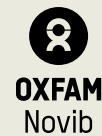


OXFAM NOVIB



CORPORATE SUSTAINABILITY

Report 2024-25



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INTRODUCTION

In line with Oxfam Novib’s commitment to transparency and accountability, we are proud to present our second corporate sustainability report (CSR) for 2024-25, covering the fiscal year from April 1, 2024 through March 31, 2025. Our first CSR assessment was completed in June 2024 and demonstrated our ambition to be a frontrunner in our sector. To further improve this second CSR report, we have added more quantitative data than in last year’s edition. For the next reporting period, we will work on foundational elements such as overall CSR strategy, clear goals, structure, and ownership.

We chose to focus this report on Oxfam Novib’s operations in our The Hague office, as achieving consistency and accuracy across all data sets – and including all intended information – for the country offices for which we are an Executing Affiliate (EA)¹ proved complex. Challenges included localized procurement procedures, infrastructural limitations – such as a lack of sufficient technology – and varying data privacy regulations that restricted the type of data that could be collected and shared. In our third CSR report, we aim to address these challenges and include information from our EA country offices.

In the reporting year, Oxfam Novib collaborated with six other NGOs within Partos, the branch association for development cooperation, to develop a sector-specific sustainability benchmark. This Sustainability Performance Benchmark will help Partos members to publish and compare their sustainability goals and results, in order to speed up sustainability across the sector.

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

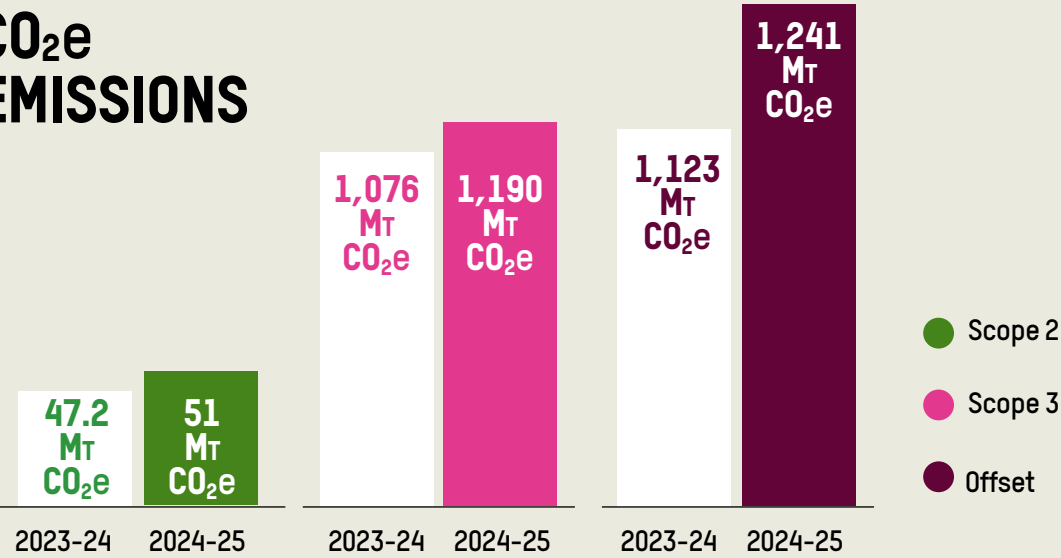
Oxfam Novib stands with these changemakers with our funding, knowledge, and courage. We support them with our thousands of staff and partners, and our millions of supporters. Only by joining forces can we tackle the root causes of inequality and change the systems behind it.

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.

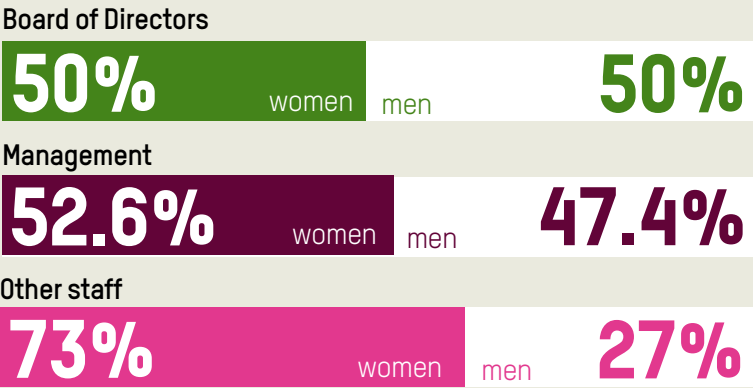
1. In these countries Oxfam Novib is responsible for providing all business support.

2. KEY FIGURES

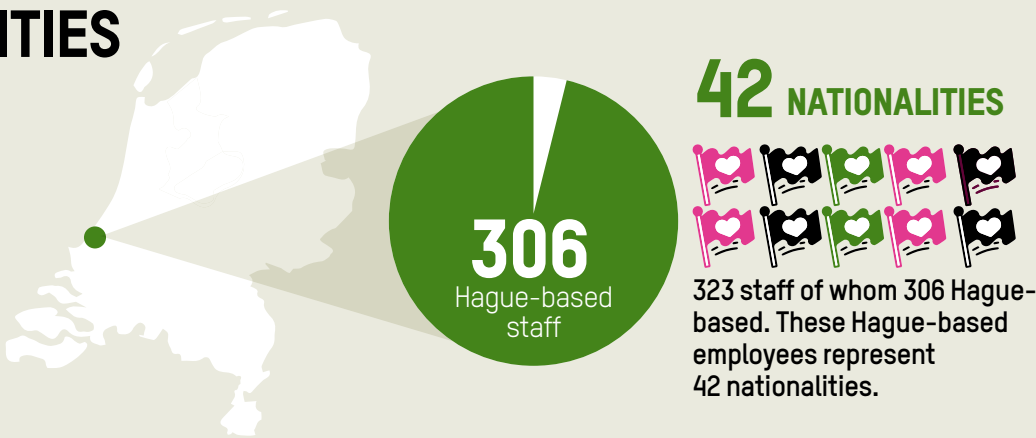
CO₂e EMISSIONS



MEN TO WOMEN RATIO



NATIONALITIES



SICK LEAVE



3. MATERIAL TOPICS

This report has been prepared *with reference* to the Global Reporting Initiative (GRI) standards and references the GRI G4 NGO sector disclosures.² Our decision to use the GRI framework is both strategic and practical. On the practical side, the GRI Standards offer a comprehensive structure for reporting on key environmental, social, and governance impacts. They also provide clear guidance on the types of information to disclose – such as organizational approaches, targets, policies, processes, and progress-tracking methods.

