Annex 1

Global Reporting Initiative Content Index 2017

The UNOPS 2017 Annual report of the Executive Director and its supplemental Global Reporting Initiative (GRI) Content Index have been prepared and verified according to GRI Standards. The GRI Content Index for this report is published as a stand-alone document and contains references to the required disclosures or reasons for omission, as well as additional data and information to supplement the 2017 Annual report of the Executive Director. References to relevant pages in the Executive Director's report are indicated in the below index.

The Index covers activities during the 2017 calendar year, and it complies with the GRI Standards: Core option reporting requirements. The Index contains the material sustainability topics that we identified in the 2015 Sustainability Report as arising both from our organizational impacts (the inside boundary) and our operational impacts (the outside boundary). By organizational impact we refer to the role of UNOPS as an employer and a part of the UN organization, while operational impacts refer to the role of UNOPS as a service provider with impacts through project operations.

The 2015 materiality assessment comprised a series of exercises to understand key sustainability aspects for the organization. More than 700 UNOPS personnel and three external stakeholders representing donors and suppliers participated to establish an overall picture of sustainability risks, gathering insights on the relative importance of individual sustainability focus areas, and prioritizing topics according to UNOPS objectives, activities and expectations. Through this process, 31 material topics were identified to form the foundation of UNOPS 2015 Sustainability Report. For 2016, UNOPS merged and adjusted material topics to better reflect the organization's operating context, resulting in 29 topics[1]. The same applies for the 2017 reporting in the present Index.

The publication year for all Standards (including the Foundation and the Management approach) in the GRI Content Index is 2016.

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[1] For more information on how the list of UNOPS material topics has been developed, please see the GRI Content Index 2016 at the link:
https://content.unops.org/documents/libraries/executive-board/documents-for-sessions/2017/annual-session/unops-segment-item-14.-united-nations-office-for-project-services/dp-ops-2017-2/en/DP-OPS-2017-2-Annex.1_EN.pdf

GENERAL DISCLOSURES STANDARDS

ORGANIZATIONAL PROFILE

Indicator	Description	Omissions	2017 Response
102-1	Name of Organization		UNOPS stands for United Nations Office for Project Services.
102-2 Paragraphs 3,13	Activities, brands, products, and services		In the UN system, UNOPS builds infrastructure, manages projects and procurement, and provides human resources and financial management support. We do this as our contribution to a better world, and the achievement of the Sustainable Development Goals. 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-third 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.
102-3	Location of headquarters		UNOPS headquarters are based in Copenhagen, Denmark. (Address: UN City, Marmorvej 51, 2100 Copenhagen, Denmark)
102-4	Location of operations		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. Our headquarter is in Copenhagen, Denmark.
102-5 Paragraph 2	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 Paragraphs 3, 11, 12, 33, 34	Markets served		Following the mid-term review of UNOPS 2014-2017 strategic plan, UNOPS organizes its work around its mandated focus areas: effective specialized technical expertise in infrastructure; procurement and project management; and efficient management support services. In 2017, UNOPS delivery was associated with core service lines as shown in table below: <table><tr><td>**Service Lines**</td><td>**Percentage of Total Delivery**</td></tr><tr><td>Procurement</td><td>36</td></tr><tr><td>Infrastructure</td><td>25</td></tr><tr><td>Financial management</td><td>21</td></tr><tr><td>Human resources</td><td>13</td></tr><tr><td>Project management</td><td>4</td></tr></table> The UNOPS demand-driven, self-financing model promotes lean, efficient delivery, and the flexible structure and global reach means that UNOPS can quickly respond to partner needs, while realizing economies of scale. UNOPS also tailors support to the

| | | | needs of its partners, offering expert advice or managing entire projects or programmes.

Supporting the successful management of projects, and increasing the levels of efficiency of partners operations, remains a core focus of UNOPS services. This includes also the provision of human resources and fund management services, to extending the scope of UNOPS legal framework to provide dedicated hosting arrangements. For example, on behalf of the Department of Political Affairs, UNOPS manages a group of full-time mediation experts that can be rapidly deployed to provide technical advice to senior UN officials and regional/sub-regional partners, leading mediation and conflict prevention efforts. Through the Thai Operational Hub over 1,500 partner personnel in 22 countries in Asia and Pacific were managed in 2017. Partners supported through this work include UNHCR, UN-Habitat, UNEP, International Organization for Migration and the Global Green Growth Institute.

UNOPS also supported mine-action, humanitarian, stabilization and explosive management activities, capacity enhancement of national actors, United Nations missions, and the weapons and ammunition management work of UNMAS and its partners in 17 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services.

In 2017, the largest countries in terms of delivery were Myanmar, Argentina, Somalia, South Sudan and Mali. |
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| 102-7 Paragraph 54 | Scale of the organization | | In 2017, UNOPS delivered $ 1.8 billion worth of projects on behalf of the partners with over 950 projects delivered on the ground. See details on the total number of employees, net revenues, and other relevant information in responses to indicators 102-8, 201-1, 201-2, and 201-3. |
| 102-8 Paragraphs 76, 77 | Information on employees and other workers | | By the end of 31 December 2017, UNOPS personnel counted 4179 individuals.

In addition to UNOPS personnel, contracts are also administered on behalf of a range of partners. Partner personnel on UNOPS contracts, amounted to 7249 in 2017. This meant that at the end of 2017 the total number of individuals on UNOPS contracts stood at 11,428, an increase from 10,978 in 2016. A breakdown of personnel by contract category is shown in table, below:

Contract Modality	Staff	International Contractors	Local Contractors	Total
UNOPS Personnel	766	835	2,578	4,179
Partner Personnel	0	690	6,559	7,249
Overall Workforce	766	1,525	9,137	11,428

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

In terms of gender composition, women made up 38 per cent of UNOPS 4179 personnel. See table below for a regional and gender breakdown for UNOPS personnel. (37 per cent in 2016) |

Regions	Women	Men	Total
Africa Region	215	581	796
Asia Region	353	492	845
Europe and Central Asia Region	489	840	1,329
Headquarters	198	214	412
Latin America and Caribbean Region	275	329	604
Middle East region	75	118	193
Grand Total	1,605	2,574	4,179

In addition to that, by the end of 2017 UNOPS had 689 retainers and lump sum contractors.

| 102-9 Paragraph 8 | Supply chain | | UNOPS has a mandate to be a central procurement resource for the UN system and its partners, emphasizing efficient, transparent and cost-effective delivery of goods and services.

In 2017, UNOPS procured over $1 billion worth of goods and services (compared to $900 million in 2016) from more than 6,500 vendors, to support the more than 950 projects delivered on the ground. Over 650,000 units of machinery or equipment were procured by UNOPS for its partners in 2017 compared with 24,000 the year before. Over 10,000 vehicles were procured or distributed, compared to 6,800 in 2016. More than 26 million medical supplies were handled, including the distribution of over 8 million mosquito nets. Over 65 million doses of medicine were procured or distributed compared to 101 million in 2016.

Procurement needs are defined at an individual project-level and published in the organization's annual procurement plans (https://www.unops.org/business-opportunities/current-opportunities). Procurement processes are executed directly by procurement personnel in approximately 80 country offices around the world, and in accordance with the rules, regulations and standards outlined in the UNOPS procurement manual (https://content.unops.org/service-Line-Documents/Procurement/UNOPS-Procurement-manual-2017_EN.pdf?mtime=20171207160547).

Tender notices and awards are published on the United Nations Global Marketplace (UNGM). A summary of UNOPS annual procurement spend is available in the Annual Statistical Report on UN procurement, also available on UNGM (https://www.ungm.org) |
| 102-10 Paragraph 71 | Significant changes to the organization and its supply chain | | UNOPS global organization structure is designed to enable the strategic plan and the work activities that contribute to it. In order to achieve this, UNOPS must capture the benefits of the global organization, while remaining locally agile. In 2015 UNOPS began a series of activities to review our approach to Governance, Risk and Compliance. The organization's aim was to simplify and empower, to ensure managers are in a position to take appropriate decisions. As part of this process organizational governance was simplified by reducing more than 40 operational polices to 12.

The organization also increased transparency. All new policies have been reviewed by the established Legislative Framework Committee through a consultative and transparent approach. This principled approach also had implications to the UNOPS structure, and as a consequence, UNOPS reiterated its separation of policy/control from operational functions even further. As a result, functions moved within HQ groups, the Management Services Centre was established (taking effect January 2018) and small adjustments to the global structure were implemented. |

| 102-11 Paragraphs 68, 69, 71 | 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, risk & quality framework, and design review for infrastructure projects.

In 2017, the organization has expanded its health, safety, social and environmental systems to cover its global activities and all its personnel.

Health, safety, social and environmental management system
To address its health and safety risks, UNOPS has developed an occupational health and safety (H&S) management system in line with the OHSAS 18001 standard, with the intention of preventing work place injuries and illnesses. It applies to all individuals, both UNOPS personnel and non-personnel, who work in UNOPS. From all stakeholders involved in its operations, UNOPS expects commitment to enforce a culture of preventive behavior 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 reports (ESRs) are performed. If needed, social and environmental review reports (ERRs) are completed for higher risk projects.

UNOPS GRC and risk framework
UNOPS highlights its governance, risk and compliance (GRC) framework for managing its risks, with the objective to embed risk-informed decision-making into the UNOPS mind-set. As part of the GRC, UNOPS Risk framework focuses on assessing, managing and monitoring UNOPS risk profile on regular basis, at different organizational levels, through the application of an enterprise risk management process (ERM). Risks stemming from the operational level further feed into the organizational level to assess and respond to key organizational threats and opportunities. Assessed risks are consolidated and prioritized to determine the overall UNOPS risk profile, for review and strategic decision-making of UNOPS senior management.
The framework promotes continuous risk monitoring so as to ensure that new and changing risks are detected and that risk response actions are implemented and effective. Centralized monitoring activities are carried and periodically reported to the responsible entities through the respective levels of the framework.
According to the defined risk infrastructure, the framework relies on the support of selected subject matter experts, such as Finance, Legal, Procurement, Human Resources, Infrastructure and Project Management, to support the assessment and mitigation of relevant risks.

