GRI Update:

Global Trends in Sustainability & Reporting

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Center for Accounting Ethics, Governance, and the Public Interest
Loyola Marymount University

Mike Wallace, Director
Global Reporting Initiative, Focal Point USA & Canada
wallace@globalreporting.org
@M_A_Wallace
http://www.linkedin.com/in/mikewallace
What is sustainability
What do we know
What is GRI
Where is the data
Is the data reliable
How is GRI applied
Where is reporting heading
What is sustainability?
What is sustainability?

**World Commission on Environment and Development (WCED), the Brundtland Commission (1987):**

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

- It contains two key concepts:
  - the concept of "needs"
    - in particular the essential needs of the world's poor, to which overriding priority should be given; and
  - the idea of limitations
    - imposed by the state of technology and social organization on the environment's ability to meet present and future needs.
What is sustainability?

**US EPA:**

- Sustainability is based on a simple principle:

  *Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations.*

- Sustainability is important to making sure that we have and will continue to have, the water, materials, and resources to protect human health and our environment.
What is Sustainability?

Campbell’s Soup:

CSR & Sustainability are approaches to business operation and innovation that build employee engagement, improve environmental performance, create positive social impacts, enable operational efficiency, reduce cost, foster innovation, strengthen relationships with customers and consumers and ultimately... create business advantage.
What do we know?
What do we know?
What do we know?

- **CSR** - Corporate Social Responsibility
- **CC** - Corporate Citizenship
- **SD** - Sustainable Development
- **ES** - Environmental Sustainability
- **BE** - Business Ethics
- **CE** - Corporate Ethics
- **CG** - Corporate Governance
- **ESG** - Environmental, Social & Governance
- **IR** - Integrated reporting
- **SV** - Shared Value
- **II** - Impact Investing
- **IS** - Impact Sourcing
What is GRI?
GRI’s Vision & Mission

Vision
A sustainable global economy where organizations manage their economic, environmental, social and governance performance and impacts responsibly and report transparently.

Mission
To make sustainability reporting standard practice by providing guidance and support to organizations.
GRI Guidelines

GRI Principles:
These guide the content and quality of your reporting.

Materiality, boundary-setting, inclusiveness, stakeholder engagement etc.

GRI reporting elements:
1. Profile Disclosures
   Strategy, About, Governance.
2. Disclosures on Management Approach
   EC, EN, LA, HR, SO, PR
3. Performance Indicators
   EC, EN, LA, HR, SO, PR
Where is the data?
**1960-2008**
- Ecological Footprint

**2008-2050, Scenarios**
- **Red**: Moderate business-as-usual
- **Orange**: Rapid reduction

*y-axis: number of planet earths, x-axis: years*
A Progress Report

• Reviewed 3400 companies representing the national leaders from 34 countries around the world, including the 250 largest global companies

Ninety-five percent of the 250 largest companies in the world (G250 companies) now report on their corporate responsibility (CR) activities, two-thirds of non-reporters are based in the US.

• CR reporting has gained ground within the Top 100 companies in each of the 34 countries surveyed.

• The total number of reporting N100 companies increased by 11 percentage points, to 64 percent in 2011.

• Eighty percent of G250 and 69 percent of N100 companies are now aligning to GRI reporting standards.
GRI Reporters

Baxter
Transcontinental
United States Postal Service
Clorox
U.S. Army
IBM
Johnson & Johnson
EMC²
RBC
Intel
VanCity
Timberland
Dow
Office Depot
Mattel
ExxonMobil
Ford
Coca-Cola
Heinz
Microsoft
National Bank of Canada
Target
McDonald's
Nike
General Electric
Chevron
Colgate-Palmolive
State Street
CBRE
Oracle
Avon
Xerox
Symantec
Cisco
Global Reporting Initiative
The GRI content index

You have to publish a GRI content index in order to classify as a GRI-based sustainability report.
Example: Sprint GRI index

GRI Index
Sprint is proud to be the first U.S. telecom company to deliver an "A+" Corporate Responsibility Performance Report verified by Global Reporting Initiative (Nov. 2012). The A+ rating reflects Sprint's commitment to transparency as well as the quality and breadth of our Corporate Responsibility (CR) reporting. Sprint reports its CR performance annually through an online CR Performance Summary report and an interactive online GRI index. Sprint's 2011 Corporate Responsibility Performance Summary and online GRI index fulfill the requirements of the GRI-G3.1 reporting guidelines. We are one of a small number of Fortune 100-North American companies that received GRI verification of our "A" report. The "+" is earned when a company externally assurs at least a portion of its report. Sprint externally assurs its carbon and water disclosures for 2011.