Strategically, by adopting the GRI Standards, Oxfam Novib navigates a rapidly evolving sustainability reporting landscape, including uncertainty about the European CSR directive. The GRI Standards serve as a logical framework that has withstood the test of time and most adopted standards globally. This supports Oxfam Novib’s aim of meeting future reporting requirements, as well as stakeholder demands and expectations.

We strive to align with the core GRI reporting principles of accuracy, balance, clarity, comparability, completeness, context, timeliness, and verifiability. These principles have shaped our approach, helping to ensure that our disclosures are thorough, comprehensive and reliable, reflective of our sustainability performance.

3.1 PROCESS OF DETERMINING MATERIAL TOPICS

The report comprehensively addresses

the material topics encompassing three key pillars of Oxfam Novib’s corporate sustainability strategy: Environmental, Social, and Governance (ESG). The choice of these topics builds on the previous reporting period, during which a dedicated taskforce, comprising representatives from a range of internal stakeholders, guided the identification and prioritization of relevant topics. We added additional disclosures based on feedback from the Works Council.

To enhance the robustness of our topic selection process, we recently started a formal materiality assessment, including internal and external stakeholders, which will inform our disclosures in the next reporting cycle.

3.2 LIST OF MATERIAL TOPICS

Other topic selection criteria included the actual and potential impacts (both

negative and positive) on the ESG aspects of Oxfam Novib’s operations, their relevance to our mission, the availability of robust and reliable data, and continuity with topics addressed in earlier reports. The list of material topics is shown in Table 1, while chapter 7 provides a comprehensive overview of the specific disclosures aligned with the selected GRI Standards.

The structure of the rest of the report is as follows: for each of the selected GRI Standards, we start with a summary of the implications. This is followed by a detailed examination of Oxfam Novib’s approach to sustainability, including the policies, commitments, and actions undertaken to manage the identified topics. Each section concludes with a critical assessment of our strategy and initiatives, aimed at evaluating their impact and identifying opportunities for continuous improvement.

TABLE 1: OVERVIEW OF THE SELECTED GRI STANDARDS

CORPORATE SUSTAINABILITY PILLAR	GRI STANDARD
Environmental	GRI 305 Emissions
	GRI 401 Employment
	GRI 402 Labor/Management relations
Social	GRI 403 Occupational Health and Safety
	GRI 404 Training and Education
	GRI 405 Diversity and Equal Opportunity
	GRI 406 Non-discrimination
	GRI 204 Procurement Practices
Governance	GRI 205 Anti-corruption
	GRI 418 Customer Privacy

2. ‘With reference to’, as opposed to ‘in accordance with’. This is specified in GRI Standard 1. The NGO sector disclosures (2014) can be found here: <https://www.globalreporting.org/search/?query=GRI+g4>

4. ENVIRONMENTAL PILLAR

4.1 GRI 305 EMISSIONS, 2016

4.1.1 The big picture

Greenhouse gas (GHG) emissions are a key driver of global climate change, and the need for accurate measurement and disclosure is more urgent than ever. According to the Intergovernmental Panel on Climate Change (IPCC), climate change represents an urgent and potentially irreversible threat to human societies and the planet. Without ambitious and urgent action, the world could warm by a terrifying 3.1°C by the end of the century, instead of the 1.5°C target established by world leaders in the 2015 Paris Agreement. Millions of people in the Global South have already lost their homes, livelihoods, and loved ones as a result of more dangerous and more frequent floods, droughts, wildfires and storms, caused by a climate crisis they did not create. Climate change has devastating effects on human health, economic security, and biodiversity, impacting agriculture, water access, and housing. Climate-fueled disasters are the number one driver of internal displacement; the number of climate-related disasters has tripled in the past 30 years.

4.1.2 Oxfam Novib’s commitment to climate justice

Oxfam Novib is committed to climate justice as an integral part of our mission and identity within the broader global movement for social equity and sustainability. We stand in solidarity with climate activists, food justice advocates, land rights defenders, small-scale farmers, and Indigenous communities – those who are on the front

lines of the climate crisis, despite having contributed the least to its causes. Our reporting under GRI 305 not only fulfills transparency and compliance requirements but also informs targeted reduction strategies. This approach supports our broader commitment to align with global climate targets, including the ambition of limiting global warming to 1.5°C, as outlined in the Paris Agreement and emphasized by the IPCC.

To mitigate our environmental footprint, we have implemented operational policies that guide both internal practices and external partnerships by promoting a culture of environmental responsibility. These include:

- Oxfam’s Responsible Flying Policy, a confederation-wide initiative encouraging staff to adopt more sustainable travel alternatives and reduce emissions associated with air travel.
- Our Ethical and Environmental Purchasing Policy, which aims to minimize the use of non-renewable resources and reduce negative environmental impacts within our procurement and supply chain activities.

In addition, Oxfam Novib has adopted targeted measures and initiatives aimed at reducing GHG emissions, including the offsetting of GHG emissions associated with our operations (see section 4.1.4). Moreover, we encourage staff to commute by bicycle or public transport, and we provide a vegetarian-only meal option in our staff canteen, to reduce the carbon footprint of food consumption.

While these efforts represent important steps, we recognize that our current emissions reductions are not yet aligned with the level of ambition required to meet global climate goals. We acknowledge the need for deeper, structural change and stronger emissions reduction commitments. We aim to integrate climate considerations into all levels of strategic and operational decision-making, by setting a climate strategy and internal targets in the year ahead.

4.1.3 Our GHG emissions for the fiscal year 2024–25

SCOPE 1 GHG EMISSIONS

Oxfam Novib’s The Hague Office did not generate Scope 1 emissions³ in the reporting period. Oxfam Novib does not own or lease any vehicle in the Netherlands.

SCOPE 2 GHG EMISSIONS

Our Scope 2 emissions – indirect GHG emissions associated with the consumption of purchased energy – primarily result from the use of district heating at our office. Our energy supplier, Eneco, provides monthly invoices that detail energy consumption, which we use to track our emissions.

