

Technical Report

Piloting WEGA Organisational Well-being Model

Well-being Disclosure in Indonesia

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Executive Summary

Organisational well-being starts with measuring what matters. The WEGA Organisational Well-being Model, proposed by the Well-being and EESG Alliance (WEGA) and the Centre for Governance and Sustainability at the National University of Singapore (NUS) Business School, aims to be a tool for organisations to assess their well-being efforts.

The model spans six pillars: Life Satisfaction, Health, Economic Well-being, Environmental Well-being, Social Well-being and Governance. Each pillar is split into two measurement categories along the “Theory of Change”: Input & Output (the resources an organisation commits and the activities it delivers for well-being) and Outcome & Impact (the measured changes those activities produce and their longer-term contribution to well-being).

This study applies the measurement model to the sustainability reports of the top 50 listed companies in Indonesia. It aims to examine the feasibility of the WEGA model and discover areas of strength and improvement in Indonesian companies’ reporting. The study records whether an indicator in the WEGA model is reported and does not reflect the state or progress of the company’s well-being efforts in real life.

Key Findings

- Across nearly all 50 companies and all six pillars, Input & Output disclosure substantially exceeds Outcome & Impact disclosure. Even the highest-scoring company covers only 27.0% of all indicators in the WEGA Organisational Well-being Model.
- Outcome & Impact disclosure is lowest emptiest for the Social Well-being pillar and nearly as bare for Life Satisfaction and Governance. It is comparatively higher in the Environmental Well-being pillar, likely because of existing climate-reporting practices.
- Where inputs are disclosed, they concentrate in Governance, Social Well-being and Health, indicating that disclosure is richest where it overlaps conventional governance and social reporting.
- Companies with a standalone Sustainability Report generally sit higher, while those relying on an Integrated Report or Annual Report cluster at the bottom, suggesting that disclosure infrastructure is associated with higher disclosure coverage.

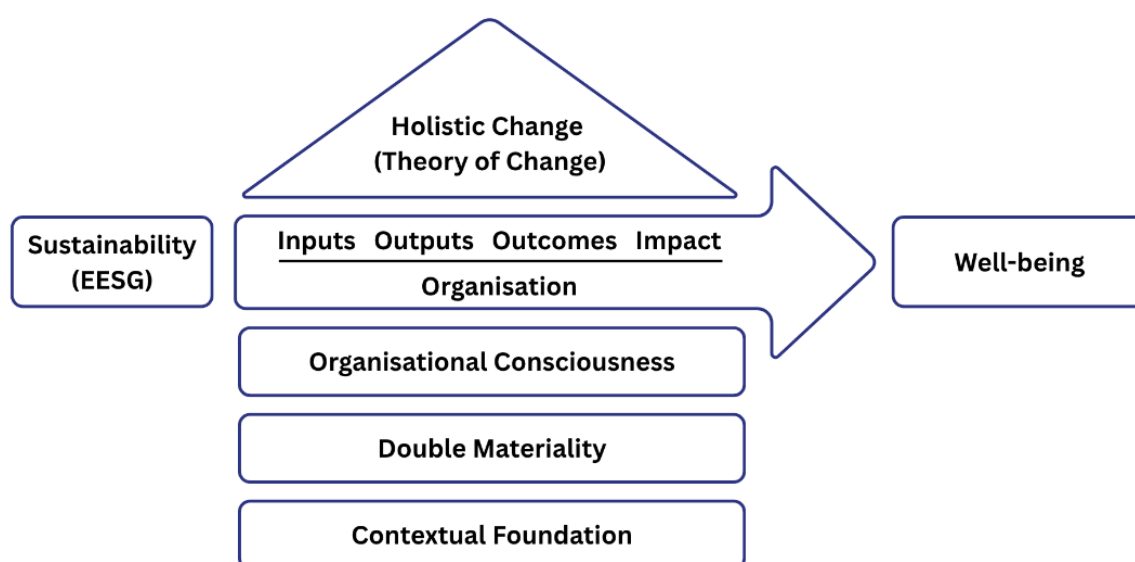
The pilot study suggests that Indonesian corporate disclosure today is more of an input-and-output nature and less about outcomes and impact. The WEGA Organisational Well-being Model should be communicated as a maturity pathway that expects well-being outcome coverage to start near zero and rewards its growth. Current disclosure gaps in social well-being point to a need for more organisational attention and help in measurement infrastructure in this area.

Introduction

Like a window, company disclosures offer views into a company. Financial statements, sustainability reports, climate reports and more depict its performance in various aspects. Many metrics are tracked, but they may not always show how the organisation is contributing to sustainability and well-being, for itself and for larger ecosystems. Additionally, organisational well-being disclosures tend to lean towards narrower areas of employee health and satisfaction.¹

A more comprehensive model, the WEGA Organisational Well-being Model, was proposed by the Well-being and EESG Alliance (WEGA) and the Centre for Governance and Sustainability at the National University of Singapore (NUS) Business School.² It considers well-being as that of the organisation, its communities, and the environment.

Figure 1: Conceptual Foundation of WEGA Organisational Well-being Model³



In the conceptual foundation of the WEGA Organisational Well-being Model, the organisation starts with a consciousness to care for a larger ecosystem. The double materiality approach is adopted, where an organisation considers both financial materiality (how sustainability issues affect it financially) and impact materiality (how the

¹ Wilcox, A., & Koontz, A. (2022). Workplace well-being: Shifting from an individual to an organizational framework. *Sociology Compass*, 16(10), e13035. <https://doi.org/10.1111/soc4.13035>

² Loh, L., & Ang, H. M. (2026, September). *Measuring well-being impact for all: WEGA Organisational Well-being Model*. Well-being and EESG Alliance (WEGA); Centre for Governance and Sustainability, NUS Business School. https://bschool.nus.edu.sg/cgs/wp-content/uploads/sites/145/2026/09/CGS_WEGA_Measuring-Well-being-Impact-for-All_WEGA-Organisational-Well-being-Model.pdf

³ Ibid.

organisation affects the environment and society). The conceptual foundation also takes into account the influence of unique contextual conditions, such as geographic region, resources, laws, industry, climate and others.

To enable holistic change, the framework connects change across individuals, organisations and partnerships, while applying the theory of change from inputs and outputs to outcomes and impacts. Actions are guided through Economics, Environmental, Social and Governance (EESG) lens, with well-being as the ultimate aim.

A Measurement Model for Assessing Well-being Efforts

The above conceptual foundation guided the development of the WEGA Organisational Well-being Model, a research project sponsored by TPC (Tsao Pao Chee) and NO.17 Foundation. It is part of the sponsors' broader integrated well-being measurement initiative and is subject to future consolidation and reframing.

The model was developed using three complementary sources: indicators from selected company reports across China, Indonesia, India and Singapore; indicators from selected sustainability reporting and well-being frameworks; and insights from an expert panel with collective sustainability experience across these geographies.