Our interactive GRI index allows readers to access and understand Sprint's CR efforts and positions while providing direct links to more detailed content within Sprint's CR website. By participating in GRI, Sprint is able to engage nearl all functional teams and work towards continuous improvement on CR issues across the entire enterprise.

Sprint also joined GRI's Organizational Stakeholder and US Sector Leader programs in order to more directly influence the GRI reporting requirements, to reinforce and formalize its own commitment to transparent reporting of CR data, and to accelerate adoption of the GRI as the CR reporting standard in the U.S.

The Application level table below further explains the requirements for each level.

> Strategy and Analysis

<table>
<thead>
<tr>
<th>Description/GRI Disclosure</th>
<th>Response</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Statement from the most senior decisionmaker of the organization about the relevance of sustainability of the organization and its strategy.</td>
<td>FULLY Disclosed</td>
<td>High</td>
</tr>
</tbody>
</table>

| 1.2 Description of key impacts, risks, and opportunities. | 2011 CR Report | High |

> Organizational Profile

> Report Parameters

> Governance, Commitments and Engagement

> Economic

> Environmental

> Labor Practices and Decent Work

> Human Rights

> Society

> Product Responsibility

> GRI Telecommunications Supplement

## Economic Performance

<table>
<thead>
<tr>
<th>GRI INDICATOR</th>
<th>INDICATOR DESCRIPTION</th>
<th>CHAPTER</th>
<th>REFERENCE/NOTES</th>
<th>UNGC PRINCIPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC1</td>
<td>Economic Value Generated and Distributed</td>
<td>Business Overview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC2</td>
<td>Financial Implications, Risks and Opportunities Due to Climate Change</td>
<td>Environment</td>
<td>See Form 10-K.</td>
<td>7,8</td>
</tr>
<tr>
<td>EC3</td>
<td>Defined Benefit Pension Plan Obligations</td>
<td>Contained in other reporting</td>
<td>See Form 10-K.</td>
<td></td>
</tr>
<tr>
<td>EC4</td>
<td>Financial Assistance Received from Government</td>
<td>Not Reported</td>
<td></td>
<td>(A)</td>
</tr>
<tr>
<td>EC5</td>
<td>Wages Comparison</td>
<td>Not Reported</td>
<td></td>
<td>(A) 6</td>
</tr>
<tr>
<td>EC6</td>
<td>Spending on Locally Based Suppliers</td>
<td>Not Reported</td>
<td></td>
<td>(A)</td>
</tr>
<tr>
<td>EC7</td>
<td>Local Hiring</td>
<td>Not Reported</td>
<td></td>
<td>(A) 6</td>
</tr>
<tr>
<td>EC8</td>
<td>Infrastructure Investments and Public Benefit</td>
<td>Not Reported</td>
<td></td>
<td>(B)</td>
</tr>
<tr>
<td>EC9</td>
<td>Indirect Economic Impacts</td>
<td>Not Reported</td>
<td></td>
<td>(B)</td>
</tr>
</tbody>
</table>
## Example: Dell GRI Index

### Environmental Performance Indicators

<table>
<thead>
<tr>
<th>Aspect: Materials</th>
<th>Coverage</th>
<th>Information Links</th>
</tr>
</thead>
</table>
| EN1 Materials used by weight or volume. See Indicator Protocol for guidance on calculation. | ![ ] | Materials Used  
Greener Materials  
Global Environmental Policy |
| EN2 Percentage of materials used that are recycled input materials. | ![ ] | Use of Recycled Input  
Corporate Responsibility Report - 2011  
Corporate Responsibility Report - 2012  
Forest Stewardship  
Transportation and Logistics |

<table>
<thead>
<tr>
<th>Aspect: Energy</th>
<th>Coverage</th>
<th>Information Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>EN3 Direct energy consumption by primary energy source.</td>
<td>![ ]</td>
<td>Direct Energy Use</td>
</tr>
<tr>
<td>EN4 Indirect energy consumption by primary source.</td>
<td>![ ]</td>
<td>Indirect Energy Use</td>
</tr>
</tbody>
</table>
| EN5 Energy saved due to conservation and efficiency improvements. | ![ ] | Energy saved  
Carbon Disclosure Project Website |
| EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives. | ![ ] | Product Energy Saved  
Dell on Dell: Energy Efficiency  
Corporate Responsibility Report - 2011  
Corporate Responsibility Report - 2012  
Transportation and Logistics |
Example: SAP GRI Index

The Global Reporting Initiative (GRI) has pioneered the development of the world’s most widely used sustainability reporting framework. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. The GRI has concluded that the SAP Integrated Report 2012 fulfills the requirement of Application Level A+.
Investor Demand

