

OXFAM NOVIB



CORPORATE SUSTAINABILITY

Report 2025-2026



CONTENT

Introduction	4
1. Who we are	4
2. Key figures	5
3. Material topics	6
4. Environmental pillar	7
5. Social pillar	10
6. Governance Pillar	17
7. GRI Content Index	19

INTRODUCTION

Driven by Oxfam Novib’s strong commitment to transparency and accountability, we are proud to present our third Corporate Sustainability Report, for the fiscal year from April 1, 2025, through March 31, 2026. Building on the progress made in our previous reporting cycles, this report further strengthens our commitment to responsible, transparent, and sustainable operations.

Compared with previous editions, this report integrates additional commitments from Oxfam Novib’s updated Corporate Social Responsibility (CSR) policy, including stronger ambitions regarding environmental sustainability, social inclusion, governance, ethical procurement, and staff wellbeing. We continue to improve the quality and consistency of our data collection processes, while preparing for future sustainability reporting requirements.

As in the previous reporting cycle, this report primarily focuses on Oxfam Novib’s operations in our The Hague office. While we continue to expand the data collection from country offices for which Oxfam Novib is the Executing Affiliate (EA)¹, challenges remain related to infrastructure, procurement systems, technology limitations, and varying legal requirements regarding data collection and privacy. Nevertheless, we stay determined to address these challenges and include information from our EA country offices in future reports.

1. WHO WE ARE

OUR MISSION

Oxfam Novib is a member of the Oxfam confederation, a global movement of people who are fighting inequality. We work with partner organizations across the globe to cocreate a world that is fair, safe, equal, and sustainable for everyone. Together we fight for equal rights for every person, no matter their gender, identity, ethnicity, or skin color.

We firmly believe in the power of people to end inequality. Around the world, millions of people are mobilizing against injustice, growing inequality, violence, and climate impact that hits the most vulnerable the hardest. They are the changemakers who stand up for equality.

OUR APPROACH

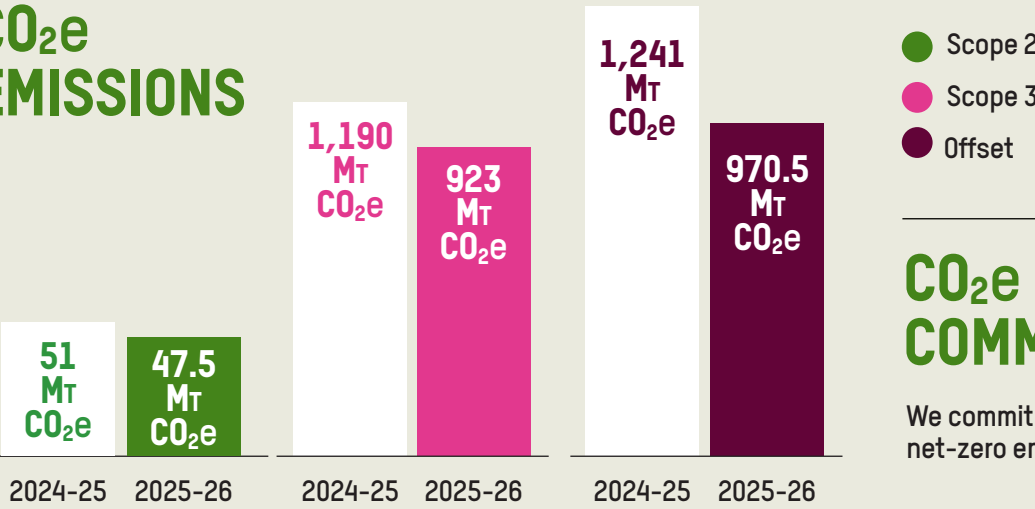
Oxfam Novib stands with these changemakers with our funding, knowledge, and courage. We support them with our thousands of staff and partners, and our millions of supporters. Only by joining forces can we tackle the root causes of inequality and change the systems behind it.

Oxfam Novib partners with activists, communities, social movements, and civil society. We amplify their voices, connect them in movements across countries and regions, and link local action with global campaigning. We innovate, cocreate, and implement programs, provide humanitarian assistance, and use our global influencing power, all to realize radical and systemic change. We are feminist in everything we do.

1. In these countries Oxfam Novib is responsible for providing all business support, including end responsibility for the financial administration.

2. KEY FIGURES

CO₂e EMISSIONS

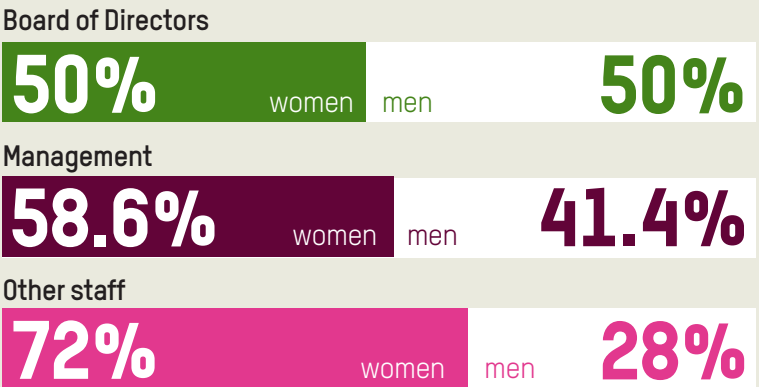


● Scope 2
● Scope 3
● Offset

CO₂e COMMITMENT

We commit to achieve net-zero emissions by 2040.

MEN TO WOMEN RATIO

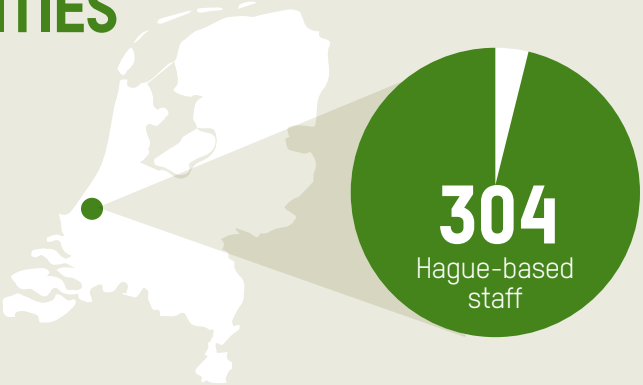


GENDER PAY GAP COMMITMENT

We commit to close the gender pay gap by 2030.



NATIONALITIES

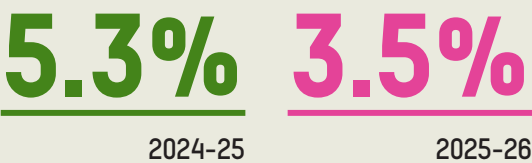


41 NATIONALITIES



324 staff, of whom 304 are Hague-based. These Hague-based employees represent 41 nationalities by end of fiscal year 2025-26.

SICK LEAVE



(Dutch national average is 7.5%).