Table 1: WEGA Organisational Well-being Model (Pillars and Sub-themes Only)⁴

Life Satisfaction	Health	Economic Well-being
• Meaning & Purpose • Time Use • Learning & Development	• Physical Health • Mental Health • Workplace Safety	• Individual Financial Security • Financial Resilience
Environmental Well-being	Social Well-being	Governance
• Climate Action & Energy Transition • Circular Economy & Waste Management • Nature & Biodiversity	• Organisational Culture • Diversity, Equity & Inclusion • Community Relationships	• Accountability • Labour & Human Rights • Transparency

⁴ Loh, L., & Ang, H. M. (2026, September). *Measuring well-being impact for all: WEGA Organisational Well-being Model*. Well-being and EESG Alliance (WEGA); Centre for Governance and Sustainability, NUS Business School. https://bschool.nus.edu.sg/cgs/wp-content/uploads/sites/145/2026/09/CGS_WEGA_Measuring-Well-being-Impact-for-All_WEGA-Organisational-Well-being-Model.pdf

Spanning the pillars of Life Satisfaction, Health, Economic Well-being, Environmental Well-being, Social Well-being and Governance, this measurement model offers indicators for organisations to assess their well-being efforts in these areas.

For each pillar, indicators are segregated into two sections: conditions driving change (inputs and outputs) and progress against targets and timeline (outcomes and impacts).

In addition, an organisation could assess its maturity stage for each pillar—Latent, Aware, Committed and Embedded—according to the extent to which the pillar is strategised, tracked and overseen within the organisation.⁵ This allows the organisation to identify areas of strengths and improvement, devise strategies and allocate resources accordingly.

Appendix 1 shows the concise WEGA model with indicators and maturity stages. Appendix 2 shows the model's detailed indicators and referenced frameworks.

A Focus on Indonesia

This report applies the WEGA Organisational Well-being Model to the 50 largest companies listed on the Indonesia Stock Exchange (IDX). The aim is not to rank or judge individual companies, but to test whether the model behaves sensibly on real data and to examine which pillars are well or poorly covered in practice.

Indonesia is a geography of interest. It ranks first in Southeast Asia and 16th in the world for economy size.⁶ Its population, which crossed 290 million in 2026, has nearly 70% in the working-age bracket.⁷ Indonesians perceive their well-being favourably—in the Global Flourishing Study where respondents from 22 countries reported views of their own lives, Indonesia achieved the highest median score.⁸

Indonesia's regulatory context is also relevant to how corporate well-being disclosure takes shape. Since the issuance of Financial Services Authority (OJK) Regulation No. 51/POJK.03/2017, financial services institutions, issuers and public companies have

⁵ Loh, L., & Ang, H. M. (2026, September). *Measuring well-being impact for all: WEGA Organisational Well-being Model*. Well-being and EESG Alliance (WEGA); Centre for Governance and Sustainability, NUS Business School. https://bschool.nus.edu.sg/cgs/wp-content/uploads/sites/145/2026/09/CGS_WEGA_Measuring-Well-being-Impact-for-All_WEGA-Organisational-Well-being-Model.pdf

⁶ World Bank Group. (n.d.). *Indonesia*. Retrieved September 24, 2026, from <https://www.worldbank.org/ext/en/country/indonesia>

⁷ Baskoro, F. M. (2026, August 4). Indonesia surpasses 290 million people: Here are the quirky facts you didn't know. *Jakarta Globe*. https://jakartaglobe.id/news/indonesia-surpasses-290-million-people-here-are-the-quirky-facts-you-didnt-know#goog_rewarded

⁸ Hannany, Z., & Fiqri M, S. (2026, May 8). Indonesia tops US in survey on wellbeing perceptions. *IDN Financials*. <https://www.idnfinancials.com/news/63596/indonesia-tops-us-in-survey-on-wellbeing-perceptions>

been required to publish a sustainability report, which may be presented either as a standalone document or as part of the annual report. In addition, Law No. 40 of 2007 on Limited Liability Companies (Article 74) requires companies whose business activities are in, or related to, natural resources to carry out social and environmental responsibility (Tanggung Jawab Sosial dan Lingkungan, TJSL), which has made community programmes a long-standing feature of Indonesian corporate practice. Looking ahead, Indonesia's Sustainability Disclosure Standards, PSPK 1 and PSPK 2, which are adopted from IFRS S1 and S2, take effect from 1 January 2027. Together, these requirements help explain the reporting formats and disclosure patterns observed in this study.

The following report sections will detail the methodology, findings, discussion and conclusion.

Methodology

This study tests the feasibility of applying the WEGA Organisational Well-being Model to publicly available corporate disclosures. The sample comprises the 50 largest companies listed on the Indonesia Stock Exchange, based on market capitalisation, as published on the Indonesia Stock Exchange website (www.idx.co.id) and accessed on 20 August 2026. The analysis covers reports for the 2025 reporting year (FY2025). Their sustainability reports and equivalent publications were analysed to determine whether the model can be applied consistently across companies and whether it can reveal broad patterns in the coverage of organisational well-being.

Appendix 1 presents the full list of indicators in the WEGA model. The indicators are organised across six pillars—Life Satisfaction, Health, Economic Well-being, Environmental Well-being, Social Well-being and Governance—and divided into two measurement categories. The first covers conditions driving change, including organisational inputs and outputs such as policies, investments, programmes and activities. The second covers progress, including outcomes and impacts that illustrate whether organisational efforts have produced measurable changes over time.

For each listed company, the latest sustainability report or equivalent publication available as of 18 September 2026 was obtained from public sources. Equivalent publications included integrated reports and, where a standalone sustainability report was unavailable, annual reports containing relevant sustainability information. Each report was downloaded individually in PDF format from the company's official website or other public sources and then processed into machine-readable text. The reports were reviewed by the data science team at CESGS, Universitas Airlangga. For each indicator, a semantic search was used to identify candidate passages that addressed the indicator's meaning rather than relying on exact keyword matches. The system then assessed whether each passage substantively met the indicator. Every decision was documented with a short reasoning note, the verbatim excerpt supporting the decision, and its surrounding context (such as the report section in which it appears). An indicator was recorded as disclosed when the report contained information that substantively addressed it. The number of disclosed indicators was then expressed as a share of the applicable indicators in each pillar and measurement category, enabling comparison of disclosure coverage across the sample.

The resulting percentages should be interpreted as disclosure-coverage rates rather than measures of corporate performance. They indicate whether information corresponding to an indicator is publicly reported, but do not assess the quality, credibility or effectiveness of the underlying practice. A higher score therefore means that a company reports on a larger share of the model's indicators; it does not

necessarily mean that the company achieves stronger well-being outcomes or is improving more quickly. Differences in reporting format and level of detail may also affect the observed coverage.