As of March 31, 2025, our Scope 2 emissions totaled 51 metric tons of CO₂e, an 8.05% increase on the previous reporting period.

3. Scope 1 emissions refer to direct emissions from sources that are owned or controlled by the organization.

TABLE 2: BREAKDOWN OF CO₂e EMISSIONS PER BUSINESS TRAVEL CATEGORY

	FY 2023-24 CO ₂ e EMISSIONS (KG)	FY 2023-24 CO ₂ e EMISSIONS (METRIC TONS)	FY 2024-25 CO ₂ e EMISSIONS (KG)	FY 2024-25 CO ₂ e EMISSIONS (METRIC TONS)
Air	1,013,746.19	1,013.75	896,696.76	896.70
Rail	10,123.53	10.12	8,395.54	8.4
Road	162.71	0.16	53,769.51	53.77
Water	64.07	0.06	40.88	0.04
Accommodation	10,481.50	10.48	96,960.95	96.96
Other (mixed categories)	41,275.28	41.28	133,767.69	133.77
TOTAL	1,075,853.28	1,075.85	1,189,631.33	1,189.63

This increase reflects the fluctuations in heating needs (and thus energy consumption) due to seasonal temperature changes, such as colder or milder winters. We apply a location-based methodology to calculate these emissions, using official [Dutch emission factors](#) to convert our heat consumption into CO₂-equivalent (CO₂e) values.

SCOPE 3 GHG EMISSIONS

Our Scope 3 emissions – indirect emissions that occur in our value chain – arise predominantly from business travel and accommodation. These activities fall under category 6 of the GHG Protocol’s⁴ Scope 3 upstream activities, which includes employee business travel by air, rail, road, and water, along with overnight stays.

For the fiscal year 2024-25, we used a multi-method approach to estimate a total of 1,189.63 metric tons of CO₂e that fall under Scope 3 emissions. This is a 10.56% increase on the 1,076 metric tons of CO₂e reported in the previous year, as shown in Table 2.

Notably, we observed a reduction in emissions from air transport, which reflects our staff’s improved adherence to our Responsible Flying Policy. This corresponds with an increase in emissions from rail and road transport. The relatively high increase

in emissions associated with road transport, mixed categories, and accommodation can primarily be attributed to enhanced data accuracy. Staff increasingly utilized the enterprise resourcing planning (ERP) system to record travel-related activities, leading to more comprehensive reporting. We will continue to improve the accuracy of our Scope 3 emissions.

4.1.4 Emissions offsetting

For the past four years, Oxfam Novib has partnered with the Climate Neutral Group to actively offset GHG emissions associated with our operations. In 2024-25, we offset 100% of our emissions, amounting to 1,240.63 tons of CO₂e covering Scope 2 and Scope 3 emissions⁵.

4.1.5 Data integrity and methodology

Oxfam Novib prioritizes the integrity and quality of emissions data in our

sustainability reporting. We collect and consolidate emissions data from two main sources: our travel agent and our SAP ERP system. Staff members who independently book business travel submit their expense claims through our ERP system, including details on total costs and the nature of activities. These inputs play a key role in ensuring the accuracy of our emissions data.

Each year, we compile and analyze emissions data at the year-end financial closure. This process ensures data completeness for the reporting period and informs our emissions offsetting calculations and annual sustainability disclosures. To ensure our methodology is robust, we apply a multi-method approach to calculate our emissions, using a combination of distance-based, spend-based, and night-based methodologies as summarized in Table 3.

TABLE 3: METHODOLOGIES USED FOR EMISSIONS CALCULATIONS

METHOD	APPLICATION AREA	METHOD
Distance-based	Air and rail travel	Kilometers travelled × 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 2024-25 we used spend-based proxies to estimate accommodation nights for bookings outside our travel agent system, to maintain data consistency across sources

4. The GHG Protocol develops standardized frameworks to measure and manage greenhouse gas emissions, by providing credible, accessible, and widely-used accounting and reporting standards.
5. Oxfam Novib is currently considering to replace our offsetting approach, in line with best practice as formulated by the Science Based Targets initiative (SBTi).



To ensure accuracy and transparency in our carbon reporting, we applied recognized emissions factors from reliable sources across relevant categories. For air travel, we used data from the [CO₂emissiefactoren](#) database. Emissions from hotel stays were calculated using the [Hotel Footprints](#) tool. For ground and water transportation we relied on the [Humanitarian Carbon Calculator](#), which is tailored to sector-specific travel patterns. These standardized tools support consistent

and credible emissions tracking across our operational activities.

In this year’s report we have excluded emissions from vehicle rentals, direct fuel use, and energy-related activities related to purchased fuels. Oxfam Novib does not own vehicles in the Netherlands, and the country’s extensive public transport network significantly reduces our need for vehicle rentals.

As stated in the introduction, Oxfam Novib faced challenges in collecting more comprehensive data from our country offices. In the next fiscal year (2025–26), we will expand data coverage and further improve the quality and reliability of our emissions disclosures, while broadening the activities under our Scope 3 reporting.

5. SOCIAL PILLAR



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

5.1.1 THE BIG PICTURE

At Oxfam Novib, we recognize that the employee-employer relationship is a cornerstone of organizational resilience and ethical responsibility. As a non-profit organization, we view the cultivation of an engaged, skilled, and diverse workforce as both a strategic asset and an ethical imperative. Fair employment practices not only uphold the legal rights in labor relationships but also foster a positive organizational culture that enhances staff wellbeing and satisfaction. By prioritizing inclusiveness, equitable recruitment, and compliance with national and international labor standards, we strengthen trust among stakeholders, ranging from staff and partners to donors and (other) changemakers.

5.1.2 OXFAM NOVIB'S APPROACH

People are at the heart of Oxfam Novib's mission. Our staff is central to advancing our mission to combat inequality. We recognize our vital role as an employer and place a strong emphasis on staff engagement, growth, and wellbeing. Our commitment to attracting, recruiting safely, retaining,

and nurturing talent is reflected in a comprehensive framework of policies that promote fairness, equity, and dignity in the workplace. These include:

- The Recruitment & Selection Policy, which ensures transparency and promotes diversity, fairness and equal opportunities throughout the hiring process.
- The Anti-Bullying and Harassment Policy, which safeguards a respectful working environment, upholding the fundamental human rights and dignity of all staff.
- Our Code of Conduct, which further reinforces the above principles by setting clear expectations for ethical behavior, integrity, and non-discrimination.
- The dedicated Non-Staff Code of Conduct, which all non-staff personnel, including consultants, are required to sign. In this way we extend our values across all working relationships.