Design review approach
In recognition that quality designs are essential to the delivery of safe and functional infrastructure that also complies with the |

			UNOPS Policy for Sustainable Infrastructure, all works designs used for projects delivered by UNOPS must comply with minimum requirements set out in the UNOPS Administrative Instruction (AI) for Infrastructure and the applicable UNOPS design planning manuals. Currently, these manuals cover buildings and transport infrastructure (roads, bridges, tunnels, airstrips, ports and railways). In 2018, 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, scored from 1-4, which are: - Life safety - Complexity of design - Social impact - Environmental impact - Natural phenomena - Total construction cost Detailed evaluation criteria for each of the six risk factors for buildings and each type of transport infrastructure are specific to that type of infrastructure. Low risk works may be peer reviewed by a Design Review certified infrastructure colleague, while medium and high-risk works require independent, third party review by a Design Review expert retainer. In both instances, reviews proceed in an iterative manner through design development and final design review. The reviewer identifies technical issues of concern to the designer, who revises the design until the technical requirements protecting life/safety and mitigating project risks are satisfied. Once the review has been completed, the appropriate Design Review Certificate is issued and the project can proceed to procurement and project implementation.
102-12 <u>Paragraphs 65, 66, 67</u>	External initiatives		The UN values form the bedrock for UNOPS organizational culture and are reflected in its policies, tools, products and services. In particular, UNOPS continuously benchmarks against external bodies, striving for relevant certifications and adopting internationally recognized best practices. This ensures that UNOPS processes actively increase the effectiveness of partners' projects. Many of UNOPS processes and services have already been independently certified by these outside bodies, including: the Chartered Institute of Procurement & Supply (CIPS), ISO 14001 environmental management system, ISO 9001 quality management system and OHSAS 18001 occupational health and safety management system, and European foundation for quality management (EFQM) certification. Moreover, UNOPS is certified by APMG as an accredited training organization, as well as by the Project Management Institute (PMI) ® as a registered education provider. UNOPS is also an AXELOS consulting partner for the group behind PRINCE2®. In 2016, following an organisation wide exercise to identify aspects of sustainability of most relevance to UNOPS, the organization produced its first sustainability report aligned the Global Reporting Initiative (GRI) model. In doing so, UNOPS

| | | | joined the World Bank as the first adopters of this global standard in the UN system.

Furthermore, as a part of the larger UN system, UNOPS is committed to its evolving role in realizing the Sustainable Development Goals (2030 Agenda), working in partnership with governments, donors and private partners to move us there. In a continuation of efforts to align work with global frameworks, UNOPS led UN efforts in Afghanistan with UNEP, WFP and the World Bank to pioneer the development of a national strategic framework for resilience aligned to the Sendai framework – the global plan on disaster risk reduction. At a broader level, UNOPS also continued in its role as chair of the International Recovery Platform in 2016, supporting advancements in the field of resilience as applied within both the development and humanitarian contexts. |
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| 102-13 | Membership of associations | | UNOPS does not belong to any associations or international advocacy organizations. |

STRATEGY			
Indicator	Description	Omissions	2017 Response
102-14	Statement from senior decision-maker		Please find the statement from the UNOPS Executive Director in the Executive Director's Foreword of the UNOPS Sustainability Report at: https://content.unops.org/publications/Sustainability-reports/UNOPS-Sustainability-report-2016_EN.pdf?mtime=20171214191216
102-15 <u>Paragraphs 69, 71, 73</u>	Key impacts, risks, and opportunities		UNOPS highlights its governance, risk and compliance (GRC) framework for managing its risks, with the objective to embed risk-informed decision-making into the UNOPS mind-set. As part of the GRC, UNOPS Risk framework focuses on assessing, managing and monitoring UNOPS risk profile on regular basis, at different organizational levels, through the application of an enterprise risk management process (ERM). Risks stemming from the operational level further feed into the organizational level to assess and respond to key organizational threats and opportunities. Assessed risks are consolidated and prioritized to determine the overall UNOPS risk profile, for review and strategic decision-making of UNOPS senior management. The framework promotes continuous risk monitoring so as to ensure that new and changing risks are detected and that risk response actions are implemented and effective. Centralized monitoring activities are carried and periodically reported to the responsible entities through the respective levels of the framework. According to the defined risk infrastructure, the framework relies on the support of selected subject matter experts, such as Finance, Legal, Procurement, Human Resources, Infrastructure and Project Management, to support the assessment and mitigation of relevant risks.

In internal audit, the organization maintained its commitment to prompt implementation of recommended improvements. By the end of 2017, the overall implementation rate of audit recommendations stood at 92 per cent, and 12 recommendations had been open for more than 18 months. Further details on internal audit findings for 2017 will be available in the International Audit and Investigation Group (IAIG)'s annual |

			activity report for 2017, which will be found on the UNDP Executive Board in advance of the annual session for 2018.

ETHICS AND INTEGRITY

Indicator	Description	Omissions	2017 Response
102-16 Paragraph 1	Values, principles, standards, and norms of behaviour		The values of UNOPS are firmly grounded in the United Nations Charter and legislative mandates of the General Assembly. In 2016, as part of the mid-term review of UNOPS 2014-2017 strategic plan, a new purpose statement has been prepared for the organization, and the mission and vision statements have been adjusted to align with the new purpose statement.

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

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

Our Purpose:
- We help people build better lives and countries achieve sustainable development.
- We bring to this task the values and principles of the United Nations and the innovation, boldness, speed and efficiency of a self-financed institution.
- We bring the highest international standards to what we do, while respecting local contexts. We do this as our contribution to tackling the huge challenges of the 21st Century.
- We provide practical solutions to assist our partners to save lives, protect people and their rights, and to build a better world.
- We aspire to be a leader in the efforts to channel private sector investments for social and environmental impact while addressing the immense needs for sustainable development.
- What drives us is a passion to fight inequalities and to provide opportunities to those most vulnerable. This means we often work in the most challenging environments, building foundations for communities to function and people to live with dignity and respect.
- We are passionate about quality: in our people and in what we do.
- We earn the trust of those we work with by caring about what they value, and by delivering on our promise to always act in the service of people in need. |
| 102-17 Paragraph 75 | Mechanisms for advice and concerns about ethics | | UNOPS has an ethics policy and ethics office. The ethics office is the focal point for ethical issues at UNOPS and, in accordance with the Secretary General's bulletin ST/SGB/2007/11 of 30 November 2007, addresses the following:
- Developing standards, training and education on ethics issues
- Providing guidance to management to ensure UNOPS rules, policies, procedures and practices reinforce and promote the standards of integrity called for under the Charter of the United Nations
- Providing confidential advice and guidance to personnel on ethical issues
- Raising personnel awareness on ethical standards and expected behaviour within the context of oversight as well as |

| | | | human resources development policies, strategies and programmes |
| | | | - Undertaking assigned responsibilities to protect personnel against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations.

The UNOPS Ethics Office can be contacted at ethicsofficer@unops.org or +45 3546 7650.
UNOPS personnel who are hired as staff members are subject to the basic rights and duties of United Nations staff members. These are explained in the Secretary-General's bulletin ST/SGB/2002/13 as arising from; inter alia, General Assembly resolution 52/252 of 8 September 1998, the Charter of the United Nations, the staff regulations of the United Nations and the standards of conduct for the international civil service (2001). UNOPS expects the same ethical conduct of personnel working under UNOPS individual contractor agreements (ICA), to the extent that it is applicable. The Executive Director reports on cases of misconduct that have resulted in the imposition of disciplinary and administrative measures. UNOPS also supports agreements and guidelines, such as the United Nations Global Compact and the United Nations Code of Conduct for Suppliers.

Reflecting its role as a consultative, impartial and service-oriented resource, the UNOPS ethics office handled a total of 961 matters from 1 January 2017 to 31 December 2017 (621 matters in 2016). They are detailed in a dedicated report (DP/OPS/2018/5) for presentation to the Executive Board at its annual session 2018. Read more on ethics in UNOPS at the website: https://www.unops.org/about/governance/accountability/ethics |

GOVERNANCE			
Indicator	Description	Omissions	2017 Response
102-18	Governance structure		Read about our governance and accountability at our website: https://www.unops.org/about/governance/accountability

STAKEHOLDER ENGAGEMENT			
Indicator	Description	Omissions	2017 Response
102-40	List of stakeholder groups		We have identified the following stakeholder groups: **Supra** - UNOPS Executive Board **Internal** - Personnel - UNOPS senior management - Regional and country office management **Partners and funding sources** - Multilateral partners and funding sources (e.g. UN Agencies, international financial institutions e.g. World Bank, other multilateral institutions e.g. the Global Fund) - Governments - Trust Funds - Foundations **Host governments** - Government officials and decisions makers - Regional and local authorities **Cross-sector partners** - Non-commercial partners (e.g. Green Project Management, academia, private sector)

			- Local implementing partners and grantees (non-commercial)
			Local communities
			- Local beneficiaries/community
			- Civil society
			Suppliers
			- Suppliers of goods, works and services Media and watchdogs
			- Local and national media Other thought leaders
			Note: When the partner/funding source is the same as the country of project implementation the governments are referred to as host governments. The same partners will therefore appears as a beneficiary or a partner/funding source depending on the specific project context.
102-41	Collective bargaining agreements		Collective bargaining agreements do not apply to UNOPS personnel. The Staff Council discusses and negotiates with the Administration, however not in terms of collective bargaining (see management approach under Freedom of association and collective bargaining (407)).
102-42	Identifying and selecting stakeholders		As part of UNOPS materiality assessment process in 2015, internal and external stakeholders were identified in an internal workshop as well as through consultations with the Communications and Partnerships Group. We used GRI's guidance for how to identify and prioritize stakeholders and undertook a stakeholder engagement exercise to validate our materiality assessment with them.
102-43	Approach to stakeholder engagement		UNOPS engages with a range of stakeholders globally and throughout the year, from personnel surveys and partner surveys to multiple in-person meetings with personnel, partners and suppliers to ensure that we are working together towards the same goals. Specifically, as part of our materiality analysis in 2015, we validated our assessment with a variety of internal and external stakeholders. The results of that engagement informed the final version of our materiality matrix and therefore the content of this report.
102-44	Key topics and concerns raised		The 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 in the reports 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, and also through the activities leading into articulating UNOPS Strategic Plan for 2018-2021 (including the mid-term review of UNOPS strategic plan for 2014-1017).
			UNOPS also conducts surveys to solicit feedback from partners around the world to understand how to better serve them. In 2016, UNOPS conducted a partner survey to assess partner perception of UNOPS work. The results of this survey has informed strategic discussions and priority setting throughout 2017.