Findings

The WEGA Organisational Well-being Model was applied to the sustainability reports and equivalent publications of the 50 largest companies listed on the Indonesia Stock Exchange. The model spans six pillars—Life Satisfaction, Health, Economic Well-being, Environmental Well-being, Social Well-being and Governance—and organises indicators into two measurement categories: Conditions driving change, referring to the inputs and outputs such as organisational commitments and activities; and progress against targets and timeline, referring to the outcomes and impacts that arise from the well-being efforts. Based on the presence of relevant information rather than an assessment of corporate performance, the results reveal several broad patterns in the model's feasibility and how organisational well-being is currently reported.

Overall Disclosure Patterns

The most prominent pattern is the concentration of disclosure in Input & Output, with substantially less information reported under Outcome & Impact. This pattern is observed across nearly all 50 companies and all six pillars. Companies generally provide information on the resources they commit, the policies they establish and the activities they undertake, but offer much less evidence on the changes arising from these efforts. The distinction between the two measurement categories therefore reveals a clear gap between reporting on organisational action and reporting on its results.

Outcome & Impact disclosure is particularly limited in the more human-centred pillars. Social Well-being records almost no such disclosure across the sample, while Life Satisfaction and Governance show similarly sparse coverage. Environmental Well-being is the main exception, with more consistent reporting of emissions, energy and waste outcomes. This may reflect the more established measurement and reporting infrastructure for environmental performance. In contrast, comparable approaches for assessing social and broader well-being outcomes appear to be less developed, making these effects more difficult for companies to measure and communicate.

Where Input & Output information is disclosed, the strongest coverage is found in Governance, Social Well-being and Health. Companies commonly report governance policies and structures, community programmes and investments, as well as workplace health initiatives. This suggests that well-being disclosure is currently most developed in areas that already overlap with conventional governance and social reporting. These established reporting practices provide a useful foundation, although they do not yet translate consistently into information on how the organisation fosters well-being outcomes and longer-term impact.

The Outcome & Impact results in the Economic Well-being pillar should be interpreted with particular caution because the category contains only four indicators. Several lower-ranked companies record rates of between 25% and 50%, although these percentages may arise from the disclosure of only one or two indicators, such as revenue. The small denominator can therefore give disproportionate weight to a limited number of disclosures. Future refinement of the WEGA model should increase the number of indicators in this category, or adjust for weightage.

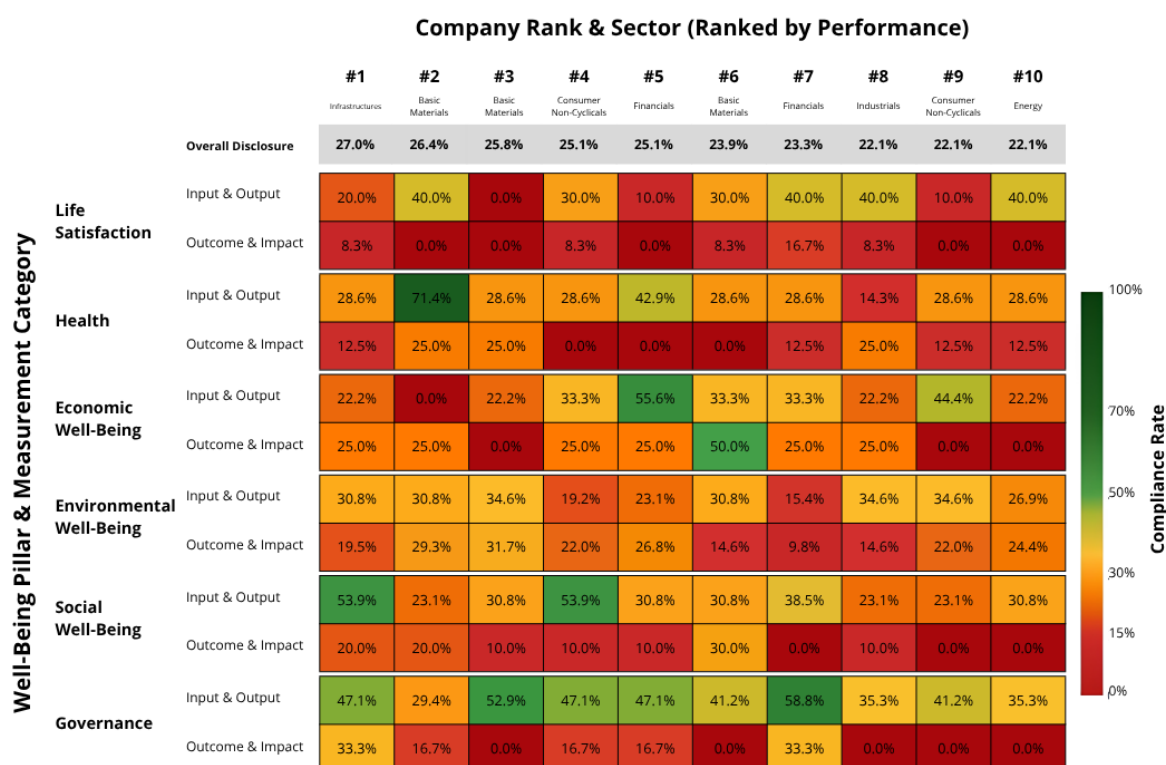
The type of report used is also associated with the depth of disclosure observed. Companies publishing a dedicated Sustainability Report generally record higher coverage than those relying on an Integrated Report or Annual Report. This does not in itself establish a causal relationship, but it suggests that dedicated sustainability-reporting processes may provide stronger systems for collecting, organising and presenting information relevant to the WEGA indicators. Report type should therefore be considered when interpreting differences in disclosure coverage across companies.

Disclosure Patterns in Tiers

The 50 companies were ranked in descending order according to their disclosure coverage against the WEGA model indicators and grouped into five equal tiers of ten companies each.

For each tier, disclosure coverage is presented as a heatmap across the six pillars and the two measurement categories—Input & Output and Outcome & Impact—allowing patterns within and across tiers to be compared.

Figure 2: Well-being Disclosure Coverage in Tier 1 Companies (#1 to #10)

