of the infrastructure projects reported the incorporation of renewable power sources (e.g. solar panels, wind power). The carbon emission of UNOPS facilities and office operations is prudently managed, with an annual global inventory covering more than 60 offices globally. It follows the methodology of the Greenhouse Gas (GHG) protocol, and includes emissions from facilities and business travel. It includes also baseline and reporting of waste generation and water consumption. The inventory management plan details the inventory process and is available on UNOPS website. The GHG emissions are offset annually using certified emission reductions (CERs) credits. In 2018, UNOPS has offset its emissions using Gold Standard certified CERs from two projects: one is a solar thermal power plant project, another one is a solar cookers distribution project that provides additional documented benefits to women and girls. In 2018, 270 colleagues received face-to-face training on health and safety, and social and environment management. UNOPS favours the inclusion of environmental considerations in its procurement activities, dealing with a wide range of issues, from energy efficiency to toxic materials, indeed, in 2018, 57 percent of relevant UNOPS projects reported inclusion of environmental sustainability considerations in tender and/or contract documents.</p>
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 6

<p>GRI 301: Materials 2016</p>	<p>301-1 Materials used by weight or volume</p>	<p>Omission: Information unavailable This disclosure is not applicable to UNOPS. UNOPS does not directly produce or sell products, nor deliver services requiring packaging.</p>
	<p>301-2 Energy consumption outside of the organization</p>	<p>Omission: Information unavailable Part of UNOPS will have results available in 2021 as a pilot while the methodology for organization-wide reporting is being developed.</p>
	<p>301-3 Water withdrawal</p>	<p>Omission: Information unavailable This disclosure is not applicable to UNOPS. UNOPS does not directly produce or sell products.</p>

MATERIAL TOPIC: ENERGY

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Standard	Disclosure	2018 Response
<p>GRI 201: Management approach 2016</p>	<p>103-1</p>	<p>See management approach under GRI 301: Materials 2016</p>
	<p>103-2</p>	
	<p>103-3 Management approach disclosures</p>	

GRI 302:Energy
2016**302-1**Energy consumption
within the organization

The direct energy consumed by the organization in 2018 was 14,937,778 kWh or 53,776 GJ. Of this total, 879,262 kWh (5.89 per cent) was electricity purchased from renewable energy sources, and 125,602 kWh (0.84 per cent) was self-generated electricity through photovoltaic panels. These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future.

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.
- 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.

302-2Energy consumption
outside of the
organization**Omission: Information unavailable**

UNOPS will consider to report on a limited scope of energy consumption outside of the organization before the end of 2022.

302-3

Energy intensity

The energy intensity ratio for 2018 was 176 kWh/m². This is based on energy consumed within the organization only. This figure pertains to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Our building-related energy consumption (kWh) includes: purchased electricity; purchased steam; and on-site fuel combustion

302-4

Reduction of energy consumption

Omission: Information unavailable

While individual country offices will be assisted to start monitoring reductions, reporting on organization-wide reduction of energy consumption is expected in 2021.

302-5

Reductions in energy requirements of products and services

Omission: Information unavailable

The current monitoring is not linked to services offered by UNOPS but linked to organizational structure. The change process requires an accounting process that is not yet feasible.

MATERIAL TOPIC: WATER

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	See management approach for material topic: Materials (301).
	103-2	
	103-3	Management approach disclosures
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water is withdrawn, consumed and discharged by UNOPS through both its facilities and its operations. In 2018, there were five sources of water: surface water, ground water, municipal water supply/utility, wastewater, and rainwater. UNOPS conducts an annual environmental inventory, which collects data on quantities and sources of water withdrawn by its facilities. At present, there is not yet a systematic methodology for analysing UNOPS water-related impacts. However, in 2018, a new approach was introduced in the inventory to identify whether UNOPS facilities' withdrawals contribute to stress on water bodies and whether withdrawals are from water bodies that are protected areas. As 2018 is the first year that UNOPS is reporting on these revised standards, the data are to be considered estimates until the water reporting methodology is further strengthened in future inventories. While there is not yet a systematic methodology in place for analysing or addressing UNOPS water-related impacts, there are numerous examples demonstrating how UNOPS works with stakeholders around the world to steward water as a shared resource.

These include installing water harvesting infrastructure to limit stress on local water bodies in locations such as Ghana, Gambia, Kenya, Mali and Denmark; providing technical assistance for the implementation of a Strategic Aquifers Monitoring Program at national level in Costa Rica; implementing a Sustainable Urban Drainage System for collection, increased retention and natural treatment of storm water in Kosovo; and establishing a wastewater treatment system in a health centre in Afghanistan. As part of its corporate policy on health, safety, social and environmental management, UNOPS is mandated to identify measures to reduce water use and prevent pollution to water by adopting sound environmental practices in its facilities and operations. These requirements are further supported by UNOPS mandatory country-level Health, Safety and Environmental plans for its facilities, which include a default objective and target for monitoring water usage.

303-2

Management of water discharge-related impacts

Omission: Information unavailable

Given the diversity of UNOPS operating locations, standards are expected to be in place in 2021.

303-3

Water withdrawal

The total water consumed in 2018 was 72.3 megalitres. Broken down by water source, this includes (in megalitres):

- Surface water: 5.0
- Ground water: 11.3
- Municipal water supply / utility: 55.6
- Waste water from another organization: 0.1
- Rain water: 0.3

These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Water data is based on 2018 water bills, meter readings or figures confirmed by building administrators, logistics officers and/or office managers. Where UNOPS shares office facilities without a separate water meter, water consumption was apportioned by percentage of total personnel. Where water consumption data was unavailable, a data gap was marked.

303-4

Water discharge

Omission: Information unavailable

Monitoring for water discharge has not yet been established although the water consumption by water source is known. UNOPS expects to report on this in 2021.

303-5

Water consumption

See GRI 303-3 Water withdrawal. At present, water withdrawal and water consumption are not differentiated for reporting purposes. However, UNOPS is evaluating how to proceed with distinguishing between the two indicators in the future.

MATERIAL TOPIC: BIODIVERSITY**BOUNDARY: OPERATIONAL**

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	See management approach under GRI 301: Materials 2016
	103-2	
	103-3 Management approach disclosures	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Omission: Information unavailable UNOPS ability to report on its impact on biodiversity is currently limited to countries of operation. In 2019, UNOPS will work on strengthening its data collection system and expects reporting on operational sites close to protected areas or areas of high biodiversity value outside protected areas to be piloted in the 2020 reporting cycle.