5.1.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

As of March 31, 2025, Oxfam Novib employed a total of 323 employees, 306 of whom were based in The Hague. This represents a net increase of two employees in total compared to the previous fiscal year. As of March 31, 2025, we had 229 employees with open-ended contracts, an increase from 200 in the previous reporting period.

Our employees have an average age of 44.2 years, which is consistent with the previous reporting period's average of 44.3. The average employee tenure stands at eight years, with a notable share of the workforce serving between two to five years, indicating both long-term commitment and healthy organizational renewal. This contractual distribution provides valuable insights into the structure of our workforce and informs the development of our talent acquisition, retention, and workforce planning strategies.

5.1.3.1 New employee hires and employee turnover

In 2024-25 we welcomed 51 new hires, while 45 employees left the organization. Our staff outflow was at 14.4%, a reduction from 15.2% in the previous financial year. Eighteen staff took on new roles during the year, with twelve being promoted and six moving laterally. By the end of the reporting period, we had eight open vacancies out of 57 overall vacancies throughout the year. To maintain continuity in our operations, we hired 27 temporary employees and consultants and 24 interns. Oxfam Novib benchmarks the level of internship compensation offered in the sector at least annually, in order to offer internship compensation that is competitive and above average within the sector.

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

Oxfam Novib is committed to ensuring equitable treatment and fair working conditions for all staff, regardless of their contract type. We provide a comparable and prorated range of benefits to full-time, part-time, and temporary employees, as reflected in our progressive collective labor agreement (CLA) – see section 5.4.2 for more information. The main differences in benefits between these employee categories have to do with contract termination procedures.

Our CLA requires Oxfam Novib to issue employees a standard minimum notice period of four months in the case of a contract termination. In addition, we have drawn up 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.

5.1.3.3 Parental Leave

In the 2024-25 reporting year, nine women and six men made use of our parental leave provision; a reflection of our efforts to encourage shared caregiving responsibilities across genders and a healthy work-life balance. Importantly, retention following parental leave remained strong, with only one male employee choosing to leave the organization within twelve months of his return, underscoring our supportive approach to reintegration and long-term employee engagement.

5.2 GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2018

5.2.1 THE BIG PICTURE

To enhance occupational health and safety (OHS), Oxfam Novib proactively identifies, assesses, and manages risks related to the physical, mental, and emotional wellbeing of all individuals working on behalf of the organization.

We effectively manage OHS in order to mitigate hazards, implement preventive and protective measures, and foster a culture of continuous improvement in workplace health and safety conditions. In recent years, we have expanded our focus to address psychosocial risks and

mental health challenges, acknowledging their increasing relevance in our work environments. This is especially critical given that we operate in complex and high-risk settings, including regions impacted by conflict and humanitarian emergencies, where both physical safety and emotional resilience are under pressure.

5.2.2 OXFAM NOVIB'S APPROACH

At Oxfam Novib, we recognize that fostering a positive and inclusive work environment is essential to both staff wellbeing and organizational success. In line with our core values, we continue to develop wellbeing initiatives that prioritize inclusion, care, and connection, thus creating a safer and more supportive workplace for all.

In 2024-25, Oxfam Novib's company doctor conducted a comprehensive risk inventory and evaluation (RI&E) at our request. This assessment employed the Tripod Beta methodology, a globally recognized incident analysis framework that examines organizational safety through eleven basic risk factors. The RI&E process aimed to detect the root causes of the assessed risks, rather than surface-level symptoms. Latent organizational factors contributing to OHS risks were identified by drawing from internal policy reviews, on-site workplace visits, and direct dialogues with employees. The outcome of the assessment was rated 'satisfactory', meaning that no significant high risks were identified. A detailed action plan was developed to address the medium and low risks identified; this plan ensures continuous improvement. Oxfam Novib intends to share these insights transparently with its employees, reinforcing a culture of safety and continuous learning across the organization.

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 applicable safety regulations, and is equipped with fully operational fire detection and evacuation alarm systems. To maintain high safety standards, the fire detection system is tested monthly and inspected

annually by a certified third party. We adhere to Dutch national legislation on building safety and follow the company emergency response guidelines (bedrijfs hulpsverlening, or BHV), which outline legal requirements for on-site emergency response capacity.

In 2024-25 a team of 17 certified emergency response officers (BHVs) supported our emergency preparedness. Ten of them hold full Orange Cross first aid certificates, while two serve as designated BHV team leaders who are responsible for coordination during emergency situations. To ensure continued readiness and alignment with safety protocols, all BHVs participated in the annual one-day refresher training, comprising a half-day session on fire safety and evacuation, plus a half-day on lifesaving first aid. BHVs who hold an Orange Cross first aid certificate receive a full-day refresher in first aid alongside the standard half-day fire and evacuation module. In addition, our two BHV team leaders undergo a specialized full-day refresher course each year, tailored to leadership in emergency response scenarios. Our BHV team meets every six to eight weeks, to review recent incidents, conduct dry-run evacuations, test first aid kits, and practice emergency communication protocols via the Safeguard app. This app provides the BHV team with real-time attendance tracking, automatic notifications, and communication tools, all on one digital platform.

On April 23, 2024, we conducted a full-office evacuation drill as part of our ongoing safety and preparedness efforts. The drill simulated a fire outbreak in the first-floor pantry, triggering the evacuation alarm and prompting all staff to proceed to the designated assembly point in the parking area. Our BHVs 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.

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, which promote a healthy posture, reduce physical strain, and support individual needs.

In partnership with our occupational health agency, Oxfam Novib supports employees who are on sick leave, while promoting preventive health measures. In 2024-25 we recorded a sick leave rate of 5.3%, slightly above the national average of 5.2% and an increase on the previous year's rate of 4.77%. At Oxfam Novib, sick leave is mainly triggered by stress, anxiety, and the dynamics of professional relationships. In response, we introduced targeted interventions at the organizational and departmental levels (see 5.2.3.3).