- **Principles for Responsible Investment (PRI) [2006]**
  - Currently represents over $22 Trillion in investment capital
  - Close to 1000 signatories

- **Investor Network on Climate Risk (INCR) [2003]**
  - Currently represents over $9 Trillion in investment capital
  - 90+ members

- **Carbon Disclosure Project (CDP) [2002]**
  - Currently represents over $71 Trillion in investment capital
  - act on behalf of 551 institutional investors

- **Institutional Investors Group on Climate Change (IIGCC) [2001]**
  - Currently represents $6 Trillion in investment capital
  - 70 members

- **Interfaith Center on Corporate Responsibility (ICCR) [1972]**
  - Currently represents over $100 Billion
  - 300 members
<table>
<thead>
<tr>
<th>Name</th>
<th>Ticker</th>
<th>Mkt Cap (USD)</th>
<th>ESG Disc Score:Y</th>
<th>Intens/Sls:Y</th>
<th>GHG Total Waste:Y</th>
<th>% Women Emp:Y</th>
<th>% Women on Bd:Y</th>
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</thead>
<tbody>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>DELL INC</td>
<td>DELL US</td>
<td>55.58B</td>
<td>39.59</td>
<td>12.68</td>
<td>0.04</td>
<td>28.97</td>
<td>14.25%</td>
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<tr>
<td>HEWLETT-PACKARD CO</td>
<td>HPQ US</td>
<td>43.50B</td>
<td>45.87</td>
<td>14.80</td>
<td>0.09</td>
<td>32.90</td>
<td>40.00%</td>
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<tr>
<td>INTL BUSINESS MACHINES COR</td>
<td>IBM US</td>
<td>229.72B</td>
<td>42.98</td>
<td>28.58</td>
<td>0.08</td>
<td>28.10</td>
<td>15.38%</td>
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<tr>
<td>APPLE INC</td>
<td>AAPL US</td>
<td>497.29B</td>
<td>35.95</td>
<td>2.00</td>
<td>0.00</td>
<td>N.A.</td>
<td>12.50%</td>
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<tr>
<td>LENOVO GROUP LTD</td>
<td>992 HK</td>
<td>8.80B</td>
<td>47.11</td>
<td>2.89</td>
<td>0.01</td>
<td>N.A.</td>
<td>9.09%</td>
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<tr>
<td>ACER INC</td>
<td>2353 TT</td>
<td>2.94B</td>
<td>21.90</td>
<td>N.A.</td>
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<td>N.A.</td>
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<tr>
<td>ASUSTEK COMPUTER INC</td>
<td>2357 TT</td>
<td>7.78B</td>
<td>74.79</td>
<td>0.97</td>
<td>0.00</td>
<td>13.80</td>
<td>0.00%</td>
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<tr>
<td>COGNIZANT TECH SOLUTIONS-A</td>
<td>CTSH US</td>
<td>18.27B</td>
<td>36.36</td>
<td>38.31</td>
<td>N.A.</td>
<td>31.00</td>
<td>12.50%</td>
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<tr>
<td>ACCENTURE PLC-CL A</td>
<td>ACN US</td>
<td>41.30B</td>
<td>40.50</td>
<td>7.90</td>
<td>N.A.</td>
<td>35.00</td>
<td>25.00%</td>
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<tr>
<td>COMPUTER SCIENCES COR</td>
<td>CSC US</td>
<td>4.01B</td>
<td>24.38</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
<td>10.00%</td>
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<tr>
<td>SYNTEL INC</td>
<td>SYNT US</td>
<td>2.41B</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
</tr>
</tbody>
</table>
Performance

MSCI World & GRI
2002 to 2012

S&P 500 & GRI
2001 to 2011
Performance
Is the data reliable?
The report shows that in the USA, only 10 percent (26 out of 269) of GRI-based sustainability reports declared a “+” in 2011.
Assured Reporters Outperform
How else is GRI applied?
Regulatory Trends

"More governments are making sustainability reporting mandatory."

In 2006, 58 percent of policies were mandatory; now, more than two thirds (72 percent) of the 180 policies in the 45 reviewed countries are mandatory.