304-2

Significant impacts of activities, products, and services on biodiversity

UNOPS helps protect biodiversity through local and regional projects. In 2018, 13 per cent of UNOPS infrastructure project reported pollution or introduction of substances that do not naturally occur in the habitat, compared to 5 per cent in 2017. Furthermore, 8 per cent reported modification of existing habitats, compared to 11 per cent in 2017.

304-3

Habitats protected or restored

UNOPS partners with other entities to help protect or restore habitat in some areas where it operates. In 2018, 35 per cent of UNOPS infrastructure projects reported the involvement of third party entities in helping mitigate UNOPS' projects impacts to biodiversity, compared to 25 per cent in 2017.

304-4

IUCN Red List species and national conservation list species with habitats in areas affected by operations

Omission: Information unavailable

In 2019, UNOPS will work on strengthening its data collection system and expects reporting on IUCN Red List species and national conservation list species with habitats in areas affected by operations to be piloted in the 2020 reporting cycle.

MATERIAL TOPIC: EMISSIONS

BOUNDARY: OPERATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	See management approach under GRI 301: Materials 2016
	103-2	
	103-3 Management approach disclosures	

GRI 305:Emissions
2016**305-1**Direct (Scope 1) GHG
emissions

In 2018, our Scope 1 emissions were 6,341 t CO₂eq. This includes:

- On-site fuel combustion
- Vehicle fleet
- Refrigerants (including chlorofluorocarbons / Hydrochlorofluorocarbons (CFC/HCFCs))

This figure pertains to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Gases included in the calculation: Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), Perfluorinated Chemicals (PFCs) and CFC/HCFCs. We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 1 emissions in the base year of 2011 were 7,097.9 t CO₂eq.

- 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:

- CO₂: 1
- CH₄: 21
- N₂O: 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.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 6

305-2Energy indirect (Scope
2) GHG emissions

In 2018, our Scope 2 emissions were 2,107 t CO₂eq. This includes:

- Purchased electricity
- Purchased steam for heating

This figure pertains to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Gases included in the calculation: CO₂, CH₄ and N₂O. We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 2 emissions in the base year of 2011 were 1,678.9 t CO₂eq.

- 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:

- CO₂: 1
- CH₄: 21
- N₂O: 310

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

305-3

Other indirect (Scope 3) GHG emissions

In 2018, our Scope 3 emissions were 7,183 t CO₂eq. This includes:

- Air travel
- Entitlement travel
- Public transport

This figure pertains to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Gases included in the calculation are CO₂, CH₄ and N₂O. Data on biogenic CO₂ 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 5,041.8 t CO₂eq.

- 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 HSE 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. In cases where there are large (more than 10 percent) reporting gaps, these 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 (CO₂ 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' (except in those locations where taxi services are confirmed as not used).

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:

- CO₂: 1
- CH₄: 21
- N₂O: 310

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 6

305-4

GHG emissions intensity

The GHG emissions intensity ratio in 2018 was 4.08 t CO₂eq. The denominator is per personnel. This figure pertains to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Included in the ratio are Scope 1, 2 and 3 and optional emissions (i.e. CFCs/HCFCs). Gases included in the calculation are CO₂, CH₄, N₂O, SF₆, HFCs, PFCs and CFCs/HCFCs.

305-5

Reduction of GHG emissions

Omission: Information unavailable

The reduction actions are not yet being linked to reduction measurements. UNOPS will formalize reporting of reduction actions followed by the reduction measurements. UNOPS expects to report on this in 2021

305-6

Emissions of ozone-depleting substances (ODS)

UNOPS does not produce, import or export ozone depleting substances (ODS).

305-7

Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions

Omission: Information unavailable

There is no system in place for monitoring the listed air pollutants. UNOPS will consider reporting on a selection of the listed pollutants by 2021.

MATERIAL TOPIC: EFFLUENTS AND WASTE

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	See management approach under GRI 301: Materials 2016
	103-2	
	103-3 Management approach disclosures	
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	Omission: Information unavailable The monitoring of water discharge quality is not feasible in many locations of UNOPS operations due to unavailability of local laboratories to assess the effluent. UNOPS will pilot a process monitoring discharges before the end of 2022.

306-2

Waste by type and disposal methodology

In 2018, the total waste generated was 630,039 kg.

The total weight of hazardous waste was 16,596 kg. Broken down by disposal method, this includes (in kg):

- Reuse: 2,407
- Recycling: 3,445
- Composting: 198
- Energy recovery: 10
- Incineration (open): 0
- Incineration (closed): 0
- Deep well injection: 0
- Landfill: 29
- On-site storage: 855
- Other: 876
- Unknown: 8,776

The total weight of non-hazardous waste was 613,443 kg. Broken down by disposal method, this includes (in kg):

- Reuse: 8,441
- Recycling: 93,761
- Composting: 1,563
- Energy recovery: 22,099
- Incineration (open): 189,497
- Incineration (closed): 2,155
- Deep well injection: 0
- Landfill: 77,586
- On-site storage: 352
- Other: 23,370
- Unknown: 194,620

These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future. Waste disposal methods are confirmed by building administrators, logistics officers and/or waste contractors. Where UNOPS shares office facilities without separate waste facilities, waste disposal data was apportioned by percentage of total personnel. Where waste disposal data was unavailable, a data gap was marked.

306-3

Significant spills

Omission: Information unavailable

UNOPS implements an incident reporting process for i.e. reporting of significant environmental incidents, including spills.

In 2018, there were no significant spills were reported to HQ.