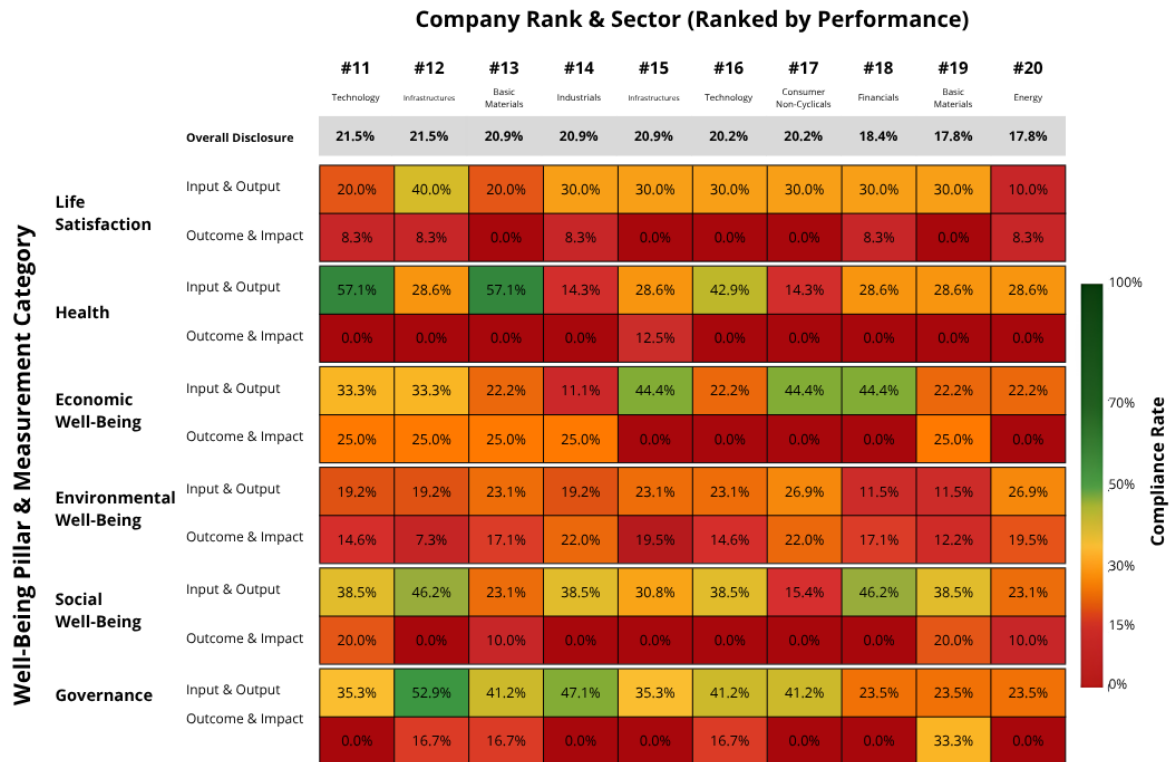


In Tier 1, no company exceeds 30% in overall disclosure coverage, with the highest recorded rate standing at 27.0%. Disclosure is strongest under the Input & Output category, particularly for Governance and Social Well-being. The highest coverage recorded for Social Well-being Input & Output is 53.8%, while Governance Input & Output reaches 58.8%.

By contrast, Outcome & Impact disclosure remains limited, although selected companies record comparatively higher coverage in Economic Well-being, Governance and Environmental Well-being. The relatively stronger environmental outcome coverage among extractive-sector companies may reflect more established measurement and reporting practices in this area.

Outcome disclosure for Health and Life Satisfaction remains minimal across the tier. Overall, even among the leading companies, disclosure remains concentrated on organisational commitments and activities, with evidence of outcomes largely confined to selected environmental and economic indicators.

Figure 3: Well-being Disclosure Coverage in Tier 2 Companies (#11 to #20)

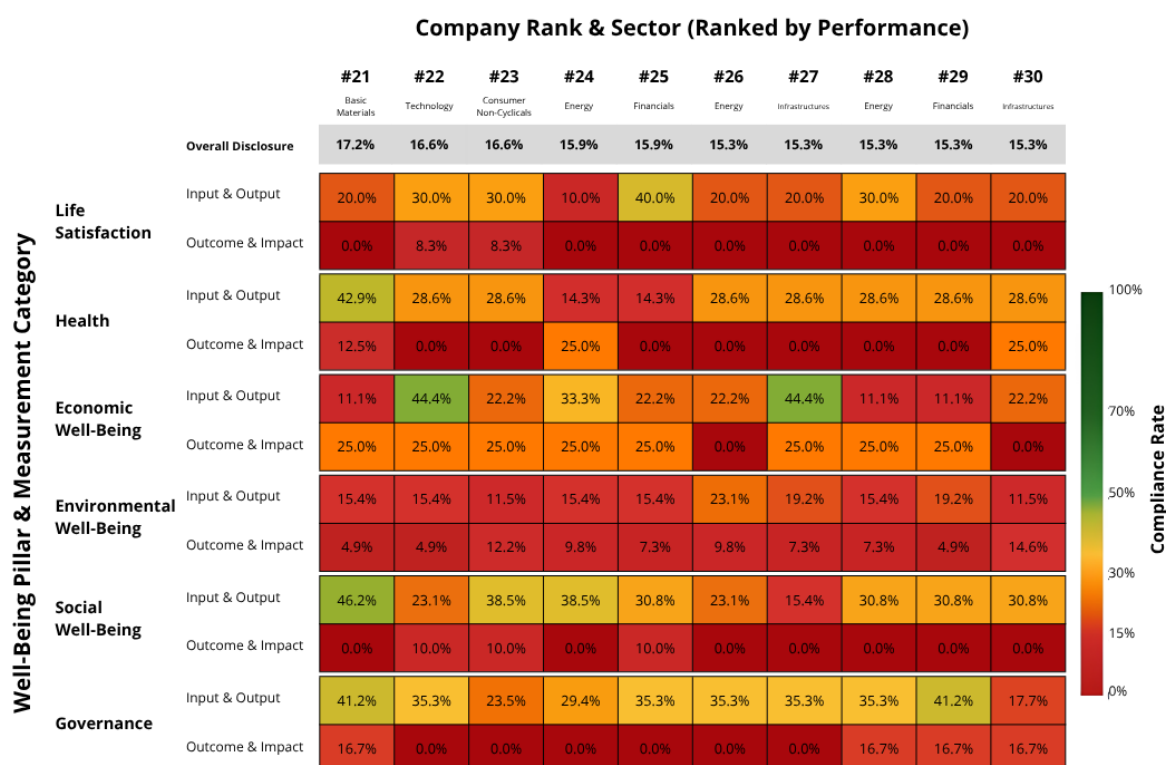


Tier 2 records overall disclosure coverage of between 17.8% and 21.5%, reflecting a similar pattern to Tier 1 at moderately lower levels. Among the pillars, Input & Output disclosure in this tier is highest for Health (57.1%) and Governance (52.9%). Notably , the two companies which achieve the highest disclosure coverage for Health Input & Output are both from the infrastructure sector.

In contrast, Outcome & Impact disclosure remains limited. It is slightly more common in Environmental Well-being, the only pillar where all 10 companies' Outcome & Impact coverage is above 0.0%.

Overall, the findings reinforce that the reporting gap between organisational activities and evidence of their outcomes extends beyond the leading tier and is a consistent feature of current disclosure practice.