REPORTING PRACTICE			
Indicator	Description	Omissions	2017 Response
102-45	Entities included in the consolidated financial statements		This report covers all entities included in UNOPS consolidated financial statements. Please find a link to the UNOPS financial statements at: http://www.un.org/en/auditors/board/auditors-reports.shtml

102-46	Defining report content and topic Boundaries		Please find the description of the process for defining report content and topic boundaries and how UNOPS has implemented the reporting principles for defining report content in the Sustainability at UNOPS section in the UNOPS Sustainability Report 2016 (pages 4-5). Link: https://content.unops.org/publications/Sustainability-reports/UNOPS-Sustainability-report-2016_EN.pdf?mtime=20171214191216
102-47	List of material topics		Material topics based on UNOPS 2015 Sustainability Report and the GRI Standards, in order of priorities (high, medium, low): **High Priority** - Employment - Monitoring, evaluation and learning - Exit strategy and project closure - Local communities - Anti-corruption - Compliance - Non-discrimination - Health and safety - Responsible economic management - Responsible procurement - Supplier assessments - Rights of the indigenous people - Energy - Emissions - Water - Partner coordination - Child/Forced/Compulsory labour - Diversity and equal opportunity **Medium Priority** - Gender and diversity in project design and delivery - Training and education - Freedom of association and collective bargaining - Security practices - Effluents and waste - Environmental impact of materials - Human rights assessment - Labour/management relations **Low Priority** - Indirect economic impacts - Biodiversity - Ethical fundraising
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. For 2016 reporting, the number of material topics was reduced from 31 to 29, embedding 'Environmental impact of services' and 'Grievance mechanism' into other topics.
102-50	Reporting period		The Annual report of the Executive Director and GRI Content Index 2017 cover from 1 January 2017 to 31 December 2017.
102-51	Date of most recent report		UNOPS Annual report of the Executive Director: April 2017 and UNOPS 2016 Sustainability Report: October 2017.
102-52	Reporting cycle		The report is published on an annual basis.
102-53	Contact point for questions		We welcome your feedback. For more information or questions, please contact UNOPS via email: sustainability@unops.org.

Indicator	Description	Omissions	2017 Response
	regarding the report		
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 has also followed the NGO Sector Supplement.
102-55	GRI Content Index		This table comprises the GRI Content Index 2017. To tailor the GRI framework to the UNOPS context, several topics were merged or renamed following the materiality assessment in 2015. Material topics were then adjusted to align with the GRI Standards. These topics are disaggregated again in the GRI Content Index in order to meet the GRI Standards requirements. There are topics which are identified as material, but for which UNOPS is not currently able to report meaningful data.
102-56	External assurance		The report has not been externally assured.

TOPIC-SPECIFIC STANDARDS

ECONOMIC

MATERIAL TOPIC: ECONOMIC PERFORMANCE
Boundary: Organizational
UNOPS Topic: Responsible Economic Management

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraphs 2, 3	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS is a self-financing UN organization which reports to Member States at the Executive Board. 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. The Plan is supported by 2-year budget estimates which 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 clearer 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 2017, UNOPS for example introduced quarterly business reviews by senior management where performance is reviewed against agreed targets, and corrective actions are agreed upon, if required.

201-1 Paragraphs 54, 84	Direct economic value generated and distributed[2]		During 2017, UNOPS delivered $1.8 billion in project services, compared to $1.4 billion in 2016. Project-related net revenue was $89.4 million, compared to $86.7 million in 2016. Management expenses were $67.5 million, compared to $62.3 million a year earlier. This included $3.4 million of investment in growth and innovation projects. The ratio of management expenses to delivery in 2017 was 3.7 per cent, compared to 4.3 per cent recorded in 2016. Miscellaneous income earned was $2.4 million (against $2.1 million in the previous year). Interest income earned was $14.6 million as compared to $13.1 million in year 2016. Overall, this resulted in a net surplus of income over expenditure, after provisions, of $29 million (compared to $31.3 million in 2016). At year-end 2017, UNOPS continued to maintain its operational reserve above the minimum requirement established by its Executive Board.
201-2	Financial implications and other risks and opportunities due to climate change	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
201-3 Paragraph 85	Defined benefit plan obligations and other retirement plans		An actuarial revaluation of UNOPS end-of-service employee liabilities indicated that such liabilities at year-end 2017 were about $7.9 million higher than the related liabilities at the end of 2016. This comprised of an actuarial loss of $3.6 million and further funding made by UNOPS during the year. All Individual Contractor Agreement (ICA) holders, both Local ICAs (LICA) and International ICAs (IICA), have the option of participating in the UNOPS Provident Fund. There are two contribution types in this scheme; 1. Mandatory Provident Fund Contribution and 2. Voluntary Contribution. 1. Mandatory Provident Fund Contribution is applicable only to LICA contract holders. All eligible LICAs are automatically enrolled into the UNOPS-PF. 2. Voluntary Contribution; International ICAs can make voluntary contributions of up to 15 per cent of their fee towards the Provident Fund. For Staff: General Assembly resolution 248 (III) of 7 December 1948 sets out the regulations of the United Nations Joint Staff Pension Fund. The Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization, and a secretariat to the Board and to each such committee. The Board reports to the General Assembly on its sessions. The Fund also issues an Annual Report and an annual letter for participants, available on its website.
201-4	Financial assistance		The status of international organizations such as UNOPS is governed by the provisions of relevant Conventions and Host

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[2] The expenses, revenue and reserve balance for 2017 are early figures calculated by UNOPS, and may be subject to change. They have yet to be verified and audited by the United Nations Board of Auditors.

			Country Agreements. As such, UNOPS is exempt from all duties and taxes.
	received from government		In 2017, UNOPS received over $4.3 million in contributions-in-kind from governments. The two significant contributors were the Government of Denmark ($3.7 million) and the Government of Austria ($147,000).
NGO7	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 the 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	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See response to NGO8
NGO8 Paragraphs 55, 56	Sources of funding by category and five largest donors and monetary value of their contribution		In 2017, services to the UN amounted to 32 per cent of UNOPS delivery, down from 43 per cent in 2016. The largest United Nations partner was the UN Secretariat, most significantly the departments of Political Affairs, Peacekeeping Operations and Field Support.

Governments continue to be a central and growing partner of UNOPS and the entire UN family. In 2017, 37 per cent of UNOPS delivery was attributed to governments compared to 25 per cent in 2016. Direct support to governments accounted for the largest increase in delivery value, accounting for $662 million, as compared to $352 million in 2016. The top five donor governmental partners in 2017 were the United Kingdom, the United States of America, Japan, Italy, Canada, Norway and Sweden. |

In addition, 8 per cent was attributed to delivery with multilateral institutions and trust funds, the largest of which was the GEF Small Grants Project and the Three Millenium Development Goal Fund for Myanmar. 14 per cent of the delivery was attributed to partnerships with international financial institutions organizations, while seven per cent was with inter-governmental organizations.

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

The table below show the five largest clients and funding sources of UNOPS in 2017.

UNOPS Largest Funding Sources (by Delivery)	Delivery
Department of Political Affairs, Department of Peacekeeping Operations and the Department of Field Support	$314M
Argentina	$ 173M
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	$132M
United Kingdom (UK)	$95M
Office of the United Nations High Commissioner for Refugees (UNHCR)	$80M

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

MATERIAL TOPIC: MARKET PRESENCE
Boundary: Operational
UNOPS Topic: Exit Strategy and Project Closure

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See management approach for Material Topic: Marketing and labelling (417).
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Information unavailable	UNOPS does not currently have data with which to report meaningfully on this. UNOPS aligns its compensation to the ICSC comparator which is based on a salary survey in the country of operation. This typically means that UNOPS compensation is compensating its personnel well in excess of minimum wages and in line with the best paying civil service organisations (e.g. Government, Embassies, and other International Organisations) in the countries it operates.
202-2 Paragraph 82	Proportion of senior management hired from the local community		Overall, in 2017 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. Senior management at significant locations of operations is defined as International Civil Service Commission (ICSC)-11 and above at the countries where UNOPS has a physical presence.

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

MATERIAL TOPIC: INDIRECT ECONOMIC IMPACTS
Boundary: Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraphs 14, 16, 72	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS helps contribute to economic sustainability by: pursuing effective management and investment strategies with national governments; supporting livelihoods through the creation of local employment and income opportunities; enhancing access to markets using national suppliers; and considering, where possible, the total cost of ownership.

UNOPS supports partners' peacebuilding, humanitarian and development objectives, and contributes to the operational results of partners through three focus areas: project management, infrastructure, and procurement. UNOPS undertakes to respect national ownership, to use national suppliers and local workforce whenever possible, and to develop an exit strategy for its services in order to ensure that the projects are sustainable when the local governments take over. UNOPS is increasingly asked to help build national capacity by offering advice, best-practice processes, training, exchange of experience and expertise and support for enhancing management oversight to ensure project transparency and accountability.

One of the three UNOPS approaches to reinforcing sustainability in local communities is through a focus on equitable economic growth 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.