5.2.3.3 Work-related ill health and supporting mental wellbeing

In November 2024, we conducted our fourth annual employee wellbeing and engagement survey in collaboration with a specialized company. The survey achieved an 81% participation rate, which is an increase from 78% in the previous year. Encouragingly, our Employee Net Promoter Score continues to show steady improvement, and job satisfaction has increased compared to the previous two years. We identified a slight increase in the level of employee engagement and a slight decrease in burnout risks, when compared to the previous year.

One of the survey's conclusions is that high workload is the major driver of stress for 79% of our staff. While work-life balance and cross-departmental collaboration have shown modest year-on-year improvements, they remain areas for continued focus. Employees also report that the emotional demands of their (humanitarian) work significantly contribute to stress and impede their ability to recover and stay resilient.

In 2024-25, Oxfam Novib's Human Resources, People & Culture (HRPC) unit launched several initiatives to safeguard employees' psychological safety and wellbeing amid today's social, political, and economic uncertainties. These tailored interventions offer mental health and lifestyle support to staff and their family members,

through platforms such as Headspace, mindfulness programs, and OpenUp. OpenUp is an external platform for psychological wellbeing, where employees can find preventive consultations and psychological support services; it is also accessible to employees' family members. In addition, we encourage staff to use Oxfam's performance management process Let's Talk for open discussions around workload, emotional strain, and stress management.

During the reporting period we observed a marked increase in staff engagement with our wellbeing services. Participation in OpenUp's group support sessions grew substantially, with 114 employees registering – a 375% increase on the 24 registrations made in the previous year. These sessions are facilitated by mental health and lifestyle experts, and offer mindfulness practices, group discussions, and masterclasses on topics such as resilience, navigating change, and menopause.

Additionally, 113 employees made use of OpenUp's one-on-one support sessions; this is a 303.6% increase on the 28 users recorded in the prior period. Their feedback remained positive, with an average satisfaction score of 9.9 out of 10. This improved score reflects the continued efforts of our HRPC unit to increase the use of support services, through enhanced internal communications and the introduction of tailored courses for our staff.

Oxfam Novib also has several confidential advisors who offer careful guidance, both before and during formal complaint-reporting processes for unwanted behavior. These advisors operate independently, reporting directly to the Board of Directors and liaising with the Board of Supervisors, and are bound by strict confidentiality. Each year, they provide – anonymized – key findings and trends to the Board of Directors, as well as signaling any opportunities for improvement.

From September 1, 2022, to March 31, 2024, the confidential advisors held eleven staff consultations. Although we did not

disaggregate the data to show how many consultations occurred in the final twelve months (i.e. the previous reporting year), the number of consultations clearly increased with 14 consultations taking place between April 1, 2024 and March 31, 2025.

Key observations and trends emerging from the 2024-25 period include:

- Rising concerns linked to shifts in the global and national political and funding environments, which continue to impact human rights work.
- A marked increase in staff consultations during periods of organizational change in response to budget cuts; particularly when leadership communication is perceived as unclear, inconsistent, or lacking transparency.
- Anticipated staff anxiety related to the upcoming reorganization, with heightened uncertainty around roles and contract security.
- Fragmentation across current support mechanisms – including Country Advisors in EA countries, the integrity unit, HRPC, and the Works Council – underscores the need for a more integrated reporting and support system to reduce duplication and enhance data analysis.
- Inconsistencies in the responsiveness of teams in EA countries to ad-hoc requests from Hague-based teams, indicating a need to reinvest in structured, regular communication.

In response to the last two points, Oxfam Novib is introducing a revised approach, featuring an expanded network of Hague-based and EA-based Country Advisors, aimed at closing existing support gaps and providing more accessible, coordinated assistance to staff.

5.2.3.4 Employee sabbatical leave program

In 2024-25, eight employees made use of our newly-introduced sabbatical leave initiative. This program was established to promote employee wellbeing by offering staff the opportunity to take an extended, meaningful break from their routine responsibilities. The sabbatical leave is designed to help

employees recharge mentally and physically, reduce stress, and prevent burnout. It also allows people to pursue personal interests such as travel, volunteering, or learning new skills, and provides time for reflection on personal and professional goals. This often leads to increased self-awareness and renewed motivation.

5.3 GRI 404 TRAINING AND EDUCATION 2016

5.3.1 THE BIG PICTURE

In a rapidly evolving labor market marked by increasing automation and skill shortages, training and education play a vital role in ensuring workforce adaptability and resilience. Our organization recognizes that continuous learning is essential not only for maintaining competitiveness, but also for supporting the long-term employability and wellbeing of our people. We provide regular, relevant training to help employees keep pace with technological, regulatory, and operational changes in their roles. These efforts empower our teams to perform effectively and confidently, while helping to minimize workplace stress, prevent overload, and promote job satisfaction.

5.3.2 OXFAM NOVIB'S APPROACH

Our training programs are tailored to meet both current and emerging needs, and include technical upskilling, health and safety, leadership development, and sustainability-focused modules. Through this approach, we foster a culture of lifelong learning, performance excellence, and shared responsibility for sustainable development.

5.3.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

In 2024-25, Oxfam Novib offered 80 training programs. We recorded a total of 7,141 training hours, averaging 23.19 hours per employee, which corresponds to an average of three working days per employee spent on education in the reporting period. Female employees participated in three times more trainings than their male counterparts, reflecting our active commitment to inclusive learning and development.

5.3.3.1 Programs for upgrading employee skills

We delivered training through internal and external facilitators, in both individual and group settings, using physical, online, and hybrid formats. All staff members are required to complete mandatory training modules, which include:

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

For the Code of Conduct and safeguarding trainings we offer annual refreshers. In addition, staff traveling to high-risk areas on behalf of Oxfam Novib must complete a Hostile Environment Awareness Training and hold a valid certificate.

In 2024-25, 62 employees took part in several centrally-organized, voluntary training sessions. We designed the Oxfam Novib Learning and Development plan, including a dedicated landing page on our intranet that provides a one-stop shop for staff to access learning and development resources. We also addressed employees' top three learning needs through two online courses – Time Management and Feedback – and in-person trainings on Giving &



Receiving Feedback. Lastly, in March 2025, we launched the Training of Trainers in Project Management initiative. Through this course, a limited number of employees will qualify as internal trainers, offering a standardized project management training to colleagues at Oxfam Novib and the ten country offices of which Oxfam Novib is an Executing Affiliate.