3. MATERIAL TOPICS

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and references the GRI NGO Sector Disclosures. The GRI framework continues to provide a robust and internationally recognized structure for reporting on environmental, social, and governance impacts.

The use of the GRI Standards supports Oxfam Novib strategically in navigating a rapidly evolving sustainability reporting landscape. The standards strengthen our transparency and accountability efforts, and enable us and external audiences to compare sustainability disclosures. The standards also support our ambition to align with future reporting requirements and stakeholder expectations.

3.1 PROCESS OF DETERMINING MATERIAL TOPICS

We identified the material topics² included in this report through a salience assessment, which we conducted in line with the OECD Guidelines for Multinational Enterprises and

Responsible Business Conduct. A salience assessment identifies and prioritizes the organization’s – actual and potential – adverse environmental and human rights impacts, based on their severity (scale, scope, and irremediable character) and likelihood. Our assessment process included:

- Alignment with the priorities of the Oxfam confederation.
- Internal stakeholder engagement with Oxfam Novib’s staff, management, Human Resources, People & Culture (HRPC) unit, as well as procurement, integrity, and governance representatives.
- Peer benchmarking within the NGO and development cooperation sector.
- Review of sector trends, regional developments, and regulatory expectations.
- Analysis of actual and potential environmental, social, and governance impacts and risks.

The assessment informed Oxfam Novib’s updated CSR policy. It also helped us to prioritize the Environmental, Social,

and Governance (ESG) topics that we consider most relevant to our operations, stakeholders, mission, and long-term sustainability commitments.

The topics we selected (see Table 1) also reflect how mature our governance structures are, if reliable data is available, and the continuity with previous reporting periods.

3.2 LIST OF MATERIAL TOPICS

We grouped the selected material topics under the three ESG pillars of Oxfam Novib’s corporate sustainability strategy, and related them to the relevant GRI Standards.

In this report we comprehensively address the selected material topics and GRI Standards. For each of the standards we first outline its broader context, then elaborate on Oxfam Novib’s approach and commitments, actions, and performance in 2025–26, and conclude with the opportunities we see for continuous improvement.

TABLE 1: SELECTED MATERIAL TOPICS AND RELATED GRI STANDARDS

CORPORATE SUSTAINABILITY PILLAR	MATERIAL TOPIC	RELATED GRI STANDARD
Environmental	Energy and Emissions	GRI 305 Emissions 2016
	Employment	GRI 401 Employment 2016
	Labor/Management Relations	GRI 402 Labor/Management Relations 2016
Social	Occupational Health and Safety	GRI 403 Occupational Health and Safety 2018
	Learning and Development	GRI 404 Training and Education 2016
	Diversity and Equal Opportunity	GRI 405 Diversity and Equal Opportunity 2016
	Equal opportunity for all	GRI 406 Non-Discrimination 2016
Governance	Sustainable supply chain	GRI 204 Procurement Practices 2016
	Anti-corruption	GRI 205 Anti-Corruption 2016
	Customer Privacy and Data Protection	GRI 418 Customer Privacy 2016

2. Topics that represent an organization’s most significant impact on the economy, environment, and people, including impact on their human rights.

4. ENVIRONMENTAL PILLAR

4.1 GRI 305 EMISSIONS 2016

4.1.1 THE BIGGER PICTURE

Climate change is one of the most urgent global challenges, driven by rising greenhouse gas (GHG) emissions that continue to intensify environmental, social, and economic risks. According to the Intergovernmental Panel on Climate Change, without rapid and sustained emissions reductions, global warming is likely to exceed the 1.5°C target set under the Paris Agreement, with increasingly severe and irreversible consequences. This impact is felt most acutely in the Global South, where communities face disproportionate exposure to climate-related disasters, food and water insecurity, and displacement.

For Oxfam Novib, climate change is closely linked to its mission to fight inequality. We stand behind brave activists, communities, and movements that work to increase climate resilience and develop adaptation strategies. We advocate for just agricultural and energy transitions, including equitable climate policies, increased climate finance, and accountability for those most responsible for the climate crisis.

In walking the talk, managing our own environmental impact is key. Therefore we measure and report our GHG emissions in line with the GHG Protocol³ and reduce our operational footprint through responsible procurement, energy use, and travel practices.

4.1.2 OXFAM NOVIB’S COMMITMENT TO CLIMATE JUSTICE

Oxfam Novib commits to minimize the carbon footprint of its operations and those of its business partners, and to contribute to a just

transition toward a low-carbon future. In our updated CSR policy, we have set a target to **achieve net-zero greenhouse gas emissions by 2040**. This goal is in line with science-based targets and supported by interim reduction targets.

To achieve this, Oxfam Novib takes an integrated approach combining emissions reduction, sustainable travel, and carbon accountability mechanisms.

1. Energy and emissions reduction

We will actively increase the use of renewable energy sources and decrease our reliance on fossil fuels to reduce our energy-related GHG emissions. At the same time, we are improving our energy efficiency and reducing the overall energy consumption across our offices and activities, through responsible use and enhanced efficiency. These commitments are further detailed in our recently adopted Corporate Social Responsibility strategy.

2. Sustainable travel framework

Oxfam Novib commits to reducing the environmental impact of both international and domestic travel. We will embed sustainability principles into travel planning, approval, monitoring, and evaluation processes. Oxfam’s Responsible Flying Policy remains a key instrument in guiding staff toward lower-carbon travel options where feasible, reducing reliance on air travel, and promoting sustainable alternatives. We will further embed this policy into all relevant organizational procedures.

3. Exploring internal carbon pricing mechanisms

After all other reduction measures have been taken, unavoidable emissions may remain. To address these, Oxfam Novib will transition from traditional offsetting approaches to an internal carbon pricing (ICP) mechanism, in line with Oxfam’s sustainability guidance. This internal carbon tax will be developed collaboratively with Oxfam affiliates and peer NGOs, based on best practices. A dedicated coordination process will define its design, governance, and implementation.

These commitments are complemented by measures that support low-carbon behaviors in daily operations. We encourage staff to commute by bicycle or public transport, and we maintain vegetarian-only catering options to reduce food-related emissions.

4.1.3 OUR GHG EMISSIONS FOR 2025–26

SCOPE 1 GHG EMISSIONS

Oxfam Novib’s The Hague office did not generate Scope 1 emissions⁴ during the reporting period, as it does not own or lease any vehicles in the Netherlands.

SCOPE 2 GHG EMISSIONS

Our Scope 2 emissions⁵ primarily result from the use of district heating at our office. Energy usage data is sourced from monthly

3. The GHG Protocol develops standardized frameworks to measure and manage greenhouse gas emissions by providing credible, accessible, and widely-used accounting and reporting standards.
4. Direct emissions from sources that are owned or controlled by the organization.
5. Indirect GHG emissions linked to the consumption of purchased energy.

