

APPENDIX E

2009-10 Global Reporting Initiative (GRI) and VANOC Customized Index Indicators highlighted in bold were reviewed by PwC.

SECTION	GRI	PAGE	SCORECARD
ACCOUNTABILITY			
Statement from the CEO about the relevance of sustainability to the organization and its strategy	1.1	5-7	
Description of key impacts, risks, and opportunities	1.2		
Name of the organization	2.1	2	
Primary brands, products and/or services	2.2	2	
Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	2.3	24, 29	
Location of organization's headquarters	2.4	2	
Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	2.5	2	
Nature of ownership and legal form	2.6	24	
Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	2.7	24	
Scale of the reporting organization, including: number of employees; net revenues; quantity of products or services provided	2.8	see financial statement 72	
Significant changes during the reporting period regarding size structure, or ownership, including: location of, or changes in, operations, including facility openings, closings and expansions	2.9	24	
Awards received during the reporting period	2.10	39	
Reporting period (such as fiscal/calendar year) for information provided	3.1	24	
Date of most recent previous report (if any)	3.2	24	
Reporting cycle (annual, biennial, etc.)	3.3	24	
Contact point for questions regarding the report or its contents	3.4	n/a	
Process for defining report content, including: determining materiality, prioritizing topics within the report, identifying stakeholders the organization expects to use the report	3.5	26	
Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	3.6	24-26	
State any specific limitations on the scope or boundary of the report	3.7	24-26	
Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations	3.8	24-26	
Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	3.9	24-26	
Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement (such as mergers/acquisitions, change of base year/periods, nature of business, measurement methods)	3.10	n/a	
Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	3.11	24	
Table identifying the location of the Standard Disclosures in the report	3.12	122-125	
Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)	3.13	14	
Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy for organizational oversight	4.1	29	
Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, his/her function within the organization's management and the reasons for this arrangement)	4.2	29	
For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. State how the organization defines "independent" and "non-executive." This element applies only to organizations that have unitary board structures.	4.3	29	
Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Include reference to processes regarding: the use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; informing and consulting employees about the working relationships with formal representation bodies such as organization level work councils; and representation of employees in the highest governance body identify topics related to economic, environmental and social performance raised through these mechanisms during the reporting period.	4.4	29	
Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements) and the organization's performance (including social and environmental performance)	4.5	29	

ACCOUNTABILITY	GRI	PAGE	SCORECARD
Processes in place for the highest governance body to ensure conflicts of interest are avoided	4.7	34	
Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics	4.8	29	
Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. Explain the degree to which these: are applied across the organization in different regions and department/units, and relate to internationally agreed standards.	4.8	inside frontcover 23	
Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance	4.9	30-31	
Process for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	4.10	15,31	
Explanation of whether and how the precautionary approach or principle is addressed by the organization	4.11	36	
Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses. Include date of adoption, countries/operations where applied, and the range of stakeholders involved in the development and governance of these initiatives (such as those involving multi-stakeholders). Differentiate between non-binding, voluntary initiatives and those with which the organization has an obligation to comply	4.12	30	
Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues, or views membership as strategic	4.13	n/a	
List of stakeholder groups engaged by the organization	4.14	32	
Basis for identification and selection of stakeholders to engage	4.15	32	
Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	4.16	15	✓
Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	4.17	32	
Percentage and total number of business units analyzed for risks related to corruption	S02	34	
Percentage of employees trained in organization's anti-corruption policies and procedures	S03	34	
Actions taken in response to incidents of corruption	S04	34	
VANOC's Chief Legal Officer (CLO) oversees all policies and programs relating to corruption, anti-competitive behavior, compliance, non-discrimination, prevention of forced and compulsory labour, and complaints and grievance practices. VANOC is not involved in public policy development; tracking security practices is beyond VANOC's scope; and VANOC does not track violations of indigenous rights.	HR, SO DMA		
Annual Sustainability performance review by VANOC Senior Executive, Board and an external advisory committee	custom	15	✓
Number of identified infractions of ethics policy and program	custom	15	✓
Annual stakeholder review/satisfaction with sustainability reporting	custom	15	✓
ENVIRONMENTAL STEWARDSHIP AND IMPACT REDUCTION			
Total VANOC fuel and electricity use	EN3, EN4	16,49	✓
Energy saved due to conservation and efficiency improvements	EN5	44-45	
Initiatives to reduce indirect energy and reductions achieved	EN7	44-45	
Water sources significantly affected by withdrawal of water	EN9	51	
Location and size of land used within or near protected areas or areas of high biodiversity value	EN11	16	✓
Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	EN12	39-40	
Habitats protected or restored	EN13	40	
Strategies, current actions and future plans for managing impacts on biodiversity	EN14	39-40	
Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	EN15	39-40	
Total GHG emissions from VANOC fuel and electricity use	EN16	16, 49	✓
Other relevant indirect greenhouse gas emissions by weight	EN17	49	