5.3.3.2 Transition assistance programs
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 offers support to employees to help them define what they want professionally, and to find another job inside or outside the organization. In 2024-25, one employee left Oxfam Novib after completing the program, while two others are continuing their reintegration journey.

5.3.3.3 Performance and career development reviews
Oxfam Novib remains committed to supporting employee growth and enhancing the alignment of individual goals with organizational priorities, through structured performance and career development reviews. The annual review process for the current cycle is ongoing and scheduled for completion by May 31, 2025. Although final figures are not yet available, the current state of affairs suggests that the completion rate will be consistent with or higher than the 86.56% achieved in 2023-24.

5.4 GRI 405 DIVERSITY AND EQUITY OPPORTUNITY 2016

5.4.1 THE BIG PICTURE
Diversity and equity are essential pillars of the social dimension of our ESG commitments. At Oxfam Novib, we understand diversity as the recognition and appreciation of differences – encompassing gender, ethnicity, race, age, sexual orientation, and (dis)ability. Equity goes a step further, ensuring fair treatment, access, and opportunity for all by addressing and removing systemic barriers to inclusion. We believe that a diverse and inclusive workforce enhances innovation,

creativity, and effective problem-solving by bringing a wide range of perspectives into decision-making. Oxfam Novib is committed to embracing diversity and fostering an environment where all individuals and communities feel valued, respected, and empowered in our collective mission to combat inequality.

5.4.2 OXFAM NOVIB’S APPROACH

Oxfam Novib’s Recruitment & Selection Policy reflects the vital role our people play in our success. Guided by our Code of Conduct, core values, and feminist principles, we strive to attract and retain talent that shares our commitment to a diverse, inclusive, and non-discriminatory workplace. Our recruitment practices prioritize fairness, equality, and equal opportunities for all, regardless of background.

5.4.3 OXFAM NOVIB’S STRATEGY AND ACTIONS

Oxfam Novib is proud to be the first organization within the Netherlands to have conducted an equal pay analysis based on diversity dimensions other than gender. In June 2024, an external consultancy firm conducted an independent DEI scan survey and equal pay analysis at Oxfam Novib, achieving a 62% response rate. To maintain strict GDPR compliance, we shared anonymous HR data securely with the firm for validation and analysis.

The survey was a follow-up of our DEI Roadmap 2023-2026, and included a thorough workforce diversity assessment and a pay gap analysis. The first phase identified seven key dimensions of diversity: cultural background, physical ability, neurodiversity, sexual orientation, gender identity, religion, and personality. Responses were benchmarked against the consultancy firm’s national inclusion index to determine the relative performance. The second phase of the study examined potential pay disparities across four diversity dimensions: cultural background (including country of birth – the Netherlands or elsewhere – and Global North versus Global South origin), sexual orientation, personality, and (dis) ability.

The insights from this survey informed targeted actions to further close gaps and strengthen our inclusive culture (also see 5.4.3.2). Such actions include initiatives to address microaggressions and facilitate courageous conversations. As part of our aim to strengthen interpersonal connections and foster a sense of belonging, we encourage staff to engage with initiatives such as our Viral Change program, the OxFun committee, and informal social networks. Viral Change is a bottom-up program that actively promotes new behaviors within the organization; OxFun organizes informal events and parties for Oxfam Novib employees.

Oxfam Novib takes pride in offering an attractive, progressive, and inclusive CLA that reflects our values. In 2024-25, we enhanced our CLA with meaningful updates, incorporating flexible and progressive benefits that address the diverse needs of our workforce. These include the option to work from abroad, financial and psychological support for healthy working from home, special arrangements during pregnancy and lactation, attention to menstrual and menopausal health, and a transparent gender transition policy. Furthermore, the CLA offers a sabbatical leave, the continuation of insurance and pension accrual, the right to disconnect, the ability to exchange designated Christian holidays for other days off, and the formal recognition of Ketī Koti on July 1 as a bank holiday.

In the reporting period we co-organized a self-audit from the LGBTQIA+ perspective, supported by Workplace Pride, an organization supporting diversity in the workplace. The recommendations included examining ways in which Oxfam Novib can best promote LGBTQIA+ employee networks and initiatives, reflecting on HRPC topics that are critical for LGBTQIA+ staff, and ensuring that DEI checks are included in procurement decisions.

5.4.3.1 Diversity of governance bodies and employees
Our Hague-based staff represents a rich diversity of 42 nationalities. Our men to women ratio is shown in Table 3.

TABLE 3: MEN TO WOMEN RATIO IN THE HAGUE OFFICE 2023-24 AND 2024-25

	2023-24	2023-24	2024-25	2024-25
ORGANIZATIONAL LEVEL	% WOMEN	% MEN	% WOMEN	% MEN
Board of Directors	50	50	50	50
Management	52	48	52.6	47.4
Other staff	69	31	73	27

Please note that while we deeply value and respect all gender identities, our current analytics are limited to male/female data. Following the identification of diversity dimensions in our just-concluded DEI Scan survey, we aim to take up this information in our next CSR.

5.4.3.2 Ratio of basic salary and remuneration of women to men
Oxfam Novib has previously recorded a minimal gender pay gap. The DEI scan survey and equal pay analysis revealed minor pay gaps across the four diversity dimensions. On average, heterosexual staff members earn 3.1% more than people with another sexual orientation. Colleagues with disabilities earn 5.3% less than employees without disabilities. People born in the Global North earn 5.6% more than those born in Global South countries (cultural background), and extroverted staff members have salaries that are 6.4% higher than those of their introverted colleagues (personality traits).

Importantly, the findings did not indicate any structural inequalities disadvantaging specific minority groups. As the first analysis of its kind in the Netherlands, this initiative represents a pioneering step toward greater transparency in pay equity. Oxfam Novib plans to repeat the analysis biannually to track progress and deepen understanding of how diverse identity factors intersect with compensation. The insights gained will inform our ongoing commitment to fairness, inclusion, and continuous improvement.