TABLE 2: BREAKDOWN OF CO₂e EMISSIONS PER BUSINESS TRAVEL CATEGORY

	FY 2024-25 CO ₂ e EMISSIONS (KG)	FY 2024-25 CO ₂ e EMISSIONS (METRIC TONS)	FY 2025-26 CO ₂ e EMISSIONS (KG)	FY 2025-26 CO ₂ e EMISSIONS (METRIC TONS)
Air	896,696.76	896.70	880,788.40	880.79
Rail	8,395.54	8.4	7,566.32	7.57
Road	53,769.51	53.77	6,971.80	6.97
Water	40.88	0.04	0.0	0.00
Accommodation	96,960.95	96.96	19,560.38	19.56
Other (mixed categories)	133,767.69	133.77	8,081.65	8.08
TOTAL	1,189,631.33	1,189.63	922,968.55	922.97

invoices provided by our supplier, Eneco, and cover the period from April 1 to September 30, 2025. After that, we moved to a new building. From October 1 to March 31, 2026, our current landlord directly provided data of our energy consumption. We used these combined sources to monitor and calculate our associated emissions.

As of March 31, 2026, our Scope 2 emissions amounted to 47.5 metric tons of CO₂e (CO₂-equivalent emissions), a 6.86% decrease compared to the previous reporting period.

REPORTING PERIOD	SCOPE 2 EMISSIONS (METRIC TONS CO ₂ e)
2024-2025	51.00
2025-2026	47.5

This decrease is mainly due to our move to a more energy-efficient building, which has a BREEAM certification for sustainable buildings. We use a location-based methodology to calculate these emissions, applying official **Dutch emission factors** to convert district heating consumption into CO₂e values.

SCOPE 3 GHG EMISSIONS

Our Scope 3 emissions⁶ mainly originate from emissions from air, rail, road, and water travel undertaken for work purposes, as well as hotel stays during business trips. These

activities fall under category 6 of the GHG Protocol’s upstream Scope 3 categories. In future CSR reports we aim to expand these reporting categories, as part of our net-zero commitments.

For 2025–26, our total Scope 3 emissions amounted to 922.97 metric tons of CO₂e. This is a 22.41% decrease compared to the previous year, as shown in Table 2.

Air travel emissions decreased during the reporting period. This reflects our staff’s stronger adherence to the Responsible Flying Policy and our continued efforts to promote more sustainable travel practices.

The decrease in road travel and accommodation emissions is due to the refinement of our reporting boundary, which now only includes activities related to the Hague office. As we continue to improve and refine our emissions calculation methodology, this boundary adjustment enhances the accuracy and consistency of our reporting.

We will continue to strengthen our data collection methodologies and improve the accuracy and completeness of our Scope 3 emissions reporting.

4.1.4 EMISSIONS OFFSETTING

For the past five years, Oxfam Novib has partnered with **Anthesis Nederland** to actively offset GHG emissions associated with our operations. In 2025-26, we offset

100% of our emissions, amounting to 970.5 metric tons of CO₂e covering Scope 2 and Scope 3 emissions.

4.1.5 DATA INTEGRITY AND METHODOLOGY

Oxfam Novib is committed to maintaining the integrity, consistency, and quality of emissions data within its sustainability reporting processes. Emissions data is collected and consolidated from two primary sources: our contracted travel agency and the SAP Enterprise Resource Planning (ERP) system. If staff arranges business travel independently, they report this through the ERP system via expense claims, which include information on travel costs and the nature of the activity. These data inputs support more accurate and comprehensive emissions accounting across the organization.

Each year, we consolidate and review emissions data as part of the annual financial closure process. This enables Oxfam Novib to ensure data completeness for the reporting period and provides the basis for emissions offsetting calculations and annual sustainability disclosures.

To strengthen the reliability of our reporting, Oxfam Novib applies a multi-method calculation approach to estimate our total Scope 3 emissions, combining distance-based, spend-based, and night-based methodologies (see Table 3).



TABLE 3: METHODOLOGIES USED FOR SCOPE 3 EMISSIONS CALCULATIONS

METHOD	APPLICATION AREA	DESCRIPTION
Distance-based	Air and rail travel	Kilometers traveled × standard emission factors
Spend-based	Travel with missing distance data	Estimation based on expenditure values as proxy
Night-based	Hotel accommodation	Calculated using a default value per night (1 night = €100, 1 person/room) when full data is not available

In 2025-26 we used spend-based proxies to estimate accommodation nights for bookings outside our travel agent system, to maintain data consistency across sources.

To strengthen the accuracy and transparency of our carbon reporting, we used recognized emissions factors and sector-relevant calculation tools across the different travel categories. For air travel, we used the **CO₂-emissiefactoren** database, while

emissions from hotel stays were estimated through the **Hotel Footprints tool**. For ground and water transportation, we applied the **Humanitarian Carbon Calculator**, which is designed to reflect sector-specific travel patterns. Together, these standardized

methodologies support credible, consistent, and transparent emissions reporting across our operations.

This report excludes emissions related to vehicle rentals, direct fuel consumption, and energy-related activities associated with purchased fuels. Oxfam Novib does not own vehicles in the Netherlands, and the country’s extensive public transport infrastructure significantly reduces our need for vehicle rentals.

As noted in the introduction, challenges remained in collecting comprehensive emissions data from all EA country offices. By 2030, Oxfam Novib aims to further strengthen data collection processes, expand reporting coverage across country operations, and improve the overall quality, reliability, and completeness of Scope 3 emissions disclosures.

6. Indirect emissions generated across our value chain.

5. SOCIAL PILLAR



5.1 GRI 401 EMPLOYMENT 2016 AND GRI 402 LABOR/ MANAGEMENT RELATIONS 2016

5.1.1 THE BIGGER PICTURE

At Oxfam Novib, we acknowledge that constructive employee-employer relations are essential to organizational resilience and responsible governance. As a non-profit organization, we regard a capable, motivated, and diverse workforce as both a key organizational asset and an important reflection of our values. Through fair employment practices, inclusive hiring processes, and respectful labor relations, we strive to maintain a positive and supportive workplace that promotes employee wellbeing and development. By aligning with applicable national and international labor standards, we also strengthen accountability, transparency, and trust among employees, partners, donors, and the broader network of changemakers we collaborate with.

5.1.2 OXFAM NOVIB'S APPROACH

People are central to Oxfam Novib's mission and play a critical role in our work to fight inequality. We therefore place a strong emphasis on employee engagement, professional development, and wellbeing. Our approach to attracting, safely recruiting, developing, and retaining talent is supported by a comprehensive framework

of policies, designed to promote fairness, inclusion, and dignity in the workplace. These include:

- The Recruitment & Selection Policy, which promotes transparency, diversity, fairness, and equal opportunities throughout the recruitment process.
- The Anti-Bullying and Harassment Policy, which supports a respectful and safe working environment and safeguards the human rights and dignity of all employees.
- The Code of Conduct, which reinforces the above principles by establishing clear expectations regarding ethical behavior, integrity, and non-discrimination.
- The Non-Staff Code of Conduct, which is signed by all non-staff personnel, including consultants, thereby extending our organizational values across all professional relationships.