<p>306-4 Transport of hazardous waste</p>	<p>In 2018, none of the hazardous waste generated by UNOPS was exported. The total hazardous waste generated by UNOPS that was treated via recycling, energy recovery, and incineration was 3,455 kg. However, as 2018 is the first year UNOPS is reporting on this indicator, the data is to be considered an estimate until the waste reporting methodology is further strengthened in future inventories. These figures pertain to UNOPS facilities only. The environmental inventory boundary may expand to UNOPS projects in the future.</p>
<p>306-5 Water bodies affected by water discharges and/or runoff</p>	<p>Omission: Information unavailable UNOPS will explore opportunities for reporting on this disclosure in 2019.</p>

MATERIAL TOPIC: ENVIRONMENTAL COMPLIANCE

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

UNOPS TOPIC: COMPLIANCE

Standard	Disclosure	2018 Response
<p>GRI 103: Management approach 2016</p>	<p>103-1 103-2 103-3 Management approach disclosures</p>	<p>UNOPS is part of the UN family and is as such required to be in compliance with the UN mandate, expectations of stakeholders and applicable legal requirements in the countries, where it operates. In terms of socioeconomic and environmental compliance, UNOPS applies its 2017 Executive Office Directive on “Occupational Health & Safety and Social & Environmental Management”. This policy is applied to all UNOPS projects and facilities and includes a commitment to respect the principles of environmental and social responsibility, including creating and maintaining a safe and healthy working environment. In addition, UNOPS has voluntarily chosen to certify its Health & Safety, and its Environmental management systems, together with a number of country operations, to OHSAS18001 and ISO14001 respectively – thus demonstrating compliance with internationally recognised best practice in these fields.</p>
<p>GRI 307: Environmental Compliance 2016</p>	<p>307-1 Non-compliance with environmental laws and regulations</p>	<p>In 2018, UNOPS did not receive any fines for non-compliance with environmental laws and regulations.</p>

MATERIAL TOPIC: SUPPLIER ENVIRONMENTAL ASSESSMENT**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS TOPIC:** SUPPLIER ASSESSMENT

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	<p>UNOPS is critically aware of the importance of its supplier relationships for the successful execution of its projects and for continued social, environmental and economic development of our beneficiaries and the communities where we operate. In accordance with UNOPS procurement manual (rev. 6.1) and procedures, all suppliers are expected to adhere to the principles contained in the UN supplier code of conduct, which includes considerations for freedom of association, forced and child labour, human rights, environment, and corruption. Suppliers who fail to respect these principles may face repercussions including vendor sanctions. The supplier code of conduct is also reinforced by UNOPS general conditions of contract which include warranties for mines, sexual exploitation, fundamental principles and rights at work. These contracts are available on UNOPS website. To enhance the sustainability of its suppliers and mitigate some of the risks in its supply chain, UNOPS began in 2017 to develop a supply chain risk and compliance programme. This was accelerated in 2018 with the recruitment of a dedicated Supply Chain Risk Officer to develop and lead the implementation of the programme, now referred to as DRiVE (Delivering Responsibility in Vendor Engagement). The overall scope of DRiVE is to ensure that UNOPS vendors operate responsibly and in accordance with high standards of integrity, with a particular focus on the associated areas related to Human Rights, Labour Rights, Ethical Conduct, Sexual Exploitation and Abuse and Environmental Responsibility. The methodology behind the DRiVE programme is measurement, inspection and corrective action planning. This is done by focusing on the verification of supplier feedback submitted in the tender process by means of a questionnaire, which in turn forms the basis of announced and unannounced site visits and inspection. A first pilot was carried out in Sierra Leone in 2018 which included conducting site inspections on eight local suppliers from diverse industries. The programme is expected to be mainstreamed in the organization throughout 2019 and it is expected that DRiVE, will bring important benefits to UNOPS and its partners, through improved visibility of vendor risks associated to integrity and ethical conduct, enhanced vendor risk and contract management practices, deepening UNOPS procurement and sustainability capacity. Furthermore, as one of the first programmes of its kind in the UN, DRiVE provides the opportunity to work with vendors by means of creating awareness, capacity development and bringing alignment with internationally recognised standards.</p>
	103-2	
	103-3	
	Management approach disclosures	

GRI 308:

Supplier
Environmental
Assessment
2016

308-1

New suppliers that
were screened using
environmental criteria

In 2018, 57 per cent of relevant UNOPS projects reported inclusion of environmental sustainability considerations in tender and/or contract documents.

308-2

Negative
environmental
impacts in the
supply chain and
actions taken

Omission: Information unavailable

UNOPS cannot currently obtain information on negative environmental impacts in the supply chain and actions taken at global level. However, UNOPS is seeking to increase the reporting and transparency of negative environmental impacts through the supply chain risk and compliance programme (DRiVE, referred to under Management Approach of GRI 308: Supplier Environmental Assessment 2016), which is expected to be mainstreamed in the organization throughout 2019.

TOPIC-SPECIFIC STANDARDS

SOCIAL

MATERIAL TOPIC: EMPLOYMENT

BOUNDARY: ORGANIZATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u> <u>103-2</u> <u>103-3</u> Management approach disclosures	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 2017, engagement levels of 4.18 slightly increased from 4.16 in 2016 - and continued to exceed internationally recognized benchmarks for high performing organizations. From the 2017 and 2016 people surveys, it is clear that the workforce is exhibiting a high level of engagement and intent to stay. The next survey is scheduled for autumn 2019, with results being ready for late 2019.
GRI 401: Employment 2016	<u>401-1</u> New employee hires and employee turnover	UNOPS had 795 new hires in 2018. 335 females, 460 males. This means that 42 per cent of all new hires were women. A "new hire" is defined as a person being issued a contract while not having held a UNOPS contract for 90 days. The distribution of new hires was as follows: 102 were younger than 30, 576 were between 30-50 and the remaining 117 were over 50 years of age. In terms of turnover, UNOPS personnel overall turnover in 2018 was 20.6 per cent, showing a decrease from 23.6 in 2017 and 28.9 per cent in 2016.

The below tables show turnover by age category and region, including a split by women and men.

AGE CATEGORY	WOMEN	MEN	OVERALL
30 and under	21%	21%	21%
30 to 50	20%	18%	19%
50 and above	22%	28%	27%
GRAND TOTAL	21%	21%	21%

ENTITY	WOMEN	MEN	OVERALL
Africa Region	19%	24%	22%
Asia Region	16%	19%	17%
Europe and Central Asia Region	28%	17%	23%
Headquarters	16%	13%	15%
Latin America and Caribbean Region	27%	33%	30%
Middle East Region	22%	19%	20%
New York Service Cluster	19%	18%	18%
GRAND TOTAL	21%	21%	21%

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 39

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](#). 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, multi-country office, country office, 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 2018 was 6020; 2314 female and 3706 males. During the course of 2018, 93 females and 221 males took parental leave. For all females ending their leave in 2018, 99 per cent continued to have active employment contracts. For males, 99 per cent of paternal leave takers returned. From personnel taking leave in 2017, 82 per cent of female parental leave takers were still employed 12 months later, and for males this was also 86 per cent. Overall, it was 85 per cent. Based on the limited period captured, it is not currently applicable to compare retention rate with prior periods.