UNOPS helps partners design, construct, rehabilitate and maintain infrastructure - such as schools, hospitals, roads and bridges - in some of most challenging environments around the world. Investing in basic, sustainable infrastructure is vital for improving the living standards of communities worldwide. As a central resource for physical infrastructure projects within the United Nations system, UNOPS developed innovative approaches (e.g., Evidence-Based Infrastructure Development Framework) to help partners implement the infrastructure required to drive sustainable development. |
| 203-1 Paragraphs 7, 25, 26, 29, 36 | Infrastructure investments and services supported | | In 2017, UNOPS constructed, designed or rehabilitated 26 bridges, 2,302 kilometres of road, and 1 port, compared with 90 bridges, 3,025 kilometres of road, and 2 port in 2016. UNOPS managed the construction, design or rehabilitation of 35 schools, 47 hospitals and 243 health clinics. In 2016, the numbers included 50 schools, 74 hospitals and 278 health clinics. In addition, 38 police stations and 27 prisons were constructed, designed or renovated, as well as 1 courthouses and 2 customs and border facilities. In 2016, UNOPS constructed, designed or renovated 41 |

			police stations, 8 prisons, 3 courthouses and 2 customs and border facilities.
			In 2017, 23 per cent of UNOPS projects reported providing employment for local people. More than 2.1 million labour days of paid work for beneficiaries were created in 2017, most of them generated as part of infrastructure projects employing local people during the course of project implementation. For example, with the goal of eradicating polio in Afghanistan, UNOPS designed and constructed the Polio Emergency Operations Centre in Kabul, with funding from the Bill and Melinda Gates Foundation. The centre features a range of environmental sustainability measures including: solar panels, a biological wastewater treatment system, natural lighting and an earthquake resistant design. In 2017, 12,000 labour days were created for local workers, and construction on the centre was completed.
203-2 Paragraphs 9, 17, 19, 20, 21, 23, 24, 27, 31, 36, 53	Significant indirect economic impacts		UNOPS provides assistance to partners to encourage social and economic empowerment. It contributes to economic sustainability by pursuing effective management and investment strategies and practices; supporting livelihoods through the creation of local employment and income opportunities; enhancing access to markets using national suppliers; and considering, where relevant, the total cost of ownership (including financing, operating, maintaining and replacing assets). In 2017, 60 per cent UNOPS projects reported a positive impacts on local economies. Moreover, 57 per cent of UNOPS projects reported the implementation of capacity building initiatives in project delivery. In total, in 2017, 29 per cent of UNOPS supported projects reported on-the-job learning elements for local workers. As an example, through support to ten missions throughout Africa, UNOPS contributed to the peacebuilding work of the Department of Peacekeeping Operations and Department of Political Affairs. This included work for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic. As part of these efforts, UNOPS supported a range of peacebuilding activities for the Government. In 2017, this included providing learning opportunities for 2605 ex-combatants, including 364 women, who all received 90 days vocational training in trades of their choice. Training sessions focused on raising awareness on issues such as gender, social cohesion and human rights Also, 25 per cent of UNOPS projects reported providing formal training or certification programmes were held for beneficiaries or local workers in 2017. A total of 8,530 work days of training in infrastructure, procurement and project management disciplines were reported delivered by UNOPS projects. UNOPS provided 39,445 days of technical assistance in infrastructure, procurement and project management capacities to its partners, down from 47,000 in 2016. For example, in Panama, UNOPS has helped the Government establish a public infrastructure coordination unit within the office of the President. The unit is leading an effort to strengthen national capacity for infrastructure programming, project management, procurement, design, construction and supervision services. Since its establishment in 2016 the unit has supported infrastructure

| | | | projects valued at more than US$3 billion, in sectors such as health, education, water and sanitation. During 2017, 265 days of advice, technical support and training was provided to this project. |

MATERIAL TOPIC: PROCUREMENT PRACTICES
Boundary: Organizational/Operational
UNOPS Topic: Responsible Procurement

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraph 70	Material topic boundary; Management approach; Evaluation of Management approach		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. UNOPS maintains gold level certification in sustainable procurement by the Chartered Institute of Procurement & Supply (CIPS). UNOPS has implemented an e-tendering system (UNOPS eSourcing), which was developed in-house. Through this system, most procurement process stages are handled online: sourcing, solicitation, management of submissions, evaluation, procurement review and award. eSourcing is helping to streamline how UNOPS interacts with its vendors, and is bringing increased efficiency and governance to the procurement process. For more information, please visit https://esourcing.unops.org Additional information regarding the UNOPS Procurement Manual, activities, programs and results is available on the organization's website at www.unops.org.
204-1 Paragraphs 8	Proportion of spending on local suppliers		UNOPS recognizes that enhancing national capacity through its projects is central to advancing the ownership and sustainability of those projects. As per the UNOPS strategic plan, UNOPS will look, wherever possible, to use national suppliers and a local workforce. To help meet this objective, a section was added in the latest revision of the Procurement Manual (rev. 6) for the creation of set-asides and short list procurements for small and medium-sized enterprises (SMEs), and traditionally disadvantaged businesses. In 2017 UNOPS continued to implement the UNOPS Possibilities program in support of local SMEs and traditionally disadvantaged businesses such as those owned by youth or women. This included the execution of two supplier engagement events, known as UP Forums - one in Addis Ababa, Ethiopia, and the other in Brasilia, Brazil. In addition, UNOPS continued to operate and grow the UNOPS Possibilities Portal - a pre-procurement innovation portal reserved for SMEs and traditionally disadvantaged businesses. For the purpose of this report, UNOPS defines a 'local supplier' as any supplier providing goods or services to a significant location of operation, in the same country as the one listed on the supplier's mailing address in the enterprise resource planning (ERP) platform. Equally, 'significant locations of operation' is defined as 'any country where UNOPS has an established physical office.' The total percentage of the procurement budget spend on local suppliers was 50.6 per cent in 2017, compared to 46.6 per cent in 2016. To obtain this figure, purchase order data was used to

| | | | match the project country with the vendor country. It should be noted that this figure is based on the available data in the current systems. |

MATERIAL TOPIC: ANTI-CORRUPTION
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		The UN has adopted a variety of rules and regulations concerning employee conduct, describing the status, basic rights and duties of United Nations staff members (ST/SGB/2002/13). This extensive body of relevant legal norms, from the Charter, the Convention on the Privileges and Immunities of the United Nations to staff regulations, rules and commentary, identifies core values and sets standards of conduct for all UN employees. As a UN organization, UNOPS is subject to the same anti-corruption policies as the UN as a whole, including, but not limited to, the relevant provisions in the UN staff regulations and rules. In UNOPS, policies concerning ethics have been issued by the Executive Director (ED) in the form of organizational directives (ODs), and there are also a range of ethical issues addressed in the administrative instructions (AIs) issued by the ED and other colleagues (see the list here: https://www.unops.org/about/governance/accountability/iaig). 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 takes all reports of alleged wrong-doing seriously. UNOPS has set up units and mechanisms to address issues such as corruption and fraud, discrimination, harassment, retaliation, abuse of authority, including the International Audit and Investigation Group (IAIG), the Ethics Office, the Ombudsman Office, the Legal Group and People and Change Group. Anyone can contact the above mentioned units to report misconduct or complaint, with the assurance that all exchanges are strictly confidential. Types of wrongdoing and the contact details for reporting incidents are available on UNOPS website: https://www.unops.org/about/governance/accountability/iaig/report-wrongdoing In accordance with the internal document OD 36 'UNOPS Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct', the independent IAIG has sole responsibility for conducting investigations within UNOPS and is the principal channel for receiving allegations of misconduct. Non-staff members (e.g. staff of other UN agencies, contractors, or vendors) may also report allegations of wrongdoing directly to the IAIG. The Ethics Office provides confidential ethics advice to all personnel, wherever they are based. Any individual may approach the Ethics Office for assistance in navigating a complex situation. Through this service, personnel are better able to describe their problem or concern, identify the rules and regulations that may apply, examine their options, and understand

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

Furthermore, anti-corruption for procurement at UNOPS is supported by the UN supplier code of conduct, which is available at www.ungm.org, and through the application of UNOPS 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: https://www.unops.org/business-opportunities/vendor-sanctions |
|---|---|---|---|
| 205-1 | Operations assessed for risks related to corruption | | In the mid-term review of the UNOPS strategic plan, 2014-2017, an analysis was done to map out risks related to corruption in UNOPS operations against the Transparency International Index. According to the analysis, in 2014-2015, UNOPS had activities in 68 countries with the biggest challenges in transparency, representing 63 per cent of UNOPS delivery. Find more information on the analysis on UNOPS website: https://content.unops.org/documents/libraries/executive-board/documents-for-sessions/2016/second-regular-session/unops-segment-item.-12-united-nations-office-for-project-services/dp-ops-2016-5/en/DP-OPS-2016-5-Annex.1_EN.pdf

For UNOPS projects, regions and countries are responsible for risk assessment on corruption. We are working on possibilities to strengthen the systems to account more fully for this topic in future. |
| 205-2 Paragraph 83 | Communication and training on anti-corruption policies and procedures | | All members of the corporate operations group (COG) are informed of the anti-corruption policies and procedures. Similarly, all personnel are made aware of them as part of the recruitment and employment contract signature process, and all business partners are informed as part of the procurement and contract signature process. They are included in UNOPS general terms and conditions which are attached or referred to in all contracts.

571 UNOPS personnel received anti-corruption training in 2017. Ethics and Integrity at the UN, an online course from the UN Secretariat, is also mandatory for new UNOPS personnel.

For procurement at UNOPS, ethics, anti-corruption and fraud-prevention modules are integrated into the organization's procurement operations training (POT) course, which is regularly delivered across UNOPS offices and regions. As part of the procurement training strategy 2016-2017, UNOPS continued to develop and roll out a complete curriculum of courses that meet identified learning outcomes. This ensured that UNOPS |

| | | | procurement practitioners continued to develop skills and knowledge that will be of benefit to UNOPS and to their professional growth. In 2017, 323 personnel successfully completed the POT (compared to 270 in 2016).