5.5 GRI 406 NON-DISCRIMINATION 2016

5.5.1 THE BIG PICTURE
Organizations should aim to ensure that everyone is treated fairly, has equal access to opportunities, and feels valued. Discrimination in any form can significantly impact employee wellbeing, morale,

and performance. It also undermines organizational integrity and effectiveness, while increasing reputational risks. Therefore, Oxfam Novib has implemented safeguarding mechanisms to identify, prevent and address discriminatory practices.

5.5.2 OXFAM NOVIB’S APPROACH
As a global organization working with partner organizations and changemakers worldwide, Oxfam Novib is committed to advancing equal rights and dignity for all, regardless of gender, identity, ethnicity, or background. Central to this commitment is our dedication to fostering a safe, respectful, and inclusive organizational culture – one that actively challenges all forms of harassment, discrimination, and abuse of power. In our operations, we maintain a zero-tolerance approach to discrimination that prioritizes prevention. This commitment is embedded in our governance structures, daily practices, and a comprehensive set of policies that promote ethical conduct. These include our:

- Anti-Bullying and Harassment Policy, supporting a safe working environment.
- Code of Conduct, outlining clear standards rooted in human rights, integrity, and non-discrimination.
- Speak Up protocol, providing accessible and transparent channels for reporting safeguarding concerns, misconduct, or any inappropriate behavior, maintaining a culture of responsibility.
- Survivor-centered and trauma-informed response framework in which allegations are addressed, ensuring care, dignity, and justice for those affected.

Our efforts reinforce our broader commitment to a culture of ethics, transparency, and accountability, both within our organization and across the communities we serve. In 2024-25, we contributed to global safeguarding efforts in the following ways:

- We supported safeguarding focal points in country offices in high-risk contexts with vital advice and training, promoting a survivor-centered approach. In addition, we provided introductory trainings to new focal points.
- In Oxfam-wide working groups, we co-created new tools and materials to improve the implementation of safeguarding policies across the confederation.
- We embedded integrity into the program cycle, helped to identify potential risks in project proposals, ensured the uptake of robust integrity clauses in partner and supplier contracts, and supported the development of a safeguarding framework for partnerships.

5.5.3 OXFAM NOVIB’S STRATEGY AND ACTIONS

Oxfam Novib categorizes discrimination under interpersonal misconduct. In 2024-25, we focused on moving integrity topics beyond compliance. We prioritized prevention, enabling staff to proactively recognize and address risks at an early stage. Through four activities, we aimed to increase staff understanding of ethical decision-making.

1. The Ethical Dilemma Game is a monthly activity in which units (and country offices) explore various integrity challenges that employees face in their work, through

- open, reflective conversations. Results include:
- 70% of units actively engaged with the initiative, creating opportunities for ethical reflection that may not have occurred through conventional channels.
 - 200+ staff members contributed to dilemma-based conversations, collectively fostering a stronger culture of ethical awareness and shared accountability.
 - 60+ team members submitted outcomes, showcasing how diverse groups approached complex dilemmas, and offered practical solutions and new perspectives.

Building on this success, by the end of the fiscal year Oxfam Novib had started developing an Ethical Dilemma Game 2.0, to expand its reach beyond our organization. We are now designing a version tailored to humanitarian and development organizations, and another one intended to help businesses navigate ethical issues.

2. More than 100 staff members participated in discussions about our bimonthly case studies, which were based on real organizational dilemmas, and embedded integrity as a living and evolving practice. These informal discussions were not recorded, creating a trusted space to explore ethical challenges openly and connect them to the daily work of the staff. Their qualitative feedback emphasized appreciation for the safe, relevant, and accessible format.

By combining the structured approach of the Ethical Dilemma Game with real cases and open dialogues, we strengthened staff confidence, engagement, and shared ownership of ethical decision-making across the organization.

3. Our *Integrity Matters* newsletter shared policy updates, key insights, real case examples, and learning resources. This

newsletter serves as a practical tool to make integrity actionable, promoted transparency, and highlighted integrity-related initiatives across the organization. Staff feedback confirmed that the newsletter demystifies complex topics and reinforces Oxfam Novib's commitment to ethical leadership.

4. Our Speak Up protocol allows staff to report misconduct, safeguarding concerns, and ethical violations through accessible channels. In the previous year we had simplified guidelines and clarified reporting steps, roles, and responsibilities, while also strengthening protection against retaliations. In 2024-25, we launched a Speak Up awareness campaign – including posters and digital materials – highlighting our reporting channels, the importance of speaking up without fear, and real examples of how and why to report concerns.



6. GOVERNANCE PILLAR

6.1 GRI 204 PROCUREMENT PRACTICES 2016

6.1.1 THE BIG PICTURE

Procurement is a critical component of NGO operations, guiding the responsible acquisition of goods, works, and services. At Oxfam Novib, we uphold high standards of transparency, accountability, and ethical conduct to maintain the trust of donors, partners, and stakeholders. Transparent and competitive procurement processes help to ensure value for money, reinforce organizational integrity, and strengthen stakeholder confidence. By adhering to ethical standards, we actively prevent fraud, corruption, and human rights violations. We implement robust risk management practices – including risk assessments and due diligence – to align procurement decisions with our mission and to safeguard organizational resources. In support of our sustainability goals, we prioritize ethically sourced, locally produced, and environmentally responsible goods and services. In addition, we invest in internal capacity building to continuously improve procurement systems and promote responsible sourcing across all operations.

6.1.2 OXFAM NOVIB'S APPROACH

Oxfam Novib's Sustainable Supply Chain Policy underpins our procurement governance, setting out key principles that reflect our core values, align with sector best practices, and adhere to international

frameworks such as the UN Guiding Principles on Business and Human Rights, the UN Global Compact, and the Universal Declaration of Human Rights. The policy integrates donor requirements and aligns with the broader Oxfam confederation.

We enforce a zero-tolerance policy for fraud and corruption throughout our procurement activities. A clear segregation of duties and rigorous documentation underpin our commitment to transparency and accountability.

6.1.3 OXFAM NOVIB'S STRATEGY AND ACTIONS

To uphold ethical and professional standards across our supply chain, Oxfam Novib requires all suppliers to sign the Oxfam Supplier Code of Conduct. This code reinforces principles of impartiality, integrity, and professional competence among those involved in procurement and supply chain activities.