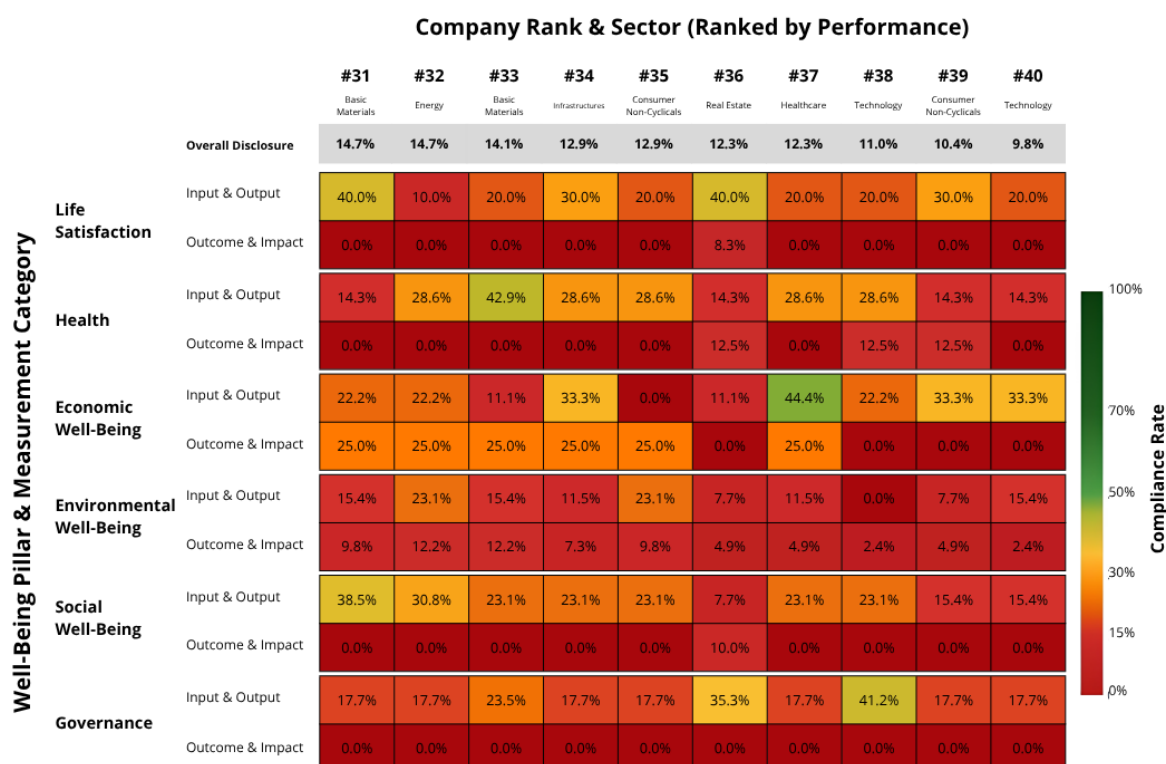
Figure 4: Well-being Disclosure Coverage in Tier 3 Companies (#21 to #30)



Tier 3 records a relatively narrow range of overall disclosure coverage, from 15.3% to 17.2%, indicating limited variation among these ten companies. Disclosure remains concentrated in the Input & Output category, where the highest recorded coverage reaches 46.2% for Social Well-being, 44.4% for Economic Well-being and 42.9% for Health.

In contrast, Outcome & Impact disclosure is almost entirely absent, apart from limited coverage in Environmental Well-being and recurring Economic Well-being rates of 25.0%. As the latter category contains only four indicators, this percentage may represent the disclosure of a single indicator and should not be interpreted as evidence of broad economic well-being impact reporting.

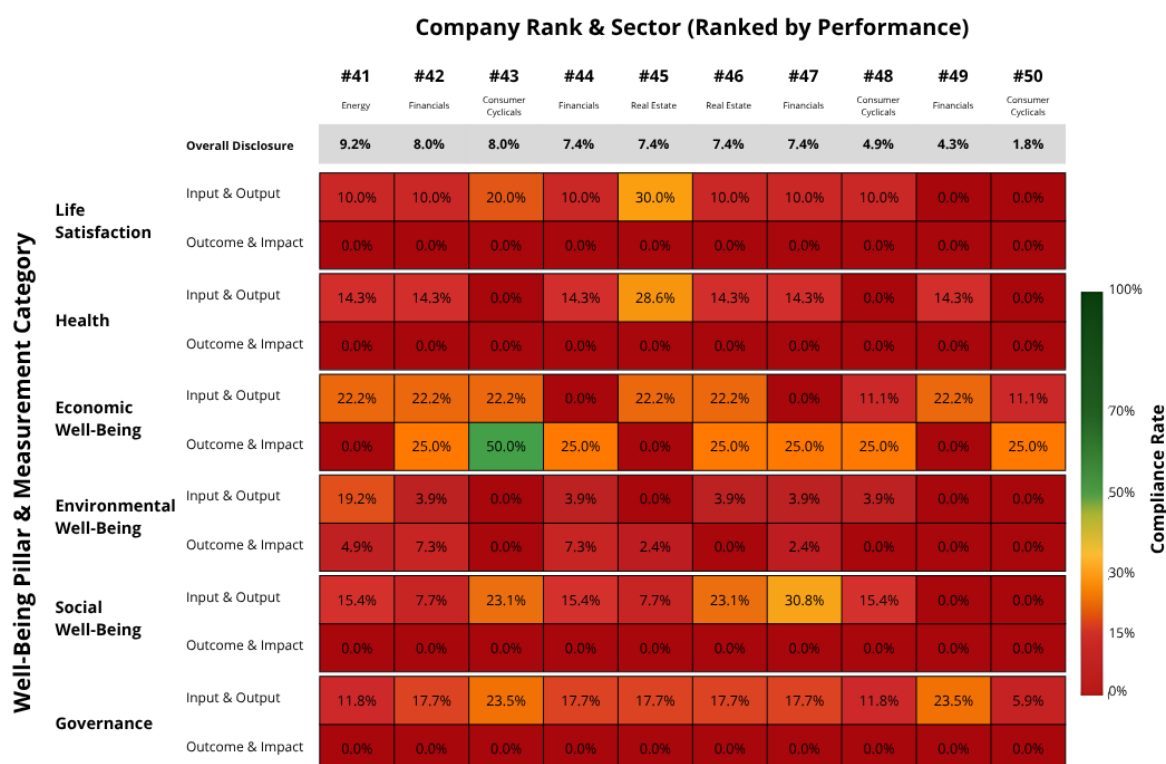
Figure 5: Well-being Disclosure Coverage in Tier 4 Companies (#31 to #40)



Tier 4 records overall disclosure coverage below 15%. In this tier, Outcome & Impact disclosure is almost entirely absent, with many recorded instances of 0.0% across pillars. Input & Output disclosure also becomes more limited across the board. Selected companies nevertheless record comparatively higher coverage for Input & Output in particular pillars, reaching 44.4% for Economic Well-being, 42.9% for Health and 41.2% for Governance.

These instances are isolated rather than representative of broader reporting across the tier. Overall, disclosure in Tier 4 is largely confined to selected programmes and policies, with little corresponding information on their outcomes or impacts.