UNOPS has developed an online course on ethics and fraud prevention in procurement, which will help procurement practitioners recognize the relevance of ethics in procurement and understand the risks, red flags, and consequences, when vendors engage in, fraud and other proscribed practices. This course will be available from January 2018. It will be 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 example, in 2017, UNOPS was represented at a forum for the anti-corruption day in Bogota, Colombia, which had the theme "Transparency and integrity in times of peace." The high-profile forum brought together over 500 procurement officials from the national and state levels, academia, political leaders and journalists. The President of Colombia opened the meeting and presented the initiatives Colombia is undertaking to increase transparency and fight corruption, many of which relate to public procurement. UNOPS representatives spoke about the importance of sound procurement and transparency. UNOPS' Advisory Services Lead was part of a follow-up panel discussing the critical role of sound and efficient public procurement and how it is a critical pillar of sound governance, and explained how UNOPS assists Governments through advisory and management support. |
|---|---|---|---|
| 205-3 | Confirmed incidents of corruption and actions taken | | In 2017, there were 16 cases involving corruption, including dismissals and disciplinary proceedings.

In 2017, in accordance with UNOPS policy on vendor sanctions, UNOPS sanctioned 36 suppliers and 16 individuals due to their involvement in proscribed practices such as fraud, collusion or corruption. The list of sanctioned vendors and individuals and additional details on the UNOPS framework for determining vendor ineligibility/sanctions is available at: https://www.unops.org/business-opportunities/vendor-sanctions |

ENVIRONMENT

MATERIAL TOPIC: MATERIALS			
Boundary: Operational			
UNOPS Topic: Environmental Impacts of Materials			
Indicator	Description	Omissions	2017 Response
103-1
103-2
103-3
Paragraphs
10, 19 | Material topic boundary; Management approach; Evaluation of Management approach | | As infrastructure represents a large share of our environmental impacts, UNOPS issued an environmental management policy for infrastructure in 2013. In 2017, UNOPS expanded the policy to cover all of its projects and operations, and to include social considerations as well. The new social and environmental 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 nine country locations (Afghanistan, Denmark, Ghana, Jerusalem, Kosovo, Myanmar, Sierra Leone, Sri Lanka and Tunisia). The ESMS ensures integration of environmental considerations in all phases of UNOPS projects and operations. Additionally, a design review process ensures that green building elements are duly integrated in the design of constructions. In 2017, 184 colleagues received face to face training on health and safety, and social and environment management.
			In 2017, 45 per cent of all UNOPS-supported projects reported measures to mitigate negative environmental impacts. For example, in Sri Lanka, 417,000 people are benefiting from an improved waste management system that helps ensure proper waste disposal while protecting the environment and local communities.
			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 2017, UNOPS has offset its emissions using Gold Standard certified CERs from a project that provides additional documented benefits to women and girls.
			UNOPS favours the inclusion of environmental considerations in its procurement activities, dealing with a wide range of issues, from energy efficiency to toxic materials.
301-1	Materials used by weight or volume	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
301-2	Recycled input materials used	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
301-3	Reclaimed products and their packaging materials	Not Applicable	This disclosure is not applicable to UNOPS. UNOPS does not directly produce or sell products.

MATERIAL TOPIC: ENERGY Boundary: Organizational/Operational			
Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See management approach for Material Topic: Materials (301).
302-1	Energy consumption		The direct energy consumed by the organization in 2017 was 22,464,553 kWh or 80,872 GJ.

Indicator	Description	Omissions	Response
	within the organization		Of this total, 508,044 kWh (2.26%) was self-generated electricity through photovoltaic panels. 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.
302-2	Energy consumption outside of the organization	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
302-3	Energy intensity		The energy intensity ratio for 2017 was 324 kWh/m2. This is based on energy consumed within the organization only. Our building-related energy consumption (kWh) includes: Purchased electricity Purchased steam - On-site fuel combustion
302-4	Reduction of energy consumption	Information unavailable	UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.
302-5	Reductions in energy requirements of products and services	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.

MATERIAL TOPIC: WATER
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management		See management approach for material topic: Materials (301).

Indicator	Description	Omissions	2017 Response
	approach; Evaluation of Management approach		
303-1	Water withdrawal by source		UNOPS offices water sources (in m3): • Municipal water supplies or other public or private water utilities: 67,165 • Ground water: 12,449 • Surface water, including water from wetlands, rivers, lakes and oceans: 300 • Rainwater collected directly and stored by the organization: 848 • Waste water from another organization: 0 • Unknown: 83 The total water consumed in 2017 was 80,845 m3. Water data is based on 2017 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.
303-2	Water sources significantly affected by withdrawal of water	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
303-3	Water recycled and reused		The total water recycled and reused in 2017 was 848 m3 (1% of the total water withdrawn). This consisted of rainwater collected directly and stored by the organization. Water data is based on 2017 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.

MATERIAL TOPIC: BIODIVERSITY			
Boundary: Operational			
Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See management approach for material topic: Materials (301).
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside	Information unavailable	UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.

	protected areas		
304-2	Significant impacts of activities, products, and services on biodiversity		UNOPS help protect biodiversity through local and regional projects. In 2017, 154 out of the total 967 projects (16 per cent) have reported the nature of significant direct and indirect impacts in biodiversity of the projects.
304-3	Habitats protected or restored		UNOPS partners with other entities to help protect or restore habitat in some areas where it operates. In 2017, 173 out of the total 967 projects (18 per cent) reported the involvement of third party entities in helping mitigate UNOPS' projects impacts to biodiversity.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.

MATERIAL TOPIC: EMISSIONS
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See management approach for material topic: Materials (301).
305-1 Paragraph 10	Direct (Scope 1) GHG emissions		In 2017, our Scope 1 emissions were 7,991 t CO_2eq. This includes: - On-site fuel combustion - Vehicle fleet - Refrigerants - Chlorofluorocarbon/Hydrochlorofluorocarbons (CFC/HCFCs) Gases included in the calculation: Carbon dioxide (CO_2), Methane (CH_4), Nitrous oxide (N_2O), 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 CO_2eq. On-site fuel combustion: The source of activity data is typically invoices reporting quantities of purchased fuel, estimates based on average fuel cost or consumption profiles recorded by building administrators. Where generator fuel figures are missing, a data gap is marked. Vehicle fleet: When fuel consumption or mileage for mobile sources is not available, a proxy value for fuel consumption based

			on average fuel price from invoices is used (when the information is available). Refrigerants: The source of activity data is typically limited to the refrigerant type, verified through physical inspection of the equipment. Occasionally, activity data on yearly refrigerants purchase based on invoices is available. Where refrigerants figures are missing, those are estimated by the Sustainable UN emissions calculator. The source of the emission factors is the UN-wide GHG Inventory Management Plan (IMP) for 2014, and the global warming potential (GWP) rates used are: - CO_2: 1 - CH_4: 21 - N_2O: 310 - HFCs, PFCs, and CFC/HCFCs: several rates; see UN wide GHG Inventory Management Plan (IMP) for 2014. Our consolidation approach for emissions is the financial and managerial control by UNOPS.
305-2 Paragraph 10	Energy indirect (Scope 2) GHG emissions		In 2017, our Scope 2 emissions were 2,173 t CO_2eq. This includes: - Purchased electricity - Purchased steam for heating Gases included in the calculation: CO_2, CH_4 and N_2O. We have selected 2011 as our base year because the 2011 emissions inventory had better coverage and higher quality data than the first two corporate inventories in 2010 and 2009. Scope 2 emissions in the base year of 2011 were 1,678.9 t CO_2eq. Purchased electricity: The source of activity data is typically bills from electricity providers or consumption profiles provided by building administrators. Where reliable electricity figures are missing, one of the following methods is used, in order of preference: 1) the electricity consumption per m^2 available from a nearby building is applied, or 2) a proxy is calculated using the SUN recommended methodology, based on office square metres and Energy Efficiency Index (EEI) per climatic zones. Purchased steam: The source of activity data is typically invoices with quantities of purchased steam or consumption profiles provided by building administrators. Where steam figures are missing, one of the following methods is used, in order of preference: 1) the steam consumption per m^2 available from a nearby building is applied, or 2) a data gap is marked. The source of the emission factors is the UN-wide GHG Inventory Management Plan (IMP) for 2014, and the global warming potential (GWP) rates used are: - CO_2: 1 - CH_4: 21 - N_2O: 310 Our consolidation approach for emissions is the financial and managerial control by UNOPS.
305-3 Paragraph 10	Other indirect (Scope 3)		In 2017, our Scope 3 emissions were 6,767 t CO_2eq. This includes: - Air travel

	GHG emissions		- Entitlement travel - Public transport Gases included in the calculation are CO_2, CH_4 and N_2O. 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 CO_2eq. Air travel: The UNOPS corporate travel agency provides a list of air travel itineraries and class of travel for all UNOPS missions booked through their system during the reporting year. All offices that do not use the corporate travel agency are required to upload all missions undertaken throughout the calendar year onto the UNOPS intranet's official duty travel page. A comprehensive list, region by region and office by office, can be triggered for review. If focal points have not uploaded missions, offices have been requested to maintain a list of official duty travel expressed in International Air Transport Association (IATA) codes and class of travel in their internal records. Where IATA codes are faulty and/or incomplete, they are corrected by the HQ 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. Large (more than 10 percent) reporting gaps are marked. Entitlement Travel (ET): ET for international personnel is calculated as follows: the closest large commercial airport to the indicated duty station and place of recruitment cities (as relevant) was selected for generating itineraries. Where this information is not available, the average carbon footprint (CO_2 in kilograms) and trip distance (in kilometres) of available ET were therefore used as proxies for this group. The class of travel applied to the trips was economy class. Where no reasonable information of the type of travel, number of travellers and likely itinerary were available, a data gap was marked. ET was also calculated for interns. Public transport: Official duty travel using other means of transportation than air is irregularly recorded. Where local focal points provide this information, it is included in the inventory. To account for transportation to/from airports, the GHG Helpdesk recommends applying a proxy of 25 kilometres per terminal recorded under 'taxi' (also in those locations where taxi services are not used, or where local practices are unknown). The source of the emission factors is the UN-wide GHG Inventory Management Plan (IMP) for 2014, and the global warming potential (GWP) rates used are: - CO_2: 1 - CH_4: 21 - N_2O: 310
305-4 Paragraph 10	GHG emissions intensity		The GHG emissions intensity ratio in 2017 was 4.75 t CO_2eq. The denominator is per personnel. Included in the ratio are Scope 1, 2 and 3 and optional emissions (ie. CFCs/HCFCs). Gases included in the calculation are CO_2, CH_4, N_2O, SF_6, HFCs, PFCs and CFCs/HCFCs.