Two major changes that we implemented in 2025-26 had a profound impact on our staff: a reorganization in response to decreased funding, and the relocation of our office. To support staff as much as possible, Oxfam Novib dedicated substantial time and care to ensuring that both the office move and the staff reduction were managed in a responsible and transparent way, upholding our values, safeguarding employee wellbeing, and preserving trust.

We approached the transitions not simply as operational adjustments, but as human processes requiring dialogue, clarity, and support.

5.1.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

During the reporting period, Oxfam Novib had an average workforce of 324 employees, 304 of whom were based in The Hague. This marks a net increase of one employee compared to the previous financial year, primarily driven by organizational requests and employees pursuing external career opportunities. As of March 31, 2026, we had 229 employees with open-ended contracts, just like in the previous reporting period.

The average age of employees was 44.6 years, closely aligned with the prior year's average of 44.2. The average tenure of staff is 8.7 years, with a considerable proportion of employees having worked with the organization for between two and five years. This reflects a combination of long-term experience and ongoing staff renewal. The distribution of contract types provides meaningful insight into the composition of our workforce and informs the organization's approach to talent acquisition, retention, and workforce planning.

5.1.3.1 New employee hires and employee turnover

In 2025-26, Oxfam Novib welcomed 19 new employees, while 40 staff members departed from the organization. Staff turnover stood at 13.1%, marking a decrease from 14.4% in the previous year. Of those who left, 17 employees exited at the request of the organization, 14 pursued external career opportunities, five retired, and four left for personal reasons. Five staff members took on new roles within the organization, compared to 18 in 2024-25; these included three promotions and two lateral moves.

At the close of the reporting period, one vacancy remained open out of a total of 19 vacancies during the year. To ensure operational continuity, Oxfam Novib engaged two temporary employees and short-term specialized expertise, as well as 22 interns.

5.1.3.2 Benefits provided to full-time employees vs temporary or part-time employees

Oxfam Novib regards living wages and living incomes as fundamental human rights. We remain committed to upholding fair remuneration practices for employees, interns, support staff, and workers across relevant supply chains.

Oxfam Novib maintains a freely elected Works Council and labor union representation, in accordance with Dutch labor legislation. We engage employees, unions, and the Works Council in constructive dialogues about working conditions, organizational developments, and matters related to the Collective Labor Agreement (CLA).

We are dedicated to ensuring equal treatment and fair working conditions for all employees, regardless of their contract type. Oxfam Novib provides a comparable and proportionate package of benefits to full-time, part-time, and temporary employees, as outlined in the progressive CLA. The main differences in benefits between these employee categories have to do with contract termination procedures.

In line with the CLA, Oxfam Novib issues employees a standard minimum notice period of four months in the case of a

contract termination. In addition, we have a social plan in case of operational changes or reorganizations, which offers the possibility of extension for up to six months depending on age and years of service. This social plan is valid up to December 31, 2026.

In addition to fair employment practices, Oxfam Novib offers a broad range of benefits and supportive workplace arrangements to promote employee wellbeing, inclusion, and a healthy work-life balance. These include arrangements that combine remote and office-based work, flexible working hours, opportunities to work from abroad temporarily, and commuting allowances. Employees are also offered sabbatical leave options, including the continuation of insurance coverage and pension accrual during the leave period. We further support employees through our right-to-disconnect policy, and through tailored arrangements for pregnancy, nursing, menstrual and menopausal health, and transgender transition support.

5.1.3.3 Parental leave

In 2025-26, thirteen people, of whom ten gave birth and three were partners, made use of Oxfam Novib's parental leave provision. This is a reflection of our commitment to promote shared caregiving responsibilities and a healthy work-life balance. Retention rates following parental leave remained high, with only one male employee leaving the organization within twelve months of his return. This demonstrates the effectiveness of our supportive reintegration practices and our continued focus on long-term staff engagement.

5.1.3.4 Sabbatical leave

In this second year of our sabbatical leave initiative, five employees made use of the program, compared to eight employees in 2024-25. The initiative is designed to promote employee wellbeing by offering staff the opportunity to take an extended meaningful break from their regular duties. It enables employees to recharge mentally and physically, mitigate stress, and reduce the risk of burnout. In addition, a sabbatical leave allows people to pursue personal interests such as travel, volunteering, or skills development and provides time

to reflect on personal and professional goals. This often results in enhanced self-awareness and renewed motivation.

5.2 GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2018

5.2.1 THE BIGGER PICTURE

Oxfam Novib recognizes the importance of proactively managing occupational health and safety (OHS) risks, including physical, psychosocial, and emotional wellbeing. We effectively manage OHS by reducing workplace hazards, implementing preventive and protective measures, and promoting continuous improvement in health and safety practices.

5.2.2 OXFAM NOVIB'S APPROACH

In recent years, the organization has broadened its focus to include psychosocial risks and mental health concerns, recognizing their growing significance within the workplace. This commitment is particularly important given Oxfam Novib's operations in complex and high-risk contexts, including areas affected by conflict and humanitarian crises, where both physical safety and emotional resilience are often challenged.

5.2.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

5.2.3.1 Occupational health and safety management system (workplace safety and emergency preparedness)

Oxfam Novib's office building complies with all relevant Dutch safety regulations and is equipped with fully functional fire detection and evacuation alarm systems. To maintain high safety standards, the fire detection system is tested monthly and inspected annually by a certified external party. We adhere to Dutch national legislation on building safety and follow the company emergency response guidelines (bedrijfshulpverlening, or BHV), which outline legal requirements for on-site emergency response capacity.

In 2025-26, a team of 17 certified emergency response officers (BHVers) supported our emergency preparedness. Ten team members hold full Orange Cross first aid certificates, while two serve as designated

BHV team leaders who are responsible for coordination during emergency situations. During the reporting period, one BHV team leader left the organization; we are trying to fill this vacancy as soon as possible.

To maintain readiness and ensure alignment with safety protocols, all BHVers participated in the annual refresher training, which included a half-day session on fire safety and evacuation procedures and a half-day training on lifesaving first aid. We organized an additional full-day first aid refresher for BHVers holding an Orange Cross first aid certificate. BHV team leaders participated in a specialized full-day refresher program, tailored to leadership in emergency response scenarios.

Our BHV team meets every six to eight weeks to review incidents, conduct evacuation practice sessions, inspect first aid kits, and test emergency communication protocols via the Safeguard app. This app provides the team with real-time attendance tracking, automatic notifications, and streamlined communication through a single digital platform.

On April 10, 2025, Oxfam Novib conducted a full-office evacuation drill as part of the ongoing health and safety preparedness efforts. The exercise simulated a fire outbreak in the first-floor hallway, triggering the evacuation alarm and requiring all staff to proceed to the designated assembly point in the parking area. Our BHVers successfully coordinated the evacuation of the first and second floors, ensuring all staff reached safety. The building was fully evacuated within ten minutes, demonstrating an effective and timely response.