Figure 6: Well-being Disclosure Coverage in Tier 5 Companies (#41 to #50)



Tier 5 records overall disclosure coverage of between 1.8% and 9.2%, reflecting substantial gaps across both measurement categories. Outcome & Impact disclosure is 0.0% across almost all pillars. The main exception is Economic Well-being, where six companies record 25.0% and one records 50.0%. However, as this category contains only four indicators, these percentages may represent the disclosure of only one or two financial indicators and should not be interpreted as evidence of broad well-being impact reporting. Overall, the findings show that isolated financial or policy disclosures do not compensate for the absence of wider organisational well-being reporting, while also reinforcing the need to account for small indicator bases when interpreting or refining the model's scoring approach.

Taken together, the findings show that organisational well-being disclosure remains concentrated on commitments, policies and activities, while evidence of outcomes and impacts is limited across all five tiers. Environmental Well-being is the principal area in which outcome reporting is more established, whereas the human-centred pillars remain comparatively under-reported. The pilot therefore demonstrates the value of the WEGA model in identifying where current disclosure practices are more developed and, importantly, where stronger measurement approaches and reporting capacity are still needed.

Discussion

The pilot points to a consistent feature of current organisational well-being reporting: companies disclose substantially more information on commitments, policies and activities than on the outcomes and impacts arising from them. This pattern is evident across all five tiers and shapes how the results should be interpreted.

Understanding the Outcome and Impact Gap

Several factors may account for this gap. Inputs and outputs are generally within organisational control and can be tracked within a reporting period, whereas outcomes often require longitudinal data and clearer attribution. Many human-centred outcomes, including trust, dignity and community well-being, also lack the established definitions and measurement protocols available for environmental performance. In addition, prevailing reporting frameworks have historically placed greater emphasis on activities and operational metrics. As a result, higher disclosure coverage indicates more extensive reporting, but not necessarily stronger evidence of well-being effects.

An Indonesia-specific factor may further widen this gap. Indonesia's Sustainability Disclosure Standards, PSPK 1 and PSPK 2, which are adopted from IFRS S1 and S2, take effect from 1 January 2027 with a climate-first emphasis. As companies prepare for mandatory climate-related disclosure, reporting resources are likely to be directed towards environmental metrics, while disclosures on social and broader well-being outcomes remain largely voluntary. Without deliberate attention, the gap between environmental and human-centred outcome reporting could widen rather than narrow. This reinforces the relevance of a model such as WEGA's, which covers social and well-being outcomes alongside environmental ones.

The findings also present a notable contrast. Indonesians rate their own well-being highly, with Indonesia achieving the highest score in the Global Flourishing Study, yet the country's largest listed companies disclose little about the well-being outcomes of their employees and communities. This suggests that well-being may be experienced and valued in Indonesian society without being systematically measured or reported by organisations, pointing to an opportunity for companies to capture and communicate their contribution more explicitly.

Maturity as a Pathway

The low baseline for Outcome & Impact disclosure reinforces the value of positioning the WEGA model as a maturity pathway rather than a pass-or-fail scorecard. Organisations may begin with limited outcome data and progressively strengthen their measurement as practices become more established. The model's four maturity stages provide a basis

for recognising this progression from initial commitments and activities towards the systematic tracking and integration of well-being outcomes.

Limitations

The study also has several limitations. First, it covers a single reporting year, so it cannot capture changes in disclosure over time. Second, coding is based on the presence of disclosure only and does not assess the depth, accuracy or quality of the information reported. Third, the analysis relies solely on publicly available reports, so well-being practices and outcome data that companies track internally but do not publish are not reflected. Fourth, the sample is limited to the 50 largest companies listed on the Indonesia Stock Exchange, which typically have greater reporting resources than smaller listed or non-listed companies; the results may therefore overstate disclosure levels across the wider corporate sector.

Implications

Notwithstanding these limitations, the findings point to several practical steps for key audiences. Companies could start by identifying and tracking one or two outcome metrics for each pillar, building on the programmes and policies they already report. Regulators and market institutions, such as the Financial Services Authority (OJK) and the Indonesia Stock Exchange, could provide guidance on human-centred outcome indicators as sustainability reporting requirements evolve alongside PSPK 1 and PSPK 2. Investors could encourage companies to report not only what they do for employees and communities, but also the outcomes achieved, and integrate such information into their engagement and investment decisions.

The findings also have implications for the refinement of the WEGA Organisational Well-being Model in terms of indicator balance and measurement capacity. Categories with small indicator bases, particularly Economic Well-being Outcome & Impact, may produce disproportionately high percentages from one or two disclosures. Such categories should therefore be reviewed for weighting, normalisation or indicator coverage.

These results remain subject to an important qualification. The percentages measure the presence of disclosure, not the quality of implementation or the well-being performance achieved. The findings should therefore be read as a map of current reporting coverage and measurement gaps, rather than as an assessment of company performance.

Conclusion

The WEGA Organisational Well-being Model developed by WEGA and CGS offers organisations a structured approach to assessing how they foster well-being across six pillars. Its indicators distinguish organisational inputs and outputs from outcomes and impacts, while its maturity stages support reflection on progress over time and areas requiring further attention or resources.

This pilot, undertaken by WEGA, CGS and the Center for Environmental, Social, and Governance Studies at Universitas Airlangga, tests the model against the sustainability reports and equivalent publications of the 50 largest companies listed on the Indonesia Stock Exchange. It provides an initial assessment of the model's feasibility and highlights how organisational well-being is reflected in current corporate reporting.

The findings reveal a clear imbalance: companies report considerably more on commitments, policies and activities than on the outcomes and impacts arising from them. This gap is most pronounced in the human-centred pillars, while environmental outcomes are comparatively better established. Stronger organisational capacity is needed to measure and track well-being outcomes and impact for the other pillars.

The pilot also identifies areas for further refinement of the model. These include reviewing the balance and weighting between Input & Output and Outcome & Impact indicators, and addressing categories with small indicator bases, where one or two disclosures can produce disproportionately high coverage rates. Further testing and calibration would strengthen the model's consistency and practical application.

The results should nevertheless be interpreted within the study's scope. They measure the presence of relevant information in public reports, not the quality of implementation or the well-being performance achieved. The study therefore maps current disclosure coverage and measurement gaps rather than ranking or judging individual companies.

Corporate disclosure provides a window into organisations' stance towards well-being. That window becomes more meaningful when it shows not only what is being done, but also what has changed. Wider application and continued refinement of the WEGA model can support this shift. Fostering well-being for all begins with measuring what matters and using that evidence to guide sustained organisational action.