Indicator	Description	Omissions	2017 Response
305-5	Reduction of GHG emissions	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
305-6	Emissions of ozone-depleting substances (ODS)	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.

MATERIAL TOPIC: EFFLUENT AND WASTE
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See management approach for material topic: Materials (301).
306-1	Water discharge by quality and destination	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
306-2	Waste by type and disposal methodology		In 2017, the total waste generated was 350,482 kg. The total weight of hazardous waste was 2,799 kg. Broken down by disposal method, this includes (in kg): • Reuse: 18 • Recycling: 740 • Composting: 0 • Recovery, including energy recovery: 0 • Incineration (mass burn): 4 • Deep well injection: 0 • Landfill: 0 • On-site storage: 0 • Other (to be specified by the organization): 2,038 • Unknown: 0 The total weight of non-hazardous waste was 347,682 kg. Broken down by disposal method, this includes (in kg): • Reuse: 8,570 • Recycling: 33,017 • Composting: 2,680 • Recovery, including energy recovery: 23,112 • Incineration (mass burn): 20,174 • Deep well injection: 0 • Landfill: 164,160 • On-site storage: 150 • Other (to be specified by the organization): 20,533 • Unknown: 75,287

			How the waste disposal method was determined in 2017 (% of waste data): • Disposed of directly by the organization, or otherwise directly confirmed: 11% • Information provided by the waste disposal contractor: 81% • Organizational defaults of the waste disposal contractor: 5% • Other: 3% 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	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
306-4	Transport of hazardous waste	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.
306-5	Water bodies affected by water discharges and/or runoff	Information unavailable	UNOPS is evaluating how to proceed with monitoring of this topic in the future.

MATERIAL TOPIC: ENVIRONMENTAL COMPLIANCE
Boundary: Organizational/Operational
UNOPS TOPIC: Compliance

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		In terms of socioeconomic and environmental compliance, UNOPS applies its 2017 Executive Office Directive on "Occupational Health & Safety and Social & Environmental Management". The new UNOPS 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 voluntary 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.
307-1	Non-compliance with environmental laws and regulations		In 2017, UNOPS did not receive any fines for non-compliance with environmental laws and regulations.

MATERIAL TOPIC: SUPPLIER ENVIRONMENTAL ASSESSMENT
Boundary: Organizational/Operational
UNOPS TOPIC: Supplier Assessment

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraph 14	Material topic boundary; Management approach; Evaluation of		UNOPS recognizes the importance of its supplier relationships to the successful execution of its projects, and to the social, environmental and economic development of its partners. Where and when appropriate, UNOPS procurement officials include sustainability criteria (environmental, social and economic) in

	Management approach		tender documents, which enables initial screening of vendors through the normal procurement process. In 2016 and 2017, all of the tenders for long-term agreements managed directly by its headquarters procurement group based in Copenhagen, Denmark, included sustainability criteria.
			In accordance with UNOPS procurement manual and procedures, all suppliers are expected to adhere to the principles contained in the UN supplier code of conduct, which includes considerations for freedom of association, forced and child labour, human rights, environment, and corruption. A copy of the UN supplier code of conduct is available on www.ungm.org. Suppliers who fail to respect these principles may face repercussions including vendor sanctions. For more information please see: https://www.unops.org/business-opportunities/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 at: https://www.unops.org/english/Opportunities/suppliers/how-we-procure/Pages/default.aspx#contracts
			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. Through this programme, the following preliminary actions were achieved: - The inclusion of sustainability in the business cases for any new long term agreements - The development and testing of a supplier sustainability questionnaire, to be reviewed during regular background checks prior to award. - The recruitment of a dedicated Supply Chain Risk Officer to conduct on site inspections and support in the supplier capacity building in regards to sustainability. - The completion of five supplier site inspections to review technical and sustainability specific information
			These initiatives are expected to increase visibility of the UNOPS supply chain and improve UNOPS' ability to report on environmental and social measures in future years.
308-1	New suppliers that were screened using environmental criteria		In 2017, 64 per cent of UNOPS projects reported inclusion of either voluntary, mandatory or other criteria in tender and/or contract documents that directly address the below sustainability considerations of product or services procured. Building on previous initiatives regarding supplier sustainability, UNOPS also began to develop a supply chain risk and compliance programme. For more information, please see the management approach for material topic: Supplier Environmental Assessment (308).
308-2	Negative environmental impacts in the supply chain and actions taken		For more information, please see the management approach for material topic: Supplier Environmental Assessment (308).

SOCIAL

MATERIAL TOPIC: EMPLOYMENT			
Boundary: Organizational			
Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraph 78	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS is a global organization, with an international and diverse workforce, and 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. UNOPS employs an agile and responsive workforce to ensure that the right skills are 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 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 results of the UNOPS personnel survey in 2017, engagement levels increased compared to 2016 - and continued to exceed internationally recognized benchmarks for high performing organizations. From more than 3,100 responses, 83 per cent of personnel responded favourably, indicating high levels of engagement and intent to stay.
401-1 Paragraph 81	New employee hires and employee turnover		UNOPS had 487 new hires in 2017 (201 women, 286 men). A "new hire" is defined, as a person being issued a contract (minimum 6 months) while not having held a UNOPS contract for 90 days. The distribution was as follows: 16 per cent were younger than 30, 71 per cent were between 30-50 and the remaining 13 per cent were over 50 years of age. Turnover of UNOPS personnel overall in 2017, was 24 per cent, showing a decrease from 29 per cent in 2016. <table><tr><td>Age Category</td><td>Women</td><td>Men</td><td>Total</td></tr><tr><td>Under 30</td><td>21.3%</td><td>21.8%</td><td>21.5%</td></tr><tr><td>30 to 50</td><td>20.1%</td><td>24.9%</td><td>23.0%</td></tr><tr><td>50 and above</td><td>21.7%</td><td>28.7%</td><td>27.1%</td></tr><tr><td>UNOPS Personnel</td><td>20.5%</td><td>25.5%</td><td>23.6%</td></tr></table> <table><tr><td>Regions</td><td>Women</td><td>Men</td><td>Total</td></tr><tr><td>Africa Region</td><td>24.1%</td><td>36.5%</td><td>33.2%</td></tr><tr><td>Asia Region</td><td>12.1%</td><td>20.9%</td><td>17.3%</td></tr><tr><td>Europe and Central Asia Region</td><td>23.1%</td><td>20.2%</td><td>21.3%</td></tr><tr><td>Headquarters</td><td>19.4%</td><td>12.1%</td><td>15.6%</td></tr><tr><td>Latin America and Caribbean Region</td><td>20.9%</td><td>33.2%</td><td>27.9%</td></tr><tr><td>Middle East region</td><td>33.1%</td><td>30.0%</td><td>31.1%</td></tr><tr><td>Grand Total</td><td>20.5%</td><td>25.5%</td><td>23.6%</td></tr></table> The definition of turnover is as below: $$\frac{Number\ of\ Separated\ Personnel}{(\#Personnel\ at\ Start\ of\ Period\ +\ \#Personnel\ at\ end\ of\ Period)/2}\ x\ 100$$ "Separations" includes personnel who have had a minimum of 90 days separation from the organization. Interns, retainers and lump sum are excluded from the number of separations.
401-2	Benefits provided to		All UNOPS personnel have a range of benefits and entitlements. Benefits and entitlements for staff contract holders are listed in

| | | | the UN staff rules and staff regulations (http://www.un.org/hr_handbook/English/sourcedocuments_/04staffrules_/fulltext-1/fulltext.doc). UNOPS personnel holding individual contractor agreements (ICAs) have a range of benefits and entitlements, such as leave, health insurance, provident fund and danger pay. Due to the contract modality, ICAs or temporary employees are not provided with the full scope of 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) rather the ICA fee aims to monetize some of these entitlements. |
| 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. In 2017, UNOPS personnel entitled to parental leave were 5,368 (2,012 women and 3,356 men).

During the course of 2017, 79 women and 189 men took parental leave. For all women ending their leave in 2017, 95 per cent continued to have active employment contracts. For men, 98 per cent of paternal leave takers returned.

From personnel taking leave in 2016, 84 per cent of both female and male parental leave takers were still employed 12 months later. |

MATERIAL TOPIC: LABOUR/MANAGEMENT RELATIONS
Boundary: Organizational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS is a subsidiary organ of the General Assembly of the United Nations and as such its workforce is partly composed by international civil servants appointed under the United Nations Regulations and Rules. These Regulations and Rules contain a section on Staff Relations and are incorporated by reference into the Letter of Appointment of UNOPS staff members. UNOPS workforce is also composed by Individual Contractor Agreements (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 Freedom of Association and Collective Bargaining (407) for further details.
402-1	Minimum notice periods regarding operational changes		There is no mandatory notice period for operational changes. However, UNOPS aims at being inclusive and holistic in its change management efforts.

MATERIAL TOPIC: OCCUPATIONAL HEALTH AND SAFETY
Boundary: Organizational/Operational
UNOPS Topic: Health and Safety

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 <u>Paragraphs 68, 83</u>	Material topic boundary; Management approach; Evaluation of		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.

	Management approach		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 work place 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 trainings to its personnel and key contractors worldwide. 248 personnel were trained in health and safety in 2017 (64 personnel obtained certifications from the Institution of Occupational Safety and Health through online training, and 184 were trained with face to face training). The health and safety management system is certified to OHSAS 18001 standards in five locations (Denmark, Ghana, Jerusalem, Myanmar and Pristina), while efforts are made to ensure that minimum safety standards are applied in even the most challenging locations where UNOPS operates. In 2017, 57 percent of UNOPS projects reported considerations made or implemented to improve health and safety conditions at the workplace. The UNOPS headquarters in Copenhagen provides advice, support and guidance to country offices and projects in implementing health and safety standards.
403-1	Workers representation in formal joint management–worker health and safety committees		UNOPS does not operate formal joint management-worker health and safety committees.
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		UNOPS established an Executive Office Instruction (EOI) on 1 September 2017 on the reporting and management of Health, Safety, Security and Environment (HSSE) incidents. Given the recent establishment of the incident reporting obligation, UNOPS is currently developing its incident baseline.
403-3 Paragraph 82	Workers with high incidence or high risk of diseases related to their occupation		In accordance with the International Civil Service Commission, UNOPS duty stations are categorized into one of six categories, "A to E", as well as "H" (for Headquarters). "A to E" duty stations are rated on a scale that assesses the difficulty of working and living conditions ", with "A" being the least and "E", the most difficult. In determining the degree of hardship, consideration is given to local conditions of safety and security, health care, housing, climate, isolation and level of amenities/conveniences of life.