Following Oxfam Novib’s relocation to a new rented office building in October 2025, the BHV team is also required to coordinate with the landlord and its contracted external safety provider. This company is responsible for the building’s evacuation plan and evacuation exercises, in consultation with and supported by input from Oxfam Novib.

5.2.3.2 Occupational health services and sick leave management

As part of our holistic approach to employee wellbeing, Oxfam Novib has implemented

measures to support physical health and comfort in the workplace. All staff are provided with adjustable desks and ergonomic equipment, at the office and at home, which promote a healthy posture, reduce physical strain, and support individual needs.

In partnership with our occupational health agency, we support employees who are on sick leave, while promoting preventive health measures. In 2025–26 we recorded an average sick leave rate of 3.5%. This is significantly lower than the national average of 7.5% and a decrease from the previous year’s rate of 5.3%. At Oxfam Novib, sick leave is mainly triggered by work-related psychological diseases and somatic diseases.

5.2.3.3 Employee wellbeing and engagement

In November 2025, we conducted our fifth annual employee wellbeing and engagement survey. The survey achieved a participation rate of 83%, an increase from 81% in November 2024. Despite the impactful change periods – a reorganization and office relocation – the overall work engagement scores remained stable compared to previous years. We were pleased to see positive feedback regarding the new work environment and the reorganization process. In close collaboration with each team, we will continue to identify specific needs and priorities following the results of the survey, enabling them to perform at their best and fulfill their mission effectively.

To further support employees during the reorganization process, Oxfam Novib’s HRPC team organized a series of resilience and wellbeing workshops, in collaboration with an external consultant. All staff were offered a two-hour workshop – in-person or online – on navigating uncertainty and building resilience. For employees affected by redundancy measures we organized a dedicated workshop focused on resilience, reinvention, and managing change.

We use multiple internal communication channels to share wellbeing-related topics with employees and managers on a continuous and recurring basis. All relevant information is centrally accessible via our intranet platform.

5.2.3.4 Programs supporting employees’ mental wellbeing

Oxfam Novib offers several initiatives to safeguard employees’ psychological safety and wellbeing, including mindfulness programs and platforms such as Headspace and Open Up.

OpenUp, an external platform for psychological wellbeing, gives employees and their family members access to preventive consultations and psychological support services. In 2025–26, 43 employees made use of Open Up’s one-on-one services, and booked 237 sessions with psychologists or health coaches. This is 62% less than in 2024–25, when 113 employees sought support.

In 2025–26, 52 employees registered for OpenUp group services, a 54.4% decrease compared to the 114 employees who registered in the previous year. In addition, 41 employees accessed self-guided care resources, including courses, articles, and check-ins, while 17 family members actively used the OpenUp platform.

Staff mainly sought support for the topics ‘work and development’, ‘stress and resilience’, and ‘relationships and identity’. Despite the lower uptake, user satisfaction remained consistently high, with an average rating of 9.7 out of 10.

Oxfam Novib has several confidential advisors to support staff in dealing with unwanted behavior, both before and during formal complaint-reporting processes. The confidential advisors operate independently, reporting directly to the Board of Directors, and liaising with the Board of Supervisors. They are bound by strict confidentiality and annually report anonymized key findings and trends to the Board of Directors, as well as signaling opportunities for improvement.

In 2025–26, the confidential advisors held 17 staff consultations, a 55% increase on the previous reporting period, partially due to the reorganization. Despite Oxfam Novib’s best efforts to prepare and inform staff of the upcoming personal changes, employees felt that leadership decisions and communication sometimes contained limited details and clarity.

In 2025, our confidential advisors selected two external advisors, based on a tendering process, to offer additional services to Oxfam Novib’s employees.

5.3 GRI 404 TRAINING AND EDUCATION 2016

5.3.1 THE BIGGER PICTURE

In a labor market increasingly shaped by automation and persistent skill gaps, ongoing training and education are critical to sustain a capable and resilient workforce. Oxfam Novib recognizes that continuous professional development is key to maintain organizational effectiveness, and to safeguard the long-term employability and wellbeing of employees.

We provide regular, structured, and relevant learning opportunities to ensure employees keep pace with technological, regulatory, and operational requirements. These efforts support our employees to perform with competence and assurance, while also helping to reduce work-related stress, prevent excessive workload, and enhance job satisfaction.

5.3.2 OXFAM NOVIB’S APPROACH

Oxfam Novib continued to invest in employee wellbeing, learning, and professional development throughout 2025–26. Our Learning & Development Vision, adopted in 2024, guides our approach to strengthening staff capabilities, supporting career development, and building an adaptable and future-ready workforce.

Our training and development programs are designed to meet both current operational requirements and emerging needs. They include technical upskilling, occupational health and safety, leadership strengthening, and sustainability-related competencies. Through this approach, we foster a culture of lifelong, professional growth, and shared responsibility for sustainable development.

5.3.3 OXFAM NOVIB’S STRATEGY AND ACTIONS

5.3.3.1 Programs for upgrading employee skills

In 2025–26, 104 employees (of whom 77 women) participated in 69 training programs and courses, including 62 individually

chosen, 5 centrally organized, and 2 online learning modules. Not included are mandatory trainings, standard online compliance trainings, and the Oxfam Novib induction program.

In the previous period, employees participated in 80 training courses. This decrease has to do with Oxfam Novib’s approach to training, which is now more targeted and needs-based.

We recorded a total of 5,387 training hours (7,141 in 2024–25), averaging 17.7 hours per employee (23.19 in 2024–25). The decrease reflects the increased workload of employees due to the completion of several projects, as well as the reorganization. This created uncertainty for employees, making learning and development a lower priority, while staff reduction also contributed to the decline.

TABLE 2: BREAKDOWN OF TRAINING HOURS AND AVERAGE PER EMPLOYEE

	TOTAL HOURS	AVERAGE HOURS PER EMPLOYEE
Women	4,557	21.7
Men	830	8.83
Managers	315	12.6
Staff	5,072	18.18



5.3.3.2 Type and scope of training programs

Oxfam Novib provides a broad range of optional learning opportunities, including individually selected and organization-wide trainings that are centrally coordinated and accessible to all staff. These courses may be delivered internally by Oxfam Novib staff or externally, and are offered in various formats, including individual and group sessions, as well as online, hybrid, and in-person modalities. In addition, Oxfam Novib requires all employees, or specific staff groups where relevant, to complete a set of mandatory training programs, including:

- Oxfam Code of Conduct & Values
- Safeguarding in Oxfam
- Gender justice
- Induction to security
- Anti-fraud and corruption
- Digital workplace skills
- General data protection
- Health and safety

For the safeguarding and Code of Conduct trainings we offer annual refreshers. Employees who travel to high risk areas on behalf of Oxfam Novib must follow Hostile Environment Awareness Training (HEAT) and hold a valid HEAT certificate.