Appendix 1: WEGA Organisational Well-being Model (Concise)

Life Satisfaction Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Meaning & Purpose	• Organisational policies and practices to create meaningful jobs and a respectful workplace culture	• Perceived job quality score • Employee engagement score • Dignity at work index • Employee life satisfaction score
	• Investments and programmes to cultivate employees' inner development	• Mindset and behavioural change self-reported by employees in a period after the programme
Time Use	• Organisational policies and oversight structures to ensure adequate rest for the workforce • Percentage of employees, contractors, and supplier workers working more than 50 hours per week • Leave utilisation rates (by gender, ethnicity, age group, job function, seniority level)	• Satisfaction with time use score
Learning & Development	• Investments and programmes in workforce education and training • Average training hours per employee per year (by gender, ethnicity, age group, job function, seniority level) • Percentage of workforce achieving new skill certifications (by gender, ethnicity, age group, job function, seniority level)	• Mindset and behavioural change self-reported by employees in a period after the programme • Economic benefits from increased productivity/reduced labour costs/reduced workload/time savings
	• Investments and programmes to develop trainees/apprentices /interns	• Qualitative feedback from trainees/apprentices/interns on how the programme has benefited them

Life Satisfaction Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
		• Percentage of trainees/apprentices/interns who apply for a permanent position with the organisation
	• Training services for suppliers/contractors/temporary workforce	• Mindset and behavioural change self-reported by suppliers/contractors/temporary workforce in a period after the programme • Economic benefits from increased productivity/reduced labour costs/reduced workload/time savings
Maturity Stage	Latent – Little support to create meaningful jobs, work-life balance, or workforce development. Efforts are ad hoc, with no formal governance, targets, accountability, or outcome measurement. Aware – Initial policies or programmes address meaningful work, work-life balance, or development, but implementation, monitoring, accountability, and targets remain fragmented. Committed – Formal governance, targets, and action plans support life satisfaction across significant parts of the organisation, with regular monitoring of progress and outcomes. Embedded – Life satisfaction is integrated into strategy, workforce practices, and decisions. Organisation-wide governance and accountability extend to suppliers and contractors, with outcomes regularly reviewed for continuous improvement.	

Health Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Physical Health	• Investments and programmes to improve employees' physical health • Workforce health screening participation rate • Percentage of workforce covered by essential health services	• Change in health levels after the programme • Change in unplanned absenteeism rate after the programmes
Mental Health	• Investments and programmes to improve employees' mental health • Mental health programmes participation rate	• Improvement in mental health levels self-reported by employees after the programme • Mental well-being score
Workplace Safety	• Organisational policies and oversight structures to ensure workplace safety • Investments and programmes to improve workplace safety	• Change in near-miss reporting rate after the programme • Change in Lost Time Injury Frequency Rate (LTIFR) after the programme • Change in Total Recordable Incident Rate after the programme • Change in percentage of employees exposed to hazardous environmental conditions (noise, heat, chemical, dust) after the programme
Maturity Stage	Latent – Health is not a strategic priority. There are few initiatives structured around physical health, mental health or workplace safety, and health outcomes are not monitored. Aware – The organisation has introduced selected health and safety programmes and policies, but participation, coverage, and outcomes are monitored only on an ad hoc basis.	

Committed – Health programmes and safety measures are implemented systematically, with targets for workforce participation, health service coverage, and workplace safety. Regular monitoring and reporting are in place.

Embedded – Health is fully integrated into organisational practices and decision-making. Programmes consistently reach the workforce, and demonstrable improvements are achieved in health, mental well-being and safety outcomes.

Economic Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Individual Financial Security	• Organisational policies, oversight structures and monitoring mechanisms to ensure adequate wages and timely payment for employees • Proportion of employees paid at or above local living wage	• Employee financial wellness index
	• Systems and monitoring mechanisms for timely payments to suppliers/contractors/temporary workforce • Percentage of timely payments for suppliers/contractors/temporary workforce • Livelihood support programmes for suppliers/contractors/temporary workforce • Number of beneficiaries in livelihood support programmes	• Suppliers/contractors/temporary workforce income uplift
Financial Resilience	• Strategies, partnerships and business models for financial resilience • Monitoring of financial indicators following the roll-out of new strategies, partnerships or business models	• Financial indicators mapped against targets and timeline
	• Investments and programmes in research and development for better products and services	• Changes to revenue/profits/assets after the programme

Economic Well-being Pillar

Maturity Stage

Latent – Economic well-being is not an organisational objective. Formal policies and governance supporting financial security for employees and external workers are limited or absent. Wages, payment timeliness, resilience and value creation are managed operationally, with little stakeholder outcome data collected.

Aware – The organisation recognises economic well-being and has introduced selected initiatives for fair compensation and financial resilience. Governance and monitoring remain inconsistent; supplier support and innovation are exploratory.

Committed – Formal policies, oversight and monitoring strengthen economic well-being. Living-wage coverage, payment performance, financial wellness, supplier income, R&D and financial results are tracked against targets and inform planning.

Embedded – Economic well-being is integrated into strategy, governance and value creation. Sustained improvements in employee financial wellness and external-worker income are demonstrated. Indicators are routinely reviewed to guide resources and strategy, while resilience initiatives, partnerships and innovation deliver measurable benefits.

Environmental Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Climate Action & Energy Transition	• Organisational practices and oversight structure to identify and manage climate risks and opportunities	• Percentage of assets in climate-vulnerable locations with adaptation plans • Physical climate risk exposure score • Potential financial loss/profits due to climate risks/opportunities
	• Investments, organisational strategies and monitoring mechanisms for climate adaptation and mitigation planning • Science-based emissions reduction targets • Third-party assurance for GHG emissions	• Scope 1 Greenhouse Gas (GHG) emissions • Scope 2 GHG emissions (market-based and location-based) • Scope 3 GHG emissions by material category • Changes to Scope 1, 2 and 3 GHG emissions against targets and timeline • Enabled reductions in GHG emissions (absolute figures or intensity) of other entities • Economic savings from avoided carbon tax due to reduced emissions
	• Organisational policies, practices and monitoring mechanisms for air quality relating to SOx, NOx, and other significant air emissions	• Air quality index
	• Investments and programmes in green energy procurement or energy efficiency • Percentage of facilities with ISO 50001 or equivalent energy management certification	• Change in energy consumption or energy intensity ratio after the programme • Total energy consumption, mapped against targets and timeline

Environmental Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
		• Energy intensity ratio, mapped against targets and timeline • Proportion of renewable energy in total consumption, mapped against targets and timeline • Economic savings from reduced energy consumption or reduced energy intensity ratio
	• Investments and programmes for just transition • Number of household beneficiaries in energy transition projects • Number of people/households gaining first-time or improved electricity access	• Change in supply reliability in served communities after the programme • Qualitative feedback from beneficiaries on how the programme has benefited them
Circular Economy & Waste Management	• Organisational strategies, policies and practices relating to the circular economy and sustainable sourcing • Utilisation rate of shared assets/platforms • Avoided production of new units through sharing • Raw material traceability coverage	• Change in percentage of revenue/assets from circular business models • Change in percentage of raw materials from certified sustainable sources • Resource circularity rate in value chain • Economic savings from shared assets/platforms
	• Investments and programmes in waste reduction initiatives, covering food waste, e-waste, textile waste and other types of waste • Organisational policies, oversight structures and monitoring mechanisms to	• Total amount of waste and waste composition • Waste intensity per unit of output • Amount of non-hazardous waste by disposal route (e.g. incinerated, landfill etc) • Amount of hazardous waste by