Indicator	Description	Omissions	2017 Response
			In 2017, 2,676 UNOPS personnel (812 women and 1864 men) worked in a hardship duty stations (categorised "B", "C", "D" or "E"). UNOPS personnel who worked in the most difficult duty stations ("E") amounted to 1,195(218 female and 977 male). This includes duty stations in Afghanistan, Chad, Democratic Republic of Congo, Iraq, Liberia, Mali, Somalia, South Sudan and Syria.
403-4	Health and safety topics covered in formal agreements with trade unions		UNOPS does not have formal agreements with trade unions. UNOPS staff are represented on the Staff Council (see management approach under Freedom of Association and Collective Bargaining (407)); however, the Council's mandate does not cover health and safety topics.

MATERIAL TOPIC: TRAINING AND EDUCATION
Boundary: Organizational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraph 79	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS relies on its personnel's knowledge, skills and expertise to achieve its mandate and to continuously adapt to new challenges in a changing environment. Therefore, the aim of UNOPS investment in learning and development is to ensure that UNOPS provides its personnel with cutting-edge knowledge and skills to improve individual and organizational performance as well as personal and professional growth. To achieve this goal UNOPS organizes its resources, expectations and learning culture to encourage employees to learn continuously throughout their tenures. UNOPS offers a broad range of learning resources via online, face-to-face sessions, internal and external certifications through cross-functional and practice specific curricula. Programmes follow a cross-cutting holistic approach to learning focused on a continuous learning model, including formal education, opportunities for exposure and interaction and the appropriate environment to facilitate on-the-job learning. From mid-January 2018, UNOPS is introducing the Learning Zone - a digital environment available for all personnel to provide easy visibility and access to all learning opportunities. The platform will also centralize all the records concerning enrolments, progress, completion, certifications, etc. UNOPS corporate learning investment is coordinated centrally in order to ensure alignment to UNOPS strategy, and strategic allocation of resources across regions and practices.
404-1 Paragraph 83	Average hours of training per year per employee		UNOPS recommends personnel to allocate 5 per cent of annual working time for learning actions, including on the job learning. In 2017, UNOPS also continued to focus on the effectiveness of the learning actions. Across the board, 81 per cent of participants in learning programmes rated the relevance of the learning opportunities provided as extremely relevant or very relevant. Approximately 85 per cent of the participants came from field offices and 15 per cent from HQ, 46 per cent were female and 54 per cent male. Over 2,100 colleagues benefitted from learning opportunities during 2017. Total hours of training amounted to over 62,500 hours, resulting in approximately 15 hours per personnel. As

Indicator	Description	Omissions	2017 Response
			there are also trainings taking place without pre-registration required, the training hours are conservatively set.
			Staff averaged 11 hours per person, and contractors 16 hours per person. Female personnel averaged 18 hours per person of training. For males, this was 13 hours per person.
404-2	Programs for upgrading employee skills and transition assistance programs		UNOPS workforce undertakes a variety of courses and certifications within project management, infrastructure, procurement, finance, human resources, communication, leadership and languages, as well as field safety and security, gender relations and integrity. In the event that a position has been abolished, job placement support is provided such as career planning, resume review, interview preparations, and other counselling, which may be requested by the employee.
404-3	Percentage of employees receiving regular performance and career development reviews		The 2017 performance appraisal completion rate was 88 per cent for staff and 97 per cent for personnel holding an individual contractor agreement (ICA). The overall completion rate for personnel in these two categories was 95 per cent.

MATERIAL TOPIC: DIVERSITY AND EQUAL OPPORTUNITY
Boundary: Organizational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See Management Approach for material topic: Gender & diversity in project design and delivery.
405-1 Paragraph 77	Diversity of governance bodies and employees		The primary internal governing bodies of UNOPS is the Corporate Operations Group , which in 2017 comprised 16 members. The gender breakdown of the group was 12 males (75 per cent) and 4 (25 per cent) females. 8 persons (50 per cent) were between the age 30-50, and 8 persons (50 per cent) were 50 years of age or older. As of 31 December 2017, UNOPS personnel consisted of 38 per cent women, and 62 per cent men. In terms of age composition, 73 per cent of UNOPS personnel were between 30-50 years, and personnel below 30 years of age and 50 years and over accounted for 11 per cent and 16 per cent of UNOPS personnel, respectively.
405-2	Ratio of basic salary and remuneration of women to men		UNOPS policies do not allow for differences in pay based on gender. UNOPS employs personnel recruited under local contract modality (approximately 80 per cent of UNOPS personnel) as well as personnel recruited under international contract modality. Personnel recruited under a local contract modality are compensated according to fixed benchmarks of the International Civil Service Commission, irrespective of gender.

			For personnel recruited under an international contract modality (currently about 20 per cent of UNOPS personnel), UNOPS provides hiring managers with compensation calculation tools. Preliminary analysis indicates that compensation does not deviate between women and men.

MATERIAL TOPIC: NON-DISCRIMINATION
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See Management Approach for material topic: Anti-corruption (205).
406-1	Incidents of discrimination and corrective actions taken		In 2017, UNOPS received two allegations of discrimination which were investigated and found to be unsubstantiated. No further action was taken.

MATERIAL TOPIC: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		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 was until 2013 the primary representation body of personnel holding staff contracts. A change to the statute extended its mandate to include personnel on Individual Contractor Agreement contracts, representing 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 given the organization's presence. Currently UNOPS has no representative in the Staff Council, however a small number of personnel associations for both staff and contractors have been created to facilitate representation of all personnel at local level such as the Copenhagen Personnel Association.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		For more information, please see the management approach for material topic: Supplier Environmental Assessment (308). None of the supplier factory audits referred to in 308 revealed any concerns regarding worker's rights, freedom of association or collective bargaining.

MATERIAL TOPIC: CHILD LABOUR
Boundary: Organizational/Operational
UNOPS Topic: Child/Forced/Compulsory Labour

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		Child labour is covered by the UN supplier code of conduct. For more information, please see the management approach for material topic: Supplier Environmental Assessment (308).
408-1	Operations and suppliers at significant risk for incidents of child labour		The completion of five supplier site inspections to review technical and sustainability specific information revealed any concerns regarding risk for incidents of child labour. For more information, please see the management approach for material topic: Supplier Environmental Assessment (308).

MATERIAL TOPIC: FORCED OR COMPULSORY LABOUR
Boundary: Organizational/Operational
UNOPS Topic: Child/Forced/Compulsory Labour

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		Forced or compulsory labour is covered by the UN supplier code of conduct. For more information, please see the management approach for material topic: Supplier Environmental Assessment (308).
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour		The completion of five supplier site inspections to review technical and sustainability specific information revealed any concerns regarding risk for incidents of forced or compulsory labour. For more information, please see the management approach for material topic: Supplier Environmental Assessment (308).

MATERIAL TOPIC: SECURITY PRACTICES
Boundary: Organizational/Operational

Indicator	Description		2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		As a full member of the UN security management system, UNOPS is a part of a large and complex global security system. The policies and guidelines which the organization 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

Indicator	Description	Omissions	2017 Response
			guidance to UNOPS globally at corporate, regional and country levels.
410-1	Security personnel trained in human rights policies or procedures	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

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS Policy for Sustainable Infrastructure (2012) includes a section on indigenous peoples in the context of infrastructure projects. UNOPS strives to design and implement infrastructure projects in a manner that encourages full respect for the human rights, inherent dignity, livelihood systems and cultural identity of indigenous peoples. Infrastructure projects require particular consideration in that they have the potential to increase the vulnerability of indigenous peoples by transforming, encroaching on or degrading their lands and resources. However, affording sufficient consideration to the ways in which a particular project will impact indigenous peoples can provide them with the opportunity to participate in and benefit from project-related activities, in recognition of their right to economic, social and cultural development. UNOPS is currently working on expanding policy on this topic to make it applicable to all UNOPS projects.
411-1	Incidents of violations involving rights of indigenous peoples	Information unavailable	UNOPS does not currently have data with which to report meaningfully on this. UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.

MATERIAL TOPIC: HUMAN RIGHTS ASSESSMENT
Boundary: Organizational/Operational

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraph 14	Material topic boundary; Management approach; Evaluation of Management approach		UNOPS manages this topic on a case by case basis. UNOPS is evaluating processes to strengthen its systems to better manage and report on this topic.
412-1	Operations that have been subject to human rights reviews or impact assessments		Human rights reviews or impact assessments are conducted in UNOPS project on a case by case basis. 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. In 2017, 56 projects in UNOPS (15 per cent in delivery value) reported to conduct human rights impact assessments in projects through the end of year result based reporting process.