Note: The number of personnel entitled to parental leave, 6020, consists of both the active personnel on 31 December, 2018, as well as all separated personnel throughout the year who were entitled to parental leave.

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

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	UNOPS is a subsidiary organ of the UN General Assembly and as such its workforce is partly composed by international civil servants appointed under the UN 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 (ICA) holders. ICA holders are independent contractors retained by UNOPS as personnel under the terms and conditions specified in individual ICAs. Please see management approach under GRI 407: Freedom of Association and Collective Bargaining 2016 for further details.
	103-2	
	103-3	
	Management approach disclosures	
GRI 402: Labor/ Management Relations 2016	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**

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	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 in line with the Occupational Health and Safety Assessment Series (OHSAS 18001 standard), with the intention of preventing workplace injuries and illnesses. It applies to all individuals, both UNOPS personnel and non-personnel, who work in UNOPS. 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 training to its personnel and key contractors worldwide. The health and safety management system is certified to OHSAS 18001 standards in eight locations (Denmark, Gambia, Ghana, Jerusalem, Myanmar, Pristina, Sierra Leone, Sri Lanka), while efforts are made to ensure that minimum safety standards are applied in even the most challenging locations where UNOPS operates. The UNOPS headquarters in Copenhagen provides advice, support and guidance to country offices and projects in implementing health and safety standards. In 2018, 96 per cent of UNOPS infrastructure projects reported considerations made or implemented to improve health and safety conditions at the workplace, compared to 66 per cent in 2017.
	<u>103-2</u>	
	<u>103-3</u>	
	Management approach disclosures	
		<hr/> <i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 31</i>
GRI 403: Occupational Health and Safety 2018	<u>403-1</u> Occupational health and safety management system	UNOPS implements an occupational health and safety management system as per its policy on the subject. The HS management system covers all UNOPS personnel independently from contract modality; and all individuals working on sites under UNOPS direct influence (e.g. contractor personnel working on a UNOPS supervised construction site). UNOPS is not legally required to implement its HS management system by any national legislation, as it operates under the privileges and immunities provided by the UN Charter. The HS management system is based on the model of the OHSAS18001 Standard. UNOPS is planning to migrate to the new ISO 45001 Standard in 2020.

403-2

Hazard identification, risk assessment, and incident investigation

In UNOPS HS management system, projects and offices are required to fill up a risks and hazards register. The risk register is to be updated at periodic intervals, and every time new information on risks and hazards is received. The hierarchy of controls, as defined in the OHSAS Standard, is applied to control hazards until the residual risk is deemed acceptable. Focal points performing the hazards and risks assessment receive training and support from HQ specialists. Quality controls and reviews are applied to the whole management system, including the risk assessment process. It is explicit in UNOPS HS policy that all personnel and workers are expected to take all reasonable actions to prevent incidents or ill health, including stopping work, without fear of reprisal. This message is reiterated through training, toolbox talks and other communication to personnel. In 2017, UNOPS established a process for reporting health and safety incidents, following classification of their severity. Investigation of severe incidents is carried out by an independent multidisciplinary team. The investigation must include an identification of root causes, corrective actions and preventive measures to avoid re-occurrences.

403-3

Occupational health services

UNOPS provides occupational health services in a decentralised and ad-hoc manner, determined by the needs of each duty station. Examples of the services made available in some duty stations, either on site or externally contracted, include medical doctor services, stress counsellors, ergonomic advisory services, provision of first aid services.

403-4

Worker participation, consultation, and communication on occupational health and safety

UNOPS routinely informs and consults personnel and workers on various aspects of its HS management system. Ample information and guidance on the HS management system and on good HS practices is easily accessible for all UNOPS personnel on the dedicated intranet page. UNOPS does not operate formal joint management-worker health and safety committees.

403-5

Worker training on occupational health and safety

In 2018, UNOPS provided training in occupational health and safety to 392 personnel (122 through on-line training, and 270 with face-to-face training). In addition, workers on project sites received regular awareness raising on specific work-related hazards. Several projects and offices implemented first aid and fire marshal training for selected personnel.

403-6

Promotion of worker health

UNOPS has a corporate medical insurance plan for its staff members and Local Individual Contractor that covers access to non-occupational medical and healthcare services. International Individual Contractors are not provided with the corporate medical insurance, and are expected to purchase a medical insurance as part of their lump sum fee. UNOPS also provides to all its personnel a Malicious Act Insurance, aimed at providing compensation in case of a malicious act (for example a terrorist attack). UNOPS does not offer other types of voluntary health promotion services.

403-7

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

UNOPS has identified in its project activities the most significant risks to health and safety. Its HS management system has been designed and is implemented to control and mitigate such risks.

403-8

Workers covered by an occupational health and safety management system

UNOPS health and safety policy establishing the management system is a corporate document, and as such applies to 100 per cent of its personnel and to 100 per cent of workers under its direct influence and control (such as infrastructure contractors' workers). In 2018, UNOPS conducted an internal audit on the management system, and 5 internal audits in offices (Denmark, Jerusalem, Sierra Leone, Sri Lanka and Gambia) covering 482 personnel equal to 11 per cent of UNOPS workforce.

UNOPS certified 8 offices to the OHSAS18001 Standard (Denmark, Jerusalem, Sierra Leone, Sri Lanka, Ghana, Myanmar, Kosovo and Gambia) covering 841 personnel equal to 19 per cent of UNOPS workforce. No UNOPS personnel has been excluded by this disclosure, as the HS management system covers the totality of UNOPS personnel while the external certification covers a limited but growing number of country offices. The number of personnel covered by the internal and external audit schemes have been reported by the country offices, that provided the most reasonable approximation of their personnel figure in the year 2018 (either a yearly average or a snapshot at a specific moment in time).