6.2 GRI 205 ANTI-CORRUPTION 2016

6.2.1 THE BIG PICTURE

Corruption poses a serious risk to the integrity, transparency, and effectiveness of organizations globally, including NGOs such as Oxfam Novib. It undermines public trust, compromises ethical conduct, and can significantly hinder humanitarian and development outcomes. Operating in

complex and often high-risk environments, Oxfam Novib is exposed to corruption risks that include bribery, fraud, theft, nepotism, and misappropriation of funds.

These practices could not only result in financial loss but also in disrupting service delivery; it could undermine poverty reduction efforts and deepen social inequalities. In response, Oxfam Novib is strongly committed to preventing and combating corruption across all areas of operation. We have implemented robust anti-corruption policies, procedures, and accountability mechanisms. These help us to proactively identify, manage, and address corruption risks to ensure our work remains transparent, ethical, and impactful.

6.2.2 OXFAM NOVIB'S APPROACH

As part of our risk-based approach, we conduct comprehensive assessments for all units. All new staff members are required to sign the Oxfam Code of Conduct, affirming their responsibility to uphold ethical standards and reject fraudulent or corrupt behavior. In addition, anti-fraud and anti-corruption training is a mandatory component of our onboarding process, to be completed within the first three months of employment.

Our partners undergo a similar process. Following a risk assessment, all partners receive Oxfam's Code of Conduct where needed, as well as our anti-fraud and anti-corruption policies, which they are required

to sign. These expectations are reinforced through a workshop at the start of each partnership, with follow-up sessions held throughout the collaboration, focusing on fraud prevention and ethical conduct.

Oxfam Novib’s Anti-Fraud and Corruption Policy defines clear standards for preventing, detecting, and addressing corruption across our operations. It establishes formal procedures for managing suspected cases, including secure internal reporting mechanisms that protect whistleblowers, and protocols for external reporting to relevant authorities. To uphold transparency and accountability, we continuously monitor our performance against these standards using defined indicators and open communication channels.

6.2.3 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

Oxfam Novib receives and responds to allegations of fraud and corruption misconduct made in our operations. Given that we manage anti-fraud and corruption as part of our safeguarding initiatives, the strategies mentioned under section 5.5 on anti-discrimination also apply to anti-corruption.

In 2024-25, we recorded 18 new fraud and corruption cases. Of these, 16 cases were closed after appropriate actions were implemented, while one was referred to a relevant authority for further handling. This represents a slight decrease compared to the previous reporting period, during which 19 cases were addressed with implemented actions, three were referred, and four cases were closed after a thorough investigation.

The figures presented above reflect only formal reports that fall within the mandate of our integrity experts. These do not include contacts or inquiries that did not result in a formal report, nor do they capture cases deemed outside the scope of our integrity framework. To protect confidentiality, we have excluded cases where survivor support was provided. These statistics represent data from our global operations, including our The Hague office and country offices to which we are an Executing Affiliate.

6.3 GRI 418 CUSTOMER PRIVACY 2016

6.3.1 THE BIGGER PICTURE

Safeguarding customer privacy remains a top priority in today’s digital landscape. 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 e-commerce customers, (private) donors, partner organizations, suppliers, and any other parties with whom we maintain relationships. We have established clear channels to receive and address privacy-related concerns or complaints from external parties or regulatory bodies, ensuring accountability and transparency in our data protection practices.

Our organization has established robust policies, procedures, and technical safeguards to prevent, detect, and respond to data breaches, even in the absence of confirmed incidents. Access to systems is governed by strict compliance controls, ensuring that only devices and users meeting minimum security requirements are granted access. These requirements include data encryption, current security updates, multi-factor authentication, and real-time protection. In addition, we conduct regular security audits and continuously monitor our IT environment to proactively identify and address potential threats.

Cybersecurity awareness is a core part of customer privacy. We deliver monthly training sessions and share ongoing guidance through newsletters, to help staff recognize risks and adopt best practices in their daily work. In the event of a suspected breach, our Incident Response Plan enables coordination among relevant teams to

contain the threat, assess potential impact, and fulfill any legal or regulatory obligations. This plan is regularly tested through quarterly tabletop simulations to identify gaps and strengthen our overall readiness to respond swiftly and effectively.

6.3.3 OXFAM NOVIB’S STRATEGY AND ACTIONS

Oxfam Novib has implemented a comprehensive framework to ensure the protection of stakeholder data. This framework includes a data breach notification protocol that outlines clear procedures for employees to report and respond to potential breaches. In the event of a major incident, the ICT Manager is responsible for activating crisis management procedures.

In 2024-25, there were no substantiated complaints regarding breaches of customer privacy. There have been no identified leaks, thefts, or losses of customer data with regards to Oxfam Novib IT systems. However, there was one incident with an Oxfam Novib supplier responsible for sending invoices to donors. This supplier was hacked and its data were compromised. We reported the incident to the Dutch Data Protection Authority (Autoriteit Persoonsgegevens), which launched an investigation and concluded that Oxfam Novib customer data had not been compromised.



7. GRI CONTENT INDEX

STATEMENT OF USE	Oxfam Novib has reported the information cited in this GRI content index for the period April 1, 2024 – March 31, 2025 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	1
	Disclosure 2-3 Reporting period, frequency and contact point	0
	Disclosure 2-5 External assurance	-
	Disclosure 2-6 Activities, value chain and other business relationships	0
	Disclosure 2-7 Employees	1
	Disclosure 2-8 Workers who are not employees	1
	Disclosure 2-23 Policy commitments	
	Disclosure 2-28 Membership associations	1
	Disclosure 2-30 Collective bargaining agreements	
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	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 403 Occupational Health and Safety	403-1 Occupational health and safety management system	5.2.1
	403-3 Occupational health services	5.2.3.1
	403-10 Work-related ill health	5.2.3.2/5.2.3.3
GRI 404 Training and Education	404-1 Average hours of training per year per employee	5.3.2
	404-2 Programs for upgrading employee skills and transition assistance programs	5.3.3
	404-3 Percentage of employees receiving regular performance and career development reviews	5.3.4
GRI 405 Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	5.4.2.1
	405-2 Ratio of basic salary and remuneration of women to men	5.4.3.2
GRI 406 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	5.5.2
GRI 205 Anti-corruption	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	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.3.3



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