United States
- WH CEQ - EO 13514
- US Army, GSA, USPS, etc.
- SEC
- Dodd-Frank
- CA Transparency on Trafficking & Slavery
Financial Market Developments

May 2010

January 2011

NASDAQ OMX

NYSE Euronext

BM&FBOVESPA

JSE

DEUTSCHE BÖRSE

TMX

The Stock Exchange of Thailand

SGX

Shanghai Stock Exchange

Global Reporting Initiative™
Supply Chain Developments

Impacts everyone: Large, Small, Public & Private
Survey Fatigue & SMEs

As Winston Churchill once said, “The father backward you can look, the farther forward you can see.” During the holiday season, I spent some time reflecting on the work Intel’s Supply Chain Environmental, Social and Governance (ESG) Team did during 2012. I’ve been part of this effort for the past 14 years, and 15 years at Intel and I think this was a year of genuinely noteworthy progress in supplier sustainability that got us unprepared for what it would be possible in 2013. I’ll focus on just three of the key programs that are representative of our broader efforts: an expanded focus on supplier transparency, our audit progress, and our first annual Supplier Sustainability Leadership Summit.

In 2012, we increased transparency expectations of our key suppliers by setting specific requirements and timelines for CSR Reporting for our Top 75 suppliers. To support this initiative, we provided training in partnership with the Global Reporting Initiative, to help suppliers get started or make improvements in their reporting practices. This training was made available to all Intel suppliers, both live and on-demand, free of charge. Additionally, we partnered with Microsoft and HNNT Healthcare to successfully propose the creation of a Supplier Transparency Work Group to the Electronics Industry Citizenship Coalition (EICC) Board of Directors and we are now part of the Work group, collaborating with other industry companies to drive better industry standards.

The Farther Backward You Can Look, the Farther Forward You Can See

CSR@Intel
Intel

The blog was posted on behalf of Joseph Beattie, a manager in Intel’s Supply Chain Environmental, Social and Governance organization.

Linda Qin on 1 January 2012

Intel employees during the EICC audit of our Chinese plants

Our recently released 2012 report details what Intel stands for as a company, our goals, and our progress.
Precedent Setting Developments
Global Harmonization & Alignment

GRI has global strategic partnerships with:

- OECD
- The Global Compact
- UNEP
- ISO

The GRI guidelines also have synergies with:

- International Finance Corporation (IFC)
- United Nations Conference on Trade and Development (UNCTAD)

This page includes logos and images related to sustainability and alignment initiatives.
Where is reporting heading?

G4
How the GRI network does it?
Through a “Due Process”!
G4 Development Process

- **Over 2.5 years** of activities

- **120 Working Group members selected** from hundreds candidates from all stakeholder groups (business, labor, investors, experts, civil society), 11 in-person meetings and over 60 webinars

- **Over 80 Workshops** with more than 2000 participants and **2 Public Consultation Periods - with over 2500 participants**, generated over 3500 pages of written feedback, analyzed manually and digitally, and published

- 4 Stakeholder Council and BoD meetings, 5 Technical Advisory Committee (TAC) meetings and 15 TAC conferences calls

- **All steps of the Due Process checked and implemented**
G4 Objectives

• G4 Objectives
  o Materiality in reports
  o User-friendly for all reporters
  o Technical quality; clear definitions
  o Alignment to international frameworks
  o Guidance on IR
  o Improve data access
G4 Focus Areas

Structural changes

• Application levels and In Accordance
• Boundary and Value Chain
• Disclosures on management approach

Content changes

• NEW: Supply chain
• NEW: Governance, remuneration, ethics
• UPDATED: Greenhouse gas emissions
• UPDATED: Anti-corruption
“Materiality” Definition - GRI

“Material topics for a reporting organization should include those topics that have a direct or indirect impact on an organization’s ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large.”

G4 Updates:

• Explain **WHY** a topic is material in the sustainability report
  
  = Update to GRI’s Management Approach Disclosures

https://www.globalreporting.org/reporting/guidelines-online/TechnicalProtocol/Pages/MaterialityInTheContextOfTheGRIReportingFramework.aspx
Areas of Profound Revision from G3.1 to G4

- Application Levels
- Boundary
- DMA
- Supply Chain
- Governance & Remuneration
- Greenhouse Gas Emissions
- Anti-corruption

Structural changes (G4)
## GRI Aspects

<table>
<thead>
<tr>
<th>Category</th>
<th>Economic</th>
<th>Environmental</th>
</tr>
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<tbody>
<tr>
<td>Aspects</td>
<td>- Economic Performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Market Presence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Indirect Economic Impacts</td>
<td></td>
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<tr>
<td></td>
<td>- Procurement Practices</td>
<td></td>
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<tr>
<td></td>
<td>- Materials</td>
<td></td>
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<tr>
<td></td>
<td>- Energy</td>
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<td></td>
<td>- Water</td>
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<td></td>
<td>- Biodiversity</td>
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<td></td>
<td>- Emissions</td>
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<td>- Effluents and Waste</td>
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<tr>
<td></td>
<td>- Products and Services</td>
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<td></td>
<td>- Compliance</td>
<td></td>
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<td></td>
<td>- Transport</td>
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<td></td>
<td>- Overall</td>
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<tr>
<td></td>
<td>- Supplier Environmental Assessment</td>
<td></td>
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<tr>
<td></td>
<td>- Environmental Grievance Mechanisms</td>
<td></td>
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GRI Aspects