403-9

Work-related injuries

UNOPS does not separate statistics for employee and workers who are not employees. For 2018, no work-related injuries were reported to HQ. Statistics on number of hours worked are not available. A corporate register of work-related risks and hazards is maintained and yearly updated by corporate health and safety specialists in HQ. High risk hazards identified in the 2018 register include:

- Working at heights
- Storage of fuels and paints
- Machine moving parts including sharp edges and nip points
- Use of paints
- Generation of dust

- Interaction with traffic on public roads
- Poor technique for manual handling
- Exposure to hazardous substances
- Physical violence or aggression due to conflict or criminality
- Interaction with mobile equipment
- Mechanical handling-crane lifting operations
- Use of electricity
- Blocked or inadequate emergency exits

The corporate register identifies hazards and risks at a global level and does not have a high degree of granularity. Projects and offices develop their own registers of hazards where they define the hazard mitigation measures to be taken case-by-case, based on the principles of the hierarchy of controls.

403-10

Work-related ill health

In 2018, one fatality has been reported in a project in Myanmar, as a consequence of a workplace incident. The immediate cause of the fatal accident was electrocution. The incident was investigated and its root causes determined. The incident investigation included also recommendations to address the root causes and avoid a recurrence of the incident.

MATERIAL TOPIC: TRAINING AND EDUCATION

BOUNDARY: ORGANIZATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	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 personnel to learn continuously throughout their tenures. UNOPS offers a broad range of learning opportunities, such as online resources, face-to-face workshops and training, internal and external certifications through cross-functional and practice specific curricula. In 2018 UNOPS introduced the Learning Zone, a digital environment available for all personnel to provide easy visibility and access to all learning opportunities. This platform centralizes all the records concerning enrolments, progress, completion, certifications, etc., regarding learning. With the introduction of the system, UNOPS has been better positioned to rollout organizational directed learning, which are the initiatives that support organization priorities, such gender and to become more efficient in growing self-directed learning portfolio, enabling our personnel to initiates an activity on demand when they have a learning need. UNOPS corporate learning investment is coordinated centrally in order to ensure alignment to UNOPS strategy, and strategic and fair allocation of resources across regions and practices. In 2018, UNOPS was awarded with the Docebo Inspire Learning Award in the category Best Use of Blended Learning. This award is given to the organization that has demonstrated innovation and business results by implementing a unique approach to blended learning. Blended learning refers to the use of hybrid teaching methodologies combining online digital media with traditional classroom methods.
	103-2	
	103-3	
	Management approach disclosures	

GRI 404:

Training and
Education
2016

404-1

Average hours of
training per year per
employee

As per UNOPS policy and procedures, it is recommended to allocate 5 per cent of annual working time for learning actions including on the job learning. In 2018, we continued to focus on the effectiveness of the learning actions instead of time allocated for learning. Across the board, 92 per cent of participants in learning programmes rated the relevance of the learning opportunities provided as very relevant or relevant. Another indicator that captures the quality of the course offerings is whether course participants would recommend the given course to a UNOPS colleague. In this respect, 98.5 per cent responded that they would. Approximately 90 per cent of the participants came from field offices and 10 per cent from HQ, 40 per cent were female and 60 per cent male. With the launch of the UNOPS learning management system (Learning Zone), it became easier to reach the personnel, and offer more opportunities for learning experiences and modalities for learning. In 2018, over 3,800 colleagues benefitted from learning opportunities. Total hours of training amounted to over 72,500 hours, resulting in approximately 16.5 hours per personnel. Staff averaged 21 hours per person, and contractors 15 hours per person. Female personnel averaged 17 hours per person of training. For males, this was 16 hours per person. In parallel, UNOPS has increased its investments in self-paced learning resources, to ensure just in-time-learning.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 39

404-2

Programs for
upgrading employee
skills and transition
assistance programs

To ensure a continuous development of our workforce, UNOPS provides varied development opportunities across the organization. These could range from participation in learning programmes, to networking, on-the-job team experience to individual experience within their country office, region, and corporate unit or beyond. Our 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 2018, UNOPS introduced a pilot to foster the professional development of our national high performers. The initiative is aimed at increasing retention, engagement and maintain high performance of our national personnel through enhanced career conversation and dedicated development support. In 2019, UNOPS will expand the pilots to include additional countries. To ensure UNOPS continuously create an organisational culture that supports professional development, in 2019 a Career Development Portal will be launched, with the goal of sharing a suite of resources and supporting materials around career development for all personnel. In the event that a post has been abolished, job placement support is provided such as career planning, resume review, interview preparations, and other counselling which may be requested by the employee.

404-3

Percentage of employees
receiving regular
performance and career
development reviews

The 2018 performance appraisal completion rate was 92 per cent for staff and 98 per cent for personnel holding an individual contractor agreement (ICA). The overall completion rate for personnel in these two categories was 97 per cent.

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

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	See management approach under Gender & diversity in project design and delivery (NGO4)
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	
GRI 405: Diversity and Equal Opportunity 2016	<u>405-1</u> Diversity of governance bodies and employees	Internally, the primary governing bodies of UNOPS are the Corporate Operations Group (COG) and the Senior Leadership Group (SLG), which in 2018 had 17 members. The gender balance of these groups were 12 males (70.5 per cent) and 5 females (29.5 per cent). 8 persons (47 per cent) were between the age 30-50, and 9 persons (53 per cent) were 50 years of age or older. As of 31 December 2018, UNOPS personnel consisted of 39 per cent female, and 61 per cent male. In terms of age composition in 2018, 74 per cent of the UNOPS personnel were between 30-50 years. Personnel below 30 years of age and 50 years and over, accounted for remaining 9 per cent and 17 per cent of UNOPS personnel, respectively. During 2019, UNOPS will design and start the implementation of an action plan to expand diversity consideration to people with disabilities. <hr/> <i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 40</i>
	<u>405-2</u> Ratio of basic salary and remuneration of women to men	UNOPS policies do not allow for differences in pay based on gender. The majority of UNOPS personnel, are recruited under a local contract modality. The remaining personnel are recruited under international contract modality. Personnel recruited under a local contract modality, are compensated according to fixed benchmarks of the International Civil Service Commission (ICSC) with no difference based on gender. Therefore UNOPS knows that the ratio for all personnel recruited on a local contract modality is equal. For personnel recruited under an international contract modality, UNOPS provides hiring managers with compensation calculation tools that do not give room for any deviation in the negotiated compensation based on gender factors. However, UNOPS does not currently have meaningful data to determine if compensation for international experts in practice deviates between women and men.