In 2025-26, 81 employees took part in several centrally-organized, voluntary training sessions. A major success was the internal training on project management skills (one of employees’ top five learning needs), in which six employees from our The Hague office and twelve employees from country offices participated. They were trained as internal project management trainers who can train their colleagues, which some of them already did during the next project management training for 30 participants.

Organization-wide learning initiatives also included an in-person training on Giving & Receiving Feedback, a creative writing workshop, two dedicated sessions for managers focused on Leading in Times of Change and Holding Difficult Conversations, and two online learning modules on Feedback and Time Management. In addition, Oxfam Novib regularly provides

employees with access to online masterclasses through OpenUp.

5.3.3.3 Transition assistance programs

Oxfam Novib supported six colleagues we had to say goodbye to following the reorganization. We offered them career development trainings, as part of their outplacement trajectories. To support the reintegration of employees facing long-term illness, we implemented a so-called second track (tweede spoor) reintegration program as required by Dutch law (the Wet Verbetering Poortwachter). This program provides tailored guidance to help employees explore what they want professionally, and to find a suitable job inside or outside the organization.

In 2025–26, six employees followed this reintegration program, after which four left Oxfam Novib, while two others successfully reintegrated within the organization.

5.3.3.4 Performance and career development reviews

Oxfam Novib remains dedicated to fostering employee development and strengthening the alignment of individual objectives with organizational priorities, through structured performance and career development processes. The annual review cycle for the current reporting period is ongoing and scheduled for completion by May 31, 2026. While final data is not yet available, current progress indicates that the completion rate is likely to match or exceed the 86.6% recorded in 2024–25.

5.4 GRI 405 DIVERSITY AND EQUAL OPPORTUNITY 2016

5.4.1 THE BIGGER PICTURE

Diversity and equity are fundamental components of the social dimension of our ESG commitments. At Oxfam Novib, we understand diversity as the inclusion and appreciation of differences across characteristics such as gender, ethnicity, race, age, sexual orientation, and (dis)-ability. Equity complements this by promoting fair treatment, equal access, and opportunities for all, while addressing systemic barriers to inclusion and participation.

Oxfam Novib believes that a diverse and inclusive workforce strengthens innovation, creativity, and effective decision-making by bringing together a broad range of perspectives and experiences. We are committed to fostering an inclusive organizational culture in which all individuals feel valued, respected, and empowered to contribute to our shared mission of fighting inequality.

5.4.2 OXFAM NOVIB’S APPROACH

Oxfam Novib’s Recruitment & Selection Policy recognizes the essential contribution of our people to our mission and organizational objectives. Guided by our Code of Conduct, core values, and feminist principles, we are committed to attracting and retaining talent that aligns with our dedication to diversity, inclusion, and non-discrimination. Our recruitment and selection processes promote fairness, equal treatment, and equal opportunities for all candidates, regardless of their background or personal characteristics.

5.4.3 OXFAM NOVIB’S STRATEGY AND ACTIONS

In line with our CSR policy and Diversity, Equity and Inclusion (DEI) Roadmap 2023–2026, **Oxfam Novib aims to close the gender pay gap by 2030** and reduce other diversity-related pay gaps through targeted actions and continuous monitoring. As part of this commitment, we will conduct regular equal-pay analyses and report annually in line with the EU Pay Transparency Directive, to ensure greater accountability and transparency in remuneration practices. In addition, we will develop a gender equity plan that addresses broader equity issues, including access to and use of non-salary benefits across different groups within our organization.

In 2025–26, Oxfam Novib completed the final year of its DEI Roadmap. We consolidated progress made over the past three years and strengthened DEI as an integral part of our organizational practice. During this final roadmap year, we increased our efforts to make DEI more visible and actionable. An internal DEI video was developed to reinforce shared

understanding, collective ownership, and awareness of the role of Oxfam Novib’s DEI committee.

To ensure DEI is more consistently embedded in Oxfam Novib’s performance management conversations (Let’s Talk), we created practical guidance for colleagues to set relevant DEI-related goals within the Let’s Talk annual review framework. We integrated DEI considerations into the move to our new office, including into new ways of working and the selection of a catering partner. In 2025-26, the DEI committee also supported the Oxfam Somalia office in exploring its own DEI trajectory, contributing to learning exchange and capacity strengthening within the wider Oxfam confederation.

Oxfam Novib also conducted a self-audit to review policies and practices against the framework of Workplace Pride, an organization supporting diversity in the workplace. This audit provided us with structured insights into strengths and areas for improvement related to LGBTQI+ inclusion. In 2025-26, we developed a framework for a future trajectory on preventing microaggressions, which lays the groundwork for continued action. The DEI committee further contributed to the development of Oxfam Novib’s Corporate Social Responsibility policy. In particular, the committee helped to articulate a clear direction for DEI in the coming period, including the ambition to develop a dedicated gender equity plan, to ensure continuity and sustained progress beyond the DEI roadmap.

Oxfam Novib formally recognizes Ketī Kotī on July 1 as a bank holiday and employees have the possibility to exchange designated Christian holidays for other religious or cultural days off.

5.4.3.1 Diversity of governance bodies and employees

Our Hague-based staff represents a rich diversity of 41 nationalities.

TABLE 3: MEN TO WOMEN RATIO IN THE HAGUE OFFICE 2024-25 AND 2025-26

	2024-25	2024-25	2025-26	2025-26
ORGANIZATIONAL LEVEL	% WOMEN	% MEN	% WOMEN	% MEN
Board of Directors	50	50	50	50
Management	52.6	47.4	58.6	41.4
Other staff	73	27	72	28

Please note that while we deeply value and respect all gender identities, our current analytics are limited to male/female data.

5.4.3.2 Ratio of basic salary and remuneration of women to men

Oxfam Novib conducted a gender pay gap analysis in 2022 and a DEI pay gap analysis in 2024. In the final quarter of 2026, we will prepare for compliance with the EU Pay Transparency Directive through a follow-up gender pay gap analysis. Previous analyses identified only minimal gender pay gaps, while the DEI scan survey and equal pay analysis revealed minor pay differences across the four diversity dimensions assessed. Importantly, the findings showed no evidence of structural inequalities disadvantaging specific minority groups. As the first analysis of its kind conducted in the Netherlands, the DEI pay gap analysis marked an important step toward greater transparency and accountability in pay equity.

5.5.2 OXFAM NOVIB’S APPROACH

Oxfam Novib maintains a zero-tolerance approach to discrimination and harassment, with a strong emphasis on prevention.

This commitment is embedded in our governance structures, daily practices, and a comprehensive framework of policies and procedures that promote ethical conduct and accountability. These include:

- An Anti-Bullying and Harassment Policy supporting a safe and respectful working environment.
- A Code of Conduct, outlining clear standards grounded in human rights, integrity, and non-discrimination.
- A Speak Up protocol, providing accessible and transparent channels for reporting safeguarding concerns, misconduct, or inappropriate behavior, strengthening a culture of accountability.
- A survivor-centered and trauma-informed response framework that ensures allegations are addressed with care, dignity, and justice for those affected.