<table>
<thead>
<tr>
<th>Category</th>
<th>Social</th>
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<tbody>
<tr>
<td>Sub-Categories</td>
<td>Labor Practices and Decent Work</td>
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<tr>
<td></td>
<td>Human Rights</td>
</tr>
<tr>
<td></td>
<td>Society</td>
</tr>
<tr>
<td></td>
<td>Local Communities, Anti-corruption, Public Policy, Anti-competitive Behavior, Compliance, Supplier Assessment for Impacts on Society, Grievance Mechanisms for Impacts on Society</td>
</tr>
<tr>
<td></td>
<td>Product Responsibility</td>
</tr>
<tr>
<td></td>
<td>Customer Health and Safety, Product and Service Labeling, Marketing Communications, Customer Privacy, Compliance</td>
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</table>
New Disclosures - Governance

Governance & Remuneration Disclosures, G4 – 34-55

<table>
<thead>
<tr>
<th>GOVERNANCE</th>
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<tbody>
<tr>
<td>G4-34</td>
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</tbody>
</table>

- Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.
Guidance – New publications

**Sector Research Findings**
Language: English  
Publication date: May 2013

Description: Identification of sector trends and issues that may be relevant by different stakeholders.

Visit the [Sustainability Topics](#) for more information.

**The sustainability content of integrated reports - a survey of pioneers**
Language: English  
Publication date: May 2013

The purpose of this publication is to investigate the self-declared integrated reports in the GRI database over the period of 2010-2012, to explore the different ways in which reporters are currently experimenting with the concept of integration. The research asks questions regarding the types of organizations, countries and sectors involved in experimenting with integrated reporting. The research also explores the different ways in which integrated reports are taking shape: the variety of titles, expressed intentions, different structures and length. The research also looks at trends in Australia and South Africa.

**The External Assurance of Sustainability Reporting**
Language: English  
Publication date: May 2013

Sustainability reporting is a process that assists organizations in understanding the links between sustainability-related issues and organization's plans and strategy, goal setting, performance monitoring and managing change towards a sustainable global economy. It combines profitability with social responsibility and environmental sustainability. The final product of this process is a sustainability report where companies report on the most critical (or material) aspects of their organization's economic, social and environmental impacts and the relative performance. This publication aims to help sustainability reporting readers understand the external assurance of sustainability reporting and how companies utilize assurance providers for their sustainability reporting and their reasons for doing so.

According to a study of G&A Institute now 53% of the S&P 500 companies publicly disclose sustainability information, up from 19% in just the year before. In absolute numbers, GRI-based sustainability reports grew by 46% from 2010 to 2011 to a total of 269 GRI-based sustainability reports that included a GRI Content Index. These US growth numbers outpace reporting trends in many other countries, and in that sense the US is clearly catching up – however, GRI’s mission is not just about increasing quantity...

What about quality of reporting? Why should we trust sustainability data?

**GRI Focal Point USA launches US study on external assurance of sustainability reports**

Today, GRI in collaboration with [Bloomberg LP](#) and [G&A Institute](#) launched a special [US study](#) showcasing trends on assurance of sustainability information. GRI did this by means of a webinar [slide deck](#) with over a 100 attendees. GRI undertook this study in order to shed light on which companies utilize assurance providers for their sustainability reporting and their reasons for doing so.
Find out more!

Do you want to find out more about the new G4 Guidelines?

The Official GRI Certified Training

Official GRI training is delivered by six official Certified Training Partners in the USA (Boston College Center for Corporate Citizenship, BrownFlynn, BSD Consulting, Deloitte, ERM and ISOS Group) and by two partners in Canada (Lead Canada in partnership with Sustainalytics and Neuvaction).

More information about the two-day Certified Training Courses provided by our official partners in North America can be found here.

Special G4 Master Classes

To celebrate the launch of the G4 Guidelines and to offer stakeholders some immediate insights into the new G4, several Master Classes were organized as part of our North American G4 Campaign. The recordings of the G4 Master Class Series (16 May 2013 and 24 June 2013) are still accessible.

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Thank you!

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Mike Wallace, Director
Global Reporting Initiative, Focal Point USA & Canada
wallace@globalreporting.org
@M_A_Wallace
http://www.linkedin.com/in/mikewallace