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

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	See management approach under GRI 205: Anti-corruption 2016
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	
GRI 406: Non-discrimination 2016	<u>406-1</u> Incidents of discrimination and corrective actions taken	In 2018, we received one allegation of discrimination which was investigated. The matter did not qualify as misconduct, however the organization decided to implement a communication campaign to re-inforce the UN values in the area that was related to the complaint.

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

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	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 is the primary representation body of personnel holding staff contracts. The statute changed in 2013 to extend its mandate to also cover personnel on Individual Contractor Agreement contracts, which are the large majority of UNOPS workforce. Only personnel based in New York can be elected to the Staff Council and this 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.
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	

<p>GRI 407: Freedom of Association and Collective Bargaining 2016</p>	<p>407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</p>	<p>These issues are captured as part of the supply chain risk and compliance programme. For more information, please see the management approach under GRI 308: Supplier Environmental Assessment 2016. None of the suppliers assessed under the DRiVE programme, referred to in 308, revealed any concerns regarding workers' rights, freedom of association or collective bargaining.</p>
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MATERIAL TOPIC: CHILD LABOUR

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

UNOPS TOPIC: CHILD/FORCED/COMPULSORY LABOUR

Standard	Disclosure	2018 Response
<p>GRI 103: Management approach 2016</p>	<p>103-1 103-2 103-3 Management approach disclosures</p>	<p>Given that UNOPS operates worldwide, child labor is a material topic for the organization. Child labor is covered by the UN supplier code of conduct. For more information, please see the management approach under GRI 308: Supplier Environmental Assessment 2016.</p>
<p>GRI 408: Child Labor 2016</p>	<p>408-1 Operations and suppliers at significant risk for incidents of child labour</p>	<p>These issues are captured as part of the supply chain risk and compliance programme. For more information, please see the management approach under GRI 308: Supplier Environmental Assessment 2016. None of the suppliers assessed under the DRiVE programme, referred to in 308, revealed any concerns regarding child labor.</p>

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

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	These issues are captured as part of the supply chain risk and compliance programme. For more information, please see the management approach under GRI 308: Supplier Environmental Assessment 2016. None of the suppliers assessed under the DRiVE programme, referred to in 308, revealed any concerns regarding forced or compulsory labor.
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	
GRI 409: Forced or Compulsory Labor 2016	<u>409-1</u> Operations and suppliers at significant risk for incidents of forced or compulsory labour	These issues are captured as part of the supply chain risk and compliance programme. For more information, please see the management approach under GRI 308: Supplier Environmental Assessment 2016. None of the suppliers assessed under the DRiVE programme, referred to in 308, revealed any concerns regarding forced or compulsory labor.

MATERIAL TOPIC: SECURITY PRACTICES**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	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 operate within are drafted and approved by the Inter Agency Security Management Network where the UNOPS Chief of Security is a member. Policies are promulgated upon approval by the High Level Committee for Management or the UN Chiefs Executive Board. The overall leadership on security in the UN is provided by the UN Department of Security and Safety (UNDSS), and UNOPS contributes to the UNDSS global presence and work through a cost sharing mechanism financing UNDSS. DSS security advisers covers all countries in the world and provide support and guidance to UNOPS globally at corporate, regional and country levels.
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	

GRI 410:

Security
Practices
2016

410-1

Security personnel
trained in human
rights policies or
procedures

Omission: Not Applicable

This indicator is not applicable to UNOPS. UNOPS security personnel are not specifically trained on 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 and does not perform any physical security or “policing” duties.

MATERIAL TOPIC: RIGHTS OF INDIGENOUS PEOPLES**BOUNDARY: OPERATIONAL**

Standard	Disclosure	2018 Response
GRI 103:	103-1	On some projects, UNOPS works in areas of indigenous peoples. It is important for UNOPS to fully respect the dignity, human rights, land rights, economic livelihoods and cultures of indigenous people. UNOPS has developed Design Planning Manuals for Buildings and Transport infrastructure, which contain mandatory requirements for design of all UNOPS projects with building and transport components. 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. The Design Manuals state that meaningful consultation with indigenous peoples is of particular importance where projects adversely affect land and resources under traditional ownership or customary use. The application of this section and relevant protections must be considered where a project directly or indirectly affects the dignity, human rights, livelihood systems, or culture of indigenous peoples or affects the territories or natural or cultural resources that indigenous peoples own, use, occupy, or claim as an ancestral domain or asset.
Management approach 2016	103-2	
	103-3	
	Management approach disclosures	
GRI 411:	411-1	UNOPS did not receive reports of incidents of violations involving rights of indigenous peoples.
Rights of Indigenous Peoples 2016	Incidents of violations involving rights of indigenous peoples	

MATERIAL TOPIC: HUMAN RIGHTS ASSESSMENT**BOUNDARY: ORGANIZATIONAL/OPERATIONAL**

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	UNOPS has operations in countries where human rights standards are not necessarily internationally recognized. Human rights reviews or impact assessments are conducted in UNOPS project on a case-by-case basis. To protect its operations, UNOPS ensures that its projects respect human right and indigenous peoples. Impact on environment (e.g. lands of indigenous) economy and culture are screened before and monitored during project implementation.
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	
GRI 412: Human Rights Assessment 2016	<u>412-1</u>	In 2018, 21 per cent of relevant UNOPS projects reported to conduct human rights impact assessments, compared to 17 per cent in 2017
	<u>412-2</u> Employee training on human rights policies or procedures	As of 1 January 2018, UNOPS introduced and made it mandatory for all new personnel to complete the UN Human Rights Responsibilities online course. This course aims at increasing the capacity of UNOPS personnel in upholding their human rights responsibilities, in their daily work and in taking appropriate action for human rights protection within their functions. Starting January 2019, UNOPS will introduce an additional mandatory course, called "Prevention of Sexual Exploitation and Abuse by UN Personnel". The course aims to increase knowledge of UN policies on sexual exploitation and abuse.
	<u>412-3</u> Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Omission: Not applicable This indicator is not applicable to UNOPS. UNOPS does not currently undertake significant investment agreements or contracts.