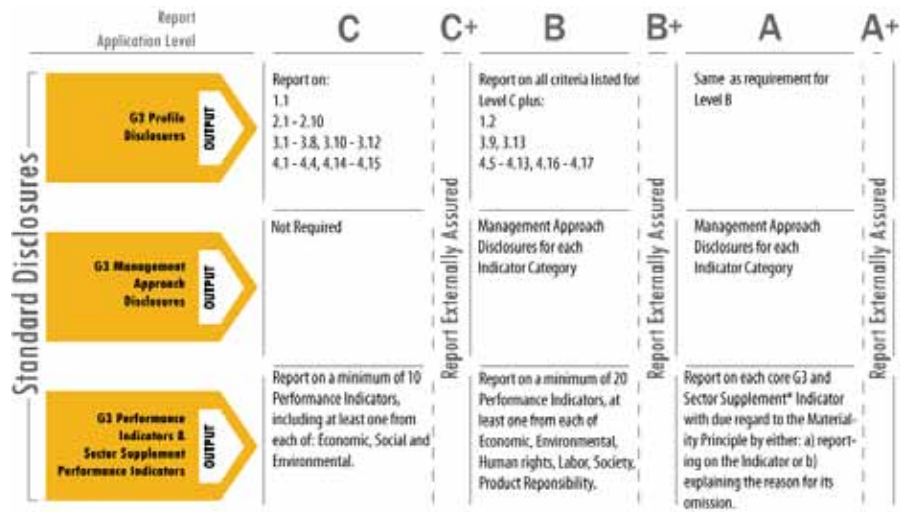
ENVIRONMENTAL STEWARDSHIP AND IMPACT REDUCTION	GRI	PAGE	SCORECARD
Initiatives to reduce greenhouse gas emissions and reductions achieved	EN18	44-45	
NOx, SOx and other significant air emissions by type and weight	EN20	50	
Weight of solid waste diverted from landfill and relative percentage of total solid waste generated	EN22	16, 53	✓
Number and volume of significant spills	EN23	16, 51	✓
Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VII, and percentage of transported waste shipped internationally	EN24	52-53	
Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	EN26	40	
Number of infractions and/or value of monetary fines for noncompliance with environmental laws and regulations	EN28	16	✓
Total water withdrawal by source	EN8	51	
VANOC's executive vice presidents of Venue Construction, Workforce and Sustainability, Services and Games Operations and Sport and Games Operations oversee all policies and programs relating to environmental aspects: materials; energy; water; biodiversity; emissions, effluents, and waste; products and services; compliance; transport; and overall environmental performance.	EN DMA		
Composition of vehicle fleet: percentage with lower-emission features	custom	16	✓
Number of newly constructed Games sport venues and villages targeting LEED green building certification of Silver level or better	custom	16	✓
SOCIAL INCLUSION AND RESPONSIBILITY			
Total workforce by employment type and region	LA1	72	
Percentage of employees covered by collective bargaining agreements	LA4	73	
Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	LA6	73	
Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	LA7	73	
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	LA13	18	✓
Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	SO1	65-66	
Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	EC7	72	
VANOC's executive vice presidents of Workforce and Sustainability and Revenue, Marketing and Communications oversee all policies and programs relating to: community; employment; labour/management relations; occupational health and safety; training and education; diversity and equal opportunity; investment and procurement practices; freedom of association and collective bargaining; and abolition of child labour; customer health and safety; product and service labelling; marketing; communications; customer privacy; and compliance.	SO, LA, HR DMA		
Number of completed accessibility design reviews	custom	17	✓
Number of training positions created and filled by priority populations as a result of collaborations with community organizations, industry, stakeholders and government partners	custom	17	✓
Number of VANOC jobs filled by priority populations through VANOC collaborations with community service providers, industry and government partners	custom	17	✓
Number of non-market housing units as a legacy from the Olympic and Paralympic Village Vancouver	custom	17	✓
Number of affordable beds (for resident workers) as a legacy of the Olympic and Paralympic Village Whistler	custom	17	✓
Number of workplace health and safety incidents reported to Worksafe BC	custom	17	✓
Number of Pre-games and Games-time Volunteers	custom	18	✓
Value of VANOC spending with inner-city businesses or organizations	custom	18, 65	✓
Number of Asset Distribution transactions to priority populations	custom	18	✓
ABORIGINAL PARTICIPATION			
Number and types of strategies to build Aboriginal participation awareness	custom	19, 83	
Initiatives and events to showcase and celebrate Aboriginal arts and culture	custom	19, 82	✓
Value of VANOC spending with Aboriginal businesses	custom	19, 80	✓
Initiatives to celebrate the achievements of Aboriginal athletes and/or engage Aboriginal youth	custom	19, 79	✓
Number of implemented partnership agreements	custom	78	

ECONOMIC BENEFITS

	GRI	PAGE	SCORECARD
Direct economic value generated and distributed	EC1	89	
Significant financial assistance received from government	EC4	89	
Policies, practices and proportion of spending on locally based suppliers at significant locations of operations	EC6	20	✓
Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	EC8	89	
Programs for adherence to laws, standards and voluntary codes related to marketing and communications, including advertising, promotion, and sponsorship	PR6	89	
Number and percentage of suppliers that met Canadian human rights standards	HR2 custom	20	✓
VANOC's Chief Financial Officer, and executive vice presidents for Revenue, Marketing and Communications and Venue Construction oversee all policies and programs relating to the organization's economic performance, market presence, and indirect economic impacts			
Number of audits of licensees and corrective action plans for continuous improvement	custom	20,90	✓
Number and value of Buy Smart Program contracts (sustainability and Aboriginal participation procurement program) and percentage of total value of VANOC contracts	custom	20,90	✓
Number of sustainability innovations identified (venues, villages and operations)	custom	20, 91-92	✓

SPORT FOR SUSTAINABLE LIVING

Number and types of initiatives to support sustainable living	custom	21, 100	✓
Number and type of Paralympic outreach programs	custom	21	✓



*Sector supplement in final version