5.5.2.1 Protection of whistleblowers

We maintain clear policies and transparent reporting mechanisms through our Speak Up Protocol, supported by confidential advisors and safeguarding focal points. All complaints are handled fairly and confidentially.

To further strengthen protection for whistleblowers and reporters, we embed the Dutch Whistleblower Protection Act into our Speak Up Protocol. We do so by providing a safe, inclusive, and supportive environment for all staff, volunteers, partners, and the communities we serve. We have zero tolerance for misconduct,

including sexual exploitation and abuse, bullying, harassment, discrimination, fraud, corruption, exploitation, and abuse of power.

5.5.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

Oxfam Novib categorizes discrimination under interpersonal misconduct, which our safeguarding and integrity experts aim to identify, prevent, and address. We also provide integrity support to the ten country offices where we are an Executing Affiliate. In 2025-26, a total of six new safeguarding incidents were reported. In addition, 30 cases of interpersonal misconduct and nine cases categorized as "other" were submitted through the Speak Up online form⁷.

Regarding interpersonal misconduct incidents, 24 cases were closed after actions were implemented, six after a full investigation, and five were directed to managers or the human resources department. To protect confidentiality, cases involving survivor support are not included in these reported figures.

In 2025-26, Oxfam Novib strengthened employees' understanding of ethical decision-making and fostering a culture of integrity across the organization.

1. We developed a new version of the Ethical Dilemma Game, which integrates a more structured and reflective approach to ethical reasoning and decision-making. We aim to make this "Grey Matters" a visible and practical example of Oxfam Novib's moral deliberation process. The game will be launched in the next financial year.
2. Our bi-monthly *Integrity Matters* newsletter continued to serve as an important awareness and learning tool, sharing policy updates, key insights, real-life case examples, and practical resources related to integrity and ethical conduct. The newsletter helps to translate complex integrity topics into accessible and actionable guidance, while also promoting transparency and highlighting integrity-related initiatives across the organization. Staff feedback indicated that the newsletter contributed to a better understanding of ethical leadership and reinforced confidence in Oxfam Novib's integrity framework. In 2025-26, special editions focused on the Integrity Week 2025 and digital integrity.

3. We further strengthened our Speak Up protocol. Building on previous efforts to simplify guidelines and clarify reporting procedures, roles, and responsibilities, we enhanced awareness and accessibility through the development of briefing materials and videos for events in the Netherlands. These efforts also reinforced protection against retaliation for those raising concerns.
4. We are proud of our leading role in sector-wide integrity initiatives, but also aim to learn how we can continue to strengthen integrity in a world shaped by rapid technological change, geopolitical uncertainty, and shifting societal norms. Therefore, Oxfam Novib initiated an external review of its integrity and safeguarding work by the end of 2025.

Collectively, these initiatives contributed to increased staff engagement, greater confidence in discussing ethical issues, and improved accessibility of reporting mechanisms.



7. The data presented covers our global operations, including our office in The Hague and country offices where we operate as an Executing Affiliate

6. GOVERNANCE PILLAR

6.1 GRI 204 PROCUREMENT PRACTICES 2016

6.1.1 THE BIGGER PICTURE

Procurement is a key component of NGO operations, guiding the responsible acquisition of goods, work, and services. At Oxfam Novib, we uphold high standards of transparency, accountability, and ethical conduct to maintain the trust of donors, partners, and other stakeholders.

6.1.2 OXFAM NOVIB'S APPROACH

Our Sustainable Supply Chain Policy underpins our procurement governance framework. It establishes clear standards that reflect our core values, align with sector best practices, and adhere to international frameworks such as the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the Universal Declaration of Human Rights. The policy integrates donor requirements and aligns with the broader Oxfam confederation.

We implement these principles through Oxfam Novib's Supplier Code of Conduct, which is mandatory for all suppliers. The code defines minimum standards on integrity, impartiality, and professional conduct, and is embedded in procurement processes to ensure that all suppliers are assessed and engaged with these criteria in mind.

Oxfam Novib enforces a zero-tolerance approach to fraud and corruption, and is

committed to preventing human rights violations within its procurement and supply chain activities. Our strong internal control environment supports this commitment, and promotes transparency, accountability, and responsible decision-making.

We prioritize ethical, locally-grounded, and environmentally responsible sourcing practices; we acknowledge their role in supporting local economies, reducing environmental impact, and mitigating supply chain risks.

In our updated CSR policy, we commit to having all suppliers adhere to our ESG standards by 2030. We will not be involved in industries and practices that are incompatible with our mission and values, and update our Exclusion List, supporting a just, inclusive, and sustainable global economy.

6.1.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

Oxfam Novib's Supplier Code of Conduct is integrated into our procurement procedures to ensure consistent application of ethical, professional, and ESG standards throughout our supplier selection and management. We also invest in strengthening our internal procurement capacity by improving systems, enhancing staff awareness, and reinforcing accountability mechanisms across our global operations.

Oxfam Novib does not knowingly engage with suppliers involved in harmful or prohibited activities, including tax evasion, extractive industries, arms trade, illegal logging, and operations in illegally occupied territories. In the updated Exclusion List within our Sustainable Supply Chain policy and Supplier Code of Conduct, we will clearly define prohibited industries and practices. The updated criteria will be implemented as follows:

1. In the initial phase, we prioritize high-impact supplier categories such as financial services (banks, insurers, and pension providers), catering partners, project-related suppliers, and facilities management providers. New suppliers must comply with the updated Exclusion List and demonstrate strong ESG performance. Existing suppliers are systematically assessed against the revised criteria, and if we identify risks or non-compliance, we engage with them in line with the UNGPs to promote corrective actions and improvement. If they do not make meaningful progress, we will responsibly disengage and end our business relationships.
2. From 2030, all suppliers must meet the updated criteria. We will immediately prepare to align our procurement processes and strengthen our monitoring capacity.

6.2 GRI 205 ANTI-CORRUPTION 2016

6.2.1 THE BIGGER PICTURE

Corruption poses a serious risk to the integrity, transparency, and effectiveness of organizations worldwide, including NGOs such as Oxfam Novib. It erodes public confidence, weakens ethical standards, and can severely hinder humanitarian and development efforts. Given the complex and often high-risk contexts in which Oxfam Novib operates, our organization faces corruption risks such as bribery, fraud, theft, nepotism, and the misuse of funds.

Such practices could not only result in financial loss but also in disrupting service delivery, weakened poverty alleviation initiatives, and increased social inequalities. In response, Oxfam Novib is strongly committed to preventing and combating corruption across all areas of operation. We have established comprehensive anti-corruption policies, procedures, and accountability mechanisms. These enable us to proactively identify, mitigate, and respond to corruption risks, to ensure our work remains transparent, ethical, and effective.