MATERIAL TOPIC: LOCAL COMMUNITIES**BOUNDARY: ORGANIZATIONAL/OPERATIONAL**

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	Local communities are an important partner in ensuring smooth, effective and sustainable project delivery. It is critical to understand and manage their expectations through ongoing dialogue and consultation. Community engagement in UNOPS projects improves the effectiveness of successful project delivery by ensuring that outputs meet community needs and expectations. Engaging local communities also seeks to build the capacity of beneficiaries and promote national ownership, and it leads to real outcomes in communities such as improved quality of services, facilities, and infrastructure. 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 and monitored during the project implementation. UNOPS ensures that the right capacity from the local community is there to maintain and operate some facilities delivered as a result of the projects. In 2018, 84 per cent of relevant UNOPS projects reported actual and potential positive impact on local communities.
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	
GRI 413: Local Communities 2016	<u>413-1</u> Operations with local community engagement, impact assessments, and development programs	2018 saw an increase in the share of infrastructure projects reporting environmental and social impact assessments, predominantly within UNOPS works in roads and bridges as well as educational, accommodation and health facilities. More specifically, 44 per cent of infrastructure projects reported the completion of social impact assessments, including gender impact assessments, based on participatory processes, compared to 19 per cent in 2017. Furthermore, 75 per cent reported applying environmental impact assessments, against 42 per cent in 2017. In 2018, 68 per cent of UNOPS Financial Management projects (mainly grant management services) reported local community consultation processes that include vulnerable groups, a significant increase compared to a reported 49 per cent in 2017. Overall, in 2018, 70 per cent of relevant UNOPS projects reported on local communities’ engagement and impact assessment, a slight decrease compared to 73 per cent in 2017. — <i>Information in response to this GRI disclosure can also be found in the Sustainability Report on page 15, 16, 18-36</i>
	<u>413-2</u> Operations with significant actual or potential negative impacts on local communities	Omission: Information Unavailable In 2019, UNOPS will work on strengthening its data collection system and expects reporting on operations with significant actual or potential negative impacts on local communities to be piloted in the 2020 reporting cycle.

NGO-1

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

Processes for involvement of affected stakeholder groups can be largely seen in UNOPS infrastructure projects; indeed in 2018, 96 per cent of UNOPS infrastructure project reported processes to engage affected stakeholder groups through activities such as community consultations, meetings, workshops, stakeholder panels, interviews, focus groups, polling and/or surveys. Overall in 2018, the adoption of stakeholder involvement processes were reported by 69 per cent of relevant UNOPS projects, compared to 70 per cent in 2017. UNOPS has a community engagement toolkit that provides a specific framework and process to involve stakeholders in different stages of the design, implementation, monitoring and evaluation of the projects and programmes. In addition to this, 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.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 37 and 38

MATERIAL TOPIC: SUPPLIER SOCIAL ASSESSMENT

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

UNOPS TOPIC: SUPPLIER ASSESSMENT

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	See management approach under GRI 308: Supplier Environmental Assessment 2016
	<u>103-2</u>	
	<u>103-3</u> Management approach disclosures	
GRI 414: Supplier Social Assessment 2016	<u>414-1</u> New suppliers that were screened using social criteria	In 2018, 66 per cent of relevant UNOPS projects reported inclusion of social sustainability criteria in tender and/or contract documents.

414-2

Negative social impacts in the supply chain and actions taken

These issues are captured as part of the supply chain risk and compliance programme. For more information, please see the management approach under GRI 308: Supplier Environmental Assessment 2016. None of the suppliers assessed under the DRiVE programme, referred to in 308, revealed any concerns regarding negative social impacts in the supply chain.

MATERIAL TOPIC: MONITORING, LEARNING AND EVALUATION

BOUNDARY: OPERATIONAL

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	Monitoring and evaluation of projects is very important for learning and documenting results of projects and operations, both in the short term and in the long term. UNOPS has developed a Monitoring and Evaluation (M&E) guidance to support the project teams to address M&E services requested by partners. M&E is about both measuring progress towards achievement of targeted results (monitoring); determining the value of the achieved results against set criteria, and using these insights to improve future interventions and management processes (evaluation).
	103-2	
	103-3	
	Management approach disclosures	

NGO-3

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 monitoring, evaluation and learning adhere to its governance, risk and compliance (GRC) framework, project management methodology, monitoring and evaluation toolkit, quarterly assurance and results-based reporting methodology. The starting point of the GRC framework in projects is the engagement level, including opportunity and engagement acceptance and the related quarterly assurance processes, as well as project risk management tools. Project managers review their respective engagements and provide input for the assurance process. The UNOPS ERP system captures the risk assessments of engagements to inform decision-making, taking into account threats and opportunities. This contributes to safeguarding the reputation of the organization and delivering better service quality to partners and beneficiaries. To reinforce its internal processes, UNOPS has amended its project management methodology to incorporate standards and best practices from ISO 21500, PMBOK®, P3M3®, MSP® and PRINCE2®. In 2018, 947 projects were assessed using results-based reporting exercise

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

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	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. UNOPS established a permanent Gender Advisory Panel to monitor, advise and be a strong advocate on gender balance and inclusiveness. Senior management from HQ and all regions were involved in providing feedback and monitoring progress, enabling accountability at regional/country level. Panel members representing all regions meet on a regular basis to monitor the implementation of the action plan related to the UNOPS Gender Parity Strategy. The Panel reports directly to and is chaired by a member of the senior leadership body (COG). UNOPS Strategic Plan (2018-2021) focuses on implementation for impact and responds to the need to address gender and diversity across the organisation, advancing gender equality, empowerment and diversity. Supporting this, UNOPS developed and launched two gender equality strategies (the Gender Parity Strategy and the Gender Mainstreaming Strategy) that started being implemented in 2018 and will run to 2021. The Gender Mainstreaming strategy - Enhancing Gender Equality through UNOPS Projects strategy which provides the strategic direction on gender mainstreaming in projects to support offices and colleagues globally. The Gender Parity Strategy on the other hand sets out the holistic approach to achieving gender parity, diversity and inclusion in UNOPS. All personnel are required to complete the mandatory course "Prevention of Harassment, Sexual Harassment and Abuse of Authority in the Workplace" upon joining UNOPS. In 2018, UNOPS continued to mobilize three gender and social inclusion specialists as retainers (consultants) that can be booked on an as-need-basis from field offices, providing tailored training or project support activities. Eight capacity-building activities on gender mainstreaming were carried out in 2018.
	<u>103-2</u>	
	<u>103-3</u>	
	Management approach disclosures	