Indicator	Description	Omissions	2017 Response
412-2	Employee training on human rights policies or procedures		As of 1 January 2018, UNOPS will make available for all personnel the online course: United Nations Human Rights Responsibilities. Aiming at increasing the capacity of UNOPS personnel in upholding human rights responsibilities in their daily work and in taking appropriate action for human rights protection within their functions. The course has an approximate duration of 4 hours.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	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

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraphs 7, 14	Material topic boundary; Management approach; Evaluation of Management approach		Community engagement in UNOPS projects can improve the effectiveness of successful project delivery by ensuring that outputs meet community needs and expectations. Engaging local communities also seeks to build the capacity of beneficiaries and promote national ownership. UNOPS approach to community engagement is documented in the "Community Engagement Toolkit", a set of tools which comprises techniques, methods, and templates to guide project teams through the process of engaging local communities throughout the project life-cycle. Operations with high risk to communities are reviewed as part of the engagement acceptance process 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 Local communities were involved in different types of project undertaken by UNOPS in 2017. Through the delivery of labour-based projects, workshop for capacity building, construction and rehabilitation of school, UNOPS was able to engage with local communities around the world. Overall about 2.1 million of labour days were created for local workers, of which 22 per cent were created for only women. Community engagement leads to real outcomes in communities such as improved quality of services, facilities, and infrastructure. Effective engagement generates better decisions, delivering sustainable economic, environmental, social and cultural benefits. In 2017, 71 per cent of UNOPS projects reported actual and potential positive impact on local communities.
413-1 Paragraphs 19, 23, 26, 29	Operations with local community engagement, impact assessments,		In 2017, 65 per cent of UNOPS projects reported elements of local community engagement. Local community engagements were reported in various type of projects and in different geographic areas. In Somalia, for example, UNOPS initiated activities aimed at strengthening

Indicator	Description	Omissions	2017 Response
	and development programs		capacities of state authorities to enable their independent planning, management and oversight of infrastructure construction projects and maintenance works. Activities included the involvement of local communities and marginalized groups.
413-2	Operations with significant actual or potential negative impacts on local communities	Information unavailable	UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.
NGO1 <u>Paragraphs 23, 29</u>	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs		Engaging communities in UNOPS projects leads to real outcomes in communities such as improved quality of services, facilities, and infrastructure. The contributions to projects from local community representatives can help generate better decisions and overall deliver better projects. Community engagement ensures that outputs meet community needs and expectations. 62 per cent of UNOPS projects in 2017 reported processes to engage affected stakeholder groups through activities such as community consultations, meetings, workshops, stakeholder panels, interviews, focus groups, polling and/or surveys. The community engagement toolkit provides a specific framework and process to involve stakeholders in different stages of the design, implementation, monitoring and evaluation of the projects and programmes. UNOPS also organizes training and provides ad hoc technical support on community engagement to build its capacity to better engage relevant stakeholders and local communities in the project process.

MATERIAL TOPIC: SUPPLIER SOCIAL ASSESSMENT
Boundary: Organizational/Operational
UNOPS Topic: Supplier Assessment

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		Please see the management approach for material topic: Supplier environmental assessment for more information (308).
414-1	New suppliers that were screened using social criteria		For more information, please see the management approach for material topic: Supplier Environmental Assessment (308) and 308-1.
414-2	Negative social impacts in the supply chain and actions taken		For more information please see the management approach for material topic: Supplier Environmental Assessment (308).

MATERIAL TOPIC: MONITORING, LEARNING AND EVALUATION			
Boundary: Operational			
Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See response to NGO3.
NGO3 Paragraphs 5, 69, 71	System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programmes and how they are communicated		UNOPS approaches to project implementation, monitoring, evaluation and learning 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 2017, 967 projects were assessed using results-based reporting exercise, of which 679 reported contributions to sustainability across a range of economic, environmental and social aspects.

MATERIAL TOPIC: GENDER AND DIVERSITY IN PROJECT DESIGN AND DELIVERY			
Boundary: Operational			
Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3 Paragraphs 14, 83	Material topic boundary; Management approach; Evaluation of Management approach		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). The panel developed a range of recommendations to strengthen gender parity in the organization and these were approved by the COG in mid-2017. Implementation is currently underway. In addition, UNOPS launched the Gender Parity Strategy in December 2017, with the action plan to be implemented throughout 2018. The Strategy includes recommendations provided in the UN-System Wide Strategy on Gender Parity.

			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 2015, "I know Gender" was made mandatory for all UNOPS personnel. In 2017, UNOPS finalized the How to module on "Gender Equality and Sustainable Project Management" that is now part of the "I Know Gender" course. In 2018, UNOPS and UN Women will launch another how-to module, 'Mainstreaming Gender Equality in Infrastructure'. UNOPS has ambitions to make these how-to modules mandatory for applicable personnel by the end of 2018 (project and infrastructure personnel respectively). In 2017, UNOPS continued to mobilize three gender and social inclusion specialists as retainers (consultants). These three experts can be booked on an as-need-basis from field offices, providing tailored training or project support activities, thus strengthening development. Eight capacity-building activities on gender mainstreaming were carried out in 2017. Additionally a gender a focal point workshop was held in Bangkok in September 2017 for a total of 26 Gender Focal Points. Our gender retainers provided home-based support to approximately 20 separate requests for gender mainstreaming support during 2017. In 2016, UNOPS internally launched the "Certification in HR Essentials", a nine months online course. This involves a few modules on gender and diversity in particular related to recruitment. In 2017, a total of 38 HR practitioners completed this course. In addition, 451 personnel participated in the "Competency Based Interviewing" and a total of 60 participants attended the course "Leading People in UNOPS.
NGO4 Paragraphs 80, 83	Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle		UNOPS recognizes that project design and management, from building roads and procuring material to providing services, can impact gender equality and maximize benefits for women, men, boys and girls in need. Hence, UNOPS provides projects and programmes with different tools to mainstream gender aspects. These include, amongst others, a gender-sensitive monitoring and evaluation toolkit as well as a gender mainstreaming toolkit, customized to UNOPS projects and their project lifecycle. Moreover, UNOPS believes that sustainable procurement can be an effective mechanism to advance economic, environmental and social development agendas, especially the advancement of gender equality. UNOPS works to ensure its procurement specialists and project teams around the world have the tools, resources and support needed to consider and embed sustainability and gender considerations throughout the procurement process. In 2017, UNOPS in collaboration with UN Women, has also developed 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. Furthermore, 68 per cent of UNOPS projects indicated activities and actions in projects to achieve gender and diversity goals. More specifically, 23 per cent projects reported that the design of projects specifically enables the enhanced use by or access for women. 47 per cent of projects indicated design of output enables

			equal access to benefits for disadvantaged members of the community (e.g. disabled and minority groups).
			Finally, UNOPS attaches importance to building capacity among local women groups. Inclusion of on-the-job learning elements for local women workers was reported in 17 per cent of UNOPS projects in design and implementation of the projects.

MATERIAL TOPIC: COORDINATION
Boundary: Organizational/Operational
UNOPS Topic: Partner Coordination

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See response to NGO6.
NGO6 Paragraphs 4, 44	Processes to take into account and coordinate with the activities of other actors		UNOPS believes that collaborative partnerships and effective coordination among public and private partners are crucial, not only for efficiency and innovation but also for advancing sustainable development. Strong partnerships are a core pillar of UNOPS strategic plan, 2014- 2017. UNOPS thus aims to engage in collaborative partnerships, with a focus on sharing its expertise in infrastructure, project management and procurement, human resources services and financial services. In an effort to advance the 2030 Agenda, UNOPS continues to facilitate partnerships between the public and private sectors to mobilize a broader pool of resources for the achievement of the Sustainable Development Goals.
			Through the key partner management framework, UNOPS is able to extend and deepen relationships with its most valued partners. By creating a systematic process for managing and analysing these relationships, UNOPS looks to increase the quality of joint projects, as well as ensure partner satisfaction, an important measure of its success. The Partnership and Liaison Group (PLG) in UNOPS facilitates the coordination and development of partnerships, providing support, analysis and capacity-building activities at the organizational and project levels.
			Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common goals underscores all of its relationships. To coordinate and suit the needs of its partners, UNOPS elicited feedback from current, past and prospective partners through its annual partner survey. The survey assessed several areas, including overall satisfaction with UNOPS, the value of UNOPS services, the likelihood of recommending UNOPS to others, and partners' perception of the ability of UNOPS to collaborate with and contribute to the United Nations system.
			In 2017, UNOPS conducted its recurring survey eliciting feedback from partners. The survey covered 2016/2017. Through personal interviews and online surveys, more than 522 high-level respondents from partners and influential individuals were asked about their needs and perceptions of UNOPS. Review of the survey is still under way, but preliminary results on 428 responses

			indicate that overall satisfaction has increased to 89 per cent, while more than 90 per cent of past and current partners indicated that they are likely to recommend UNOPS services to others.

MATERIAL TOPIC: MARKETING AND LABELLING
Boundary: Operational
UNOPS Topic: Exit Strategy and Project Closure

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		The handover of project deliverables to the partner is an important element of the project lifecycle. It involves transferring a positive legacy to the partner and ensuring that project outputs can be used and maintained as required. It also includes the review of the project environmental performance objectives and targets. UNOPS closure processes are outlined in a dedicated administrative instruction and organizational directive. Additional guidance is provided in the project management manual to reinforce UNOPS approach to project closure. The project closure process consists of key steps: - Negotiating closure - Planning closure - Closure - Ensuring a proper handover of project deliverables to partners - Obtaining a formal approval from the partner on the completion of the works undertaken by UNOPS - Ensuring all expenses have been accounted for and any remaining monies are returned to the funding source/partner. In 2017, UNOPS established a tracking tool along with a reporting system to ensure that all projects are properly managed in respect of UNOPS liability. In this regard, the project workflow have been updated with new steps added in the ERP in order to improve the close down of the projects.
417-1	Requirements for product and service information and labelling		In 2017, 25 per cent of UNOPS projects reported providing guidance, instructions, or manuals on how to safely maintain and operate products and services. 47 per cent of UNOPS projects reported that design of outputs enables reduced need for maintenance and/or resources for operations. For the overall portfolio, 12 per cent of UNOPS projects reported providing guidance, instructions, or manual on how to deconstruct, recycle or dispose of product at end of useful life.
417-2	Incidents of non-compliance concerning product and service information and labelling	Information unavailable	UNOPS is working to strengthen our data collection systems, and expects to be able to account more fully for this topic in future.

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MATERIAL TOPIC: SOCIO ECONOMIC COMPLIANCE
Boundary: Organizational/Operational
UNOPS Topic: Compliance

Indicator	Description	Omissions	2017 Response
103-1 103-2 103-3	Material topic boundary; Management approach; Evaluation of Management approach		See management approach for material topic: Environmental compliance (307).
419-1	Non-compliance with laws and regulations in the social and economic area		In 2017, UNOPS did not receive any fines for non-compliance with laws and regulations.