6.2.2 OXFAM NOVIB’S APPROACH

Oxfam Novib maintains a zero-tolerance approach toward fraud and corruption. All new employees are required to sign the Oxfam Code of Conduct, confirming their commitment to uphold ethical standards and to refrain from fraudulent or corrupt practices. In addition, mandatory anti-fraud and anti-corruption online training is part of the onboarding process and must be

completed within the first three months of employment.

A similar process applies to our partners. Following a risk assessment, all partners receive Oxfam’s Code of Conduct where needed, alongside our anti-fraud and anti-corruption policies, which they are required to sign. These requirements are reinforced through a workshop at the start of each partnership, followed by periodic sessions throughout the collaboration, focusing on fraud prevention and ethical conduct.

Oxfam Novib’s Anti-Fraud and Corruption Policies set out clear standards for preventing, identifying, and addressing corruption across our operations. They include formal procedures for handling suspected incidents, such as secure internal reporting channels that safeguard whistleblowers, and protocols for external reporting to relevant authorities. To ensure transparency and accountability, performance against these standards is continuously monitored through defined indicators and open communication channels. To strengthen accountability, we have adopted the Misconduct Disclosure Scheme and require all conflicts of interest to be declared and managed. These measures reinforce our commitment to ethical conduct, transparency, and the wellbeing of everyone connected to our mission.

6.2.3 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

Oxfam Novib receives and responds to allegations of fraud and corruption across

its operations. In 2025–26, we received 28⁸ new fraud and corruption cases through our established channels, which is ten more than in the previous year. In total, 15 cases were closed after actions were implemented, including those from previous years. Of these, six were concluded after a full investigation, three were referred to a relevant unit, and six were closed following a preliminary review.

The figures above reflect only formal reports that fall within Oxfam Novib’s integrity mandate, and exclude contacts or inquiries that did not result in a formal report.

6.3 GRI 418 CUSTOMER PRIVACY 2016

6.3.1 THE BIGGER PICTURE

Protecting personal data and privacy remains essential in an increasingly digital operating environment. As awareness around personal data protection grows and regulatory frameworks such as the GDPR become increasingly stringent, ensuring robust privacy practices is more critical than ever. Data breaches not only compromise customer trust but also pose significant risks to our organization, including financial loss, legal consequences, and long-term reputational damage.

6.3.2 OXFAM NOVIB’S APPROACH

Oxfam Novib is committed to protecting the privacy of all its stakeholders. This includes public and private donors, supporters, e-commerce customers, employees, partner organizations, changemakers and communities we work with, suppliers, and

any other parties with whom we engage. We have established clear and accessible channels through which external parties or regulatory bodies can raise privacy-related concerns or complaints. A comprehensive data protection framework underpins our commitment, comprising robust policies, procedures, and technical safeguards to prevent, detect, and respond to potential data breaches.

We apply strict access control principles to ensure that only authorized users and compliant devices can access our systems. Our security standards include data encryption, multi-factor authentication, up-to-date security patching, and real-time threat protection. In addition, we are committed to the responsible and transparent use of artificial intelligence (AI), guided by our Generative AI Policy, Data Breach Procedures, and broader ethical standards. A formal Incident Response Plan and data breach notification protocol further define roles, responsibilities, and escalation procedures.

6.3.3 OXFAM NOVIB’S STRATEGY AND ACTIONS

Oxfam Novib actively maintains reporting channels to receive and respond to privacy-related concerns or complaints. We regularly conduct security reviews and continuously monitor our IT environment to proactively identify and mitigate risks, while closely tracking and timely addressing potential vulnerabilities. With regard to AI, we reinforce its responsible use by requiring approval from our Information Security team for external AI tools, and by conducting annual compliance reviews.

Oxfam Novib strengthens staff’s cybersecurity awareness through monthly training sessions and ongoing internal communication. This equips employees with the skills to recognize threats and apply secure practices in their daily work. In parallel, we regularly update data breach policies and reporting mechanisms to align with evolving legal and regulatory requirements.

In the event of a suspected breach, we activate our Incident Response Plan to ensure coordinated action across relevant teams, which enables timely containment, impact assessment, and compliance with applicable obligations. We further reinforce preparedness through quarterly tabletop exercises, which help identify gaps and continuously improve our response effectiveness. Our structured data breach notification protocol supports timely reporting and response, while our ICT manager is responsible for activating crisis management procedures in the event of a major incident. In 2025-26, we did not record any substantiated complaints regarding breaches of customer privacy or loss of customer data.

8. The data presented covers our global operations, including our Hague-office and EA country offices.

7. GRI CONTENT INDEX

STATEMENT OF USE	Oxfam Novib has reported the information cited in this GRI content index for the period April 1, 2025 – March 31, 2026, with reference to the GRI Standards.	
GRI 1 USED	GRI 1: Foundation 2021	

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	1
	Disclosure 2-2 Entities included in the organization’s sustainability reporting	0
	Disclosure 2-3 Reporting period and frequency	0
	Disclosure 2-5 External assurance	8
	Disclosure 2-6 Activities, value chain and other business relationships	1
	Disclosure 2-7 Employees	2/5.1
	Disclosure 2-8 Workers who are not employees	5.1.3.1
	Disclosure 2-23 Policy commitments	6
	Disclosure 2-28 Membership associations	1
	Disclosure 2-30 Collective bargaining agreements	5.1.3.2
GRI 3: Material Topics 2021	Disclosure 3-1 Process to determine material topics	3.1
	Disclosure 3-2 List of material topics	3.2
	Disclosure 3-3 Management of material topics	

GRI TOPIC STANDARDS		
GRI 305 Emissions, 2016	305-1 Direct (Scope 1) GHG emissions	4.1.3
	305-2 Energy indirect (Scope 2) GHG emissions	4.1.3
	305-3 Other indirect (Scope 3) GHG emissions	4.1.3
	305-5 Reduction of GHG emissions	4.1.2/4.1.4
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	5.1.3.1
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.1.3.2
	401-3 Parental leave	5.1.3.3
GRI 402 Labor/management relations 2016	402-1 Labor/management relations	5.1.3
GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	5.2.3.1
	403-3 Occupational health services	5.2.3.2
	403-10 Work-related ill health	5.2.3.2/5.2.3.3
GRI 204 Procurement Practices 2016	204-1 Procurement practices	6.1.3
GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee	5.3.3.1
	404-2 Programs for upgrading employee skills and transition assistance programs	5.3.3.2/5.3.3.3
	404-3 Percentage of employees receiving regular performance and career development reviews	5.3.3.4
GRI 405 Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	5.4.3.1
	405-2 Ratio of basic salary and remuneration of women to men	5.4.3.2
GRI 406 Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	5.5.3
GRI 205 Anti-corruption 2016	205-1 Total number and percentage of operations assessed for risks related to corruption	6.2.2
	205-2 Communication and training about anti-corruption policies and procedures	5.5.3/6.2.2
	205-3 Confirmed incidents of corruption and actions taken	6.2.3
GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.3.3



OXFAM
Novib