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 40, 41 and 42

NGO-4

Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle

UNOPS provides projects and programmes with different tools to mainstream gender aspects. These include a gender-sensitive monitoring and evaluation toolkit as well as a gender mainstreaming in projects guidance, customized to UNOPS projects and their project lifespan. 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. In 2018, UNOPS in collaboration with UN Women, launched a training module for gender mainstreaming in infrastructure. In addition to this, various workshops have been carried out across the organization to strengthen its capability to achieve gender and diversity goals during project design, implementation and monitoring. In October 2018, UNOPS led a side event on Gender Mainstreaming in Infrastructure at the Commission on the Status of Women, participated in a panel on increasing gender equality in urban environments, and co-organized a side event on gender-sensitive infrastructure at the UN General Assembly. In its infrastructure projects, UNOPS gives a special attention to gender and diversity goals. In 2018, 92 per cent of UNOPS infrastructure projects reported actions related to achieving gender and diversity goals (such as enabling equal access or delivering capacity-building activities to minority groups or women) in the design, implementation, monitoring and evaluation of the project. In particular, 71 per cent of UNOPS infrastructure projects reported a delivery that enabled equal access and use by women, as well as 64 per cent reported a delivery enabling equal access and use by persons with disabilities. In 2018, more than 2.3 million of labour days were created for local women workers, more than 90 per cent coming from the portfolio of infrastructure projects. Overall, in 2018 71 per cent of relevant UNOPS projects reported gender and diversity activities, compared to 74 per cent in 2017 and 64 per cent in 2016.

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 16, 18-36

MATERIAL TOPIC: COORDINATION

BOUNDARY: ORGANIZATIONAL/OPERATIONAL

UNOPS TOPIC: PARTNER COORDINATION

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	<u>103-1</u>	UNOPS believes that collaborative partnerships and effective coordination among public and private partners are crucial to advance sustainable development in an efficient manner, and to seek and leverage innovation where possible. UNOPS aims to engage in collaborative partnerships, with a focus on sharing its expertise in infrastructure, project management and procurement, human resources and financial management. In an effort to advance the 2030 Agenda, UNOPS continues to facilitate partnerships between the public and private sectors to mobilize a broader pool of resources for the achievement of the Sustainable Development Goals. 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.
	<u>103-2</u>	
	<u>103-3</u>	
	Management approach disclosures	

Information in response to this GRI disclosure can also be found in the Sustainability Report on page 47

NG06:

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

UNOPS has in place a number of processes at different levels of the organization that aim to ensure that UNOPS activities globally do not duplicate or overlap with other actors in the same space; consider lessons learnt; and leverage complimentary partnerships. At an organizational level, UNOPS policy on Strategy Setting defines instruments, requirements, approaches, and responsibilities for strategic planning processes. In order to inform and develop UNOPS strategic plan, the organization deploys a consultative and analytical approach. This includes conducting an exercise to understand the needs and expectations of internal and external stakeholders, the external environment, as well internal performance and capabilities. This organizational approach is further supplemented by a number of supporting instruments, including business plans. These provide overall framing for coordinated strategic engagement with the organization's key partners at global, regional and country level over the course of the business plan period. At country level, UNOPS directors, as per their Terms of Reference, participate in the initiatives of the UN Country Teams to strengthen UN coherence, inclusiveness, and aid effectiveness; and keep the respective UN Resident Coordinator abreast of UNOPS activities within the country. In addition, given that project design and implementation phases allow for external partnerships with third parties, UNOPS personnel in business development roles must complete a number of preparatory steps as part of the project planning activities, including stakeholder analysis and consultation, and analysis of lessons learnt. Through a network of liaison offices, the UNOPS partnerships function coordinates the development of partnerships with key global partners, providing support, analysis and capacity building at the organizational and project levels. UNOPS regularly conducts a survey eliciting feedback from current, past and prospective partners.

MATERIAL TOPIC: MARKETING AND LABELLING

BOUNDARY: OPERATIONAL

UNOPS TOPIC: EXIT STRATEGY AND PROJECT CLOSURE

Standard	Disclosure	2018 Response
GRI 103: Management approach 2016	103-1	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.
	103-2	
	103-3	UNOPS closure processes are outlined in an administrative instruction and organizational directive. Additional guidance is provided in the project management manual to reinforce UNOPS approach to project closure.
	Management approach disclosures	

GRI 417:

Marketing and
Labeling
2016

417-1

Requirements for
product and service
information and
labelling

In 2018, 46 per cent of UNOPS infrastructure projects reported providing guidance, instructions, or manuals on how to safely maintain and operate projects' outputs, as well as, 67 per cent reported a design of outputs that enables a reduced need for maintenance and/or resources for operations.

417-2

Incidents of
non-compliance
concerning product
and service
information and
labelling

As a subsidiary organ of the UN, the privileges and immunities provided under the Convention on the Privileges and Immunities of the UN are applicable to UNOPS. Connected with this, UNOPS is not generally subject to internal regulatory requirements within national jurisdictions – such as the regulations regarding product and service information and labelling, or marketing communications. Furthermore, UNOPS is not aware of any instances where the organization did not comply with voluntary codes agreed with its partners concerning product and service information and labeling, or voluntary codes concerning marketing communications.

417-3

Incidents of
non-compliance
concerning marketing
communications

Omission: Information Unavailable

Refer to GRI Disclosure 417-2

MATERIAL TOPIC: SOCIO ECONOMIC COMPLIANCE**BOUNDARY:** ORGANIZATIONAL/OPERATIONAL**UNOPS TOPIC:** COMPLIANCE

Standard	Disclosure	2018 Response
GRI 103:	<u>103-1</u>	See management approach under GRI 307: Environmental Compliance 2016
Management approach 2016	<u>103-2</u>	
	<u>103-3</u>	
	Management approach disclosures	
GRI 419:	<u>419-1</u>	In 2018, UNOPS did not receive any fines for non-compliance with laws and regulations in the social and economic area.
Socioeconomic Compliance 2016	Non-compliance with laws and regulations in the social and economic area	



YOUR FEEDBACK IS IMPORTANT TO US

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