Environmental Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
	prevent inappropriate waste discharge • Organisational policies, oversight structures and monitoring mechanisms for Extended Producer Responsibility (EPR) compliance	disposal route (e.g. incinerated, landfill etc) • Change in the amount of waste generated after the programme • Landfill diversion rate • Economic savings from reduced waste sent for treatment
	• Organisational practices to preserve function of products • Product repair and reuse units (circular servicing) • Product end-of-life recovery rate (%) • Volume of products in used products takeback programmes • Percentage of products with circular design certification (cradle-to-cradle)	• Environmental impact that can be attributed to the preserved function of products or products takeback programmes • Change in customer perception and willingness to pay following the extended product function, takeback programmes or circular design certification • Change in financial indicators after the extended product function, takeback programmes and certification were rolled out
Nature & Biodiversity	• Organisational practices and oversight structures to identify and manage nature risks and opportunities	• Percentage of sites assessed using recommendations by the Taskforce on Nature-related Financial Disclosures (TNFD) • Potential financial loss/profits due to nature risks/opportunities
	• Investments and programmes in land stewardship, water stewardship or biodiversity	• Proportion of natural areas • Area of land habitat restored or protected • Area of marine habitat restored or protected

Environmental Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
		• Change in the number of species or species population numbers after the programme • Change in water consumption after the programme, mapped against targets and timeline • Change in water intensity after the programme, mapped against targets and timeline • Change in water recycling/recirculation rate after the programme, mapped against targets and timeline
	• Investments and programmes in enabling clean water access to communities • Number of household beneficiaries in clean water projects	• Qualitative feedback from beneficiaries on how the programme has benefited them
Maturity Stage	Latent – Environmental well-being is rarely considered in decisions. Climate, resources, waste and biodiversity are addressed mainly for compliance considerations. Aware – Environmental well-being is recognised as relevant to the organisation. There is initial monitoring of environmental data, but findings do not consistently guide action or investment. Committed – The organisation invests in environmental programmes and management systems, with defined targets, indicators and responsibilities. Embedded – Environmental well-being is integrated into strategy, oversight structures and systems, with assurance where relevant, demonstrating benefits for the environment and the organisation.	

Social Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Organisational Culture	• Organisational policies and practices to promote a psychologically safe workplace and a healthy organisational culture	• Psychological safety index (team-level) • Employee trust in leadership index • Employee perceptions of organisational culture
Diversity, Equity & Inclusion	• Organisational policies and practices relating to diversity, equity and inclusion • Workforce representation by gender, ethnicity, age and region across junior and senior management levels and across contract type (permanent, contractual, casual) • Percentage of employees with disabilities • Hiring rates by gender, ethnicity, age and region across junior and senior management levels and across contract type • Promotion rates by gender, ethnicity, age and region across junior and senior management levels and across contract type • Gender pay gap by seniority level • Employee voluntary turnover rate (by gender & level) • CEO-to-median-worker pay ratio	• Internal mobility rate by gender, ethnicity, age and region across junior and senior management levels and across contract type • Employee perceptions of diversity, equity & inclusion in the organisation, by gender, ethnicity, age and region across junior and senior management levels and across contract type • Perceptions of employees with disabilities towards workplace accessibility • Reduced inequalities in pay, hiring rates and promotion rates across gender, ethnicity, age group and regions.

Social Well-being Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Community Relationships	• Investments and programmes for the communities (e.g. scholarships, donations, grants, programmes) • Partnerships with non-profits or other community organisations • Number of community beneficiaries • Employee volunteer hours	• Qualitative feedback from community beneficiaries after the programme • Qualitative feedback from employee volunteers • Community satisfaction index
Maturity Stage	Latent – Social well-being receives limited recognition. Psychological safety, inclusion and community relationships are addressed ad hoc, while workforce diversity, employee experience and community impacts are rarely monitored. Aware – The organisation recognises the need for community relationships in a healthy workplace. Initial programmes support inclusion and community engagement. Basic workforce, perception and investment data are collected, but lack clear objectives. Committed – Formal strategies, policies and targets strengthen social well-being. Trust, diversity, pay equity, hiring, promotion and beneficiary outcomes are monitored, with leaders accountable for improvement. Embedded – Social well-being is integrated into strategy and operations. Monitoring shows better employee experiences, reduced hiring, promotion and pay inequities, and positive community outcomes.	

Governance Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
Accountability	• Organisational policies, oversight structures and monitoring mechanisms related to corporate governance • Board diversity by gender, ethnicity, age and region	• Change in corporate governance score against targets and timeline
	• AI governance framework and policies, including accountability • Certified AI management systems • Mechanisms for workers affected by automated scheduling, evaluation or monitoring processes to contest decisions	• Survey results and/or qualitative feedback from affected stakeholders on the perception of the organisation's AI deployment and AI governance.
	• Whistleblowing, grievance or feedback channels for employees, customers and suppliers/contractors/temporary workforce • Access rate for the various feedback channels • Percentage of suppliers/contractors/temporary workforce covered by feedback mechanism • Oversight structures and monitoring mechanisms for the grievance handling process	• Grievance resolution rate • Stakeholder perception of the whistleblowing/grievance channels and the handling process
Labour & Human Rights	• Organisational policies and practices to promote freedom of choice • Organisational policies and practices to promote worker rights • Labour union coverage	• Change in substantiated labour rights violations, mapped against targets and timeline

Governance Pillar		
Sub-themes	Conditions Driving Change (Inputs and Outputs)	Progress Against Targets and Timeline (Outcomes and Impacts)
	• Third-party human rights audit coverage	
Transparency	• Country-by-country tax transparency report • Political contribution & lobbying disclosure • Organisational policies and practices to promote access to information • Transparent corporate reporting aligned to international standards	• Transparency score
Maturity Stage	Latent – Governance is absent or ad hoc, with limited oversight, weak management of labour and human rights risks, and minimal transparency or accountability. Aware – Basic policies address governance, labour rights, ethics and transparency. Responsibilities are defined, but implementation and monitoring remain inconsistent. Committed – Formal mechanisms include board oversight, whistleblowing and grievance channels, human rights safeguards, transparency and responsible AI frameworks. Progress is tracked against targets. Embedded – Governance is integrated into decisions and culture. Accountability, transparency, rights protections, stakeholder feedback and responsible AI are routinely improved, sustaining progress and stakeholder confidence.	

Appendix 2: WEGA Organisational Well-being Model (Detailed Indicators)

Indicator	Unit	Referenced Standards
Life Satisfaction		
Meaning & Purpose		
Organisational policies and practices to create meaningful jobs and a respectful workplace culture	Qualitative	SDG 8.5 ESRS S1 (Working Conditions) IFRS S1 (Strategy — Workforce) ILO Decent Work Agenda
Perceived job quality score	1-10 scale	ESRS S1 (Working Conditions) GRI 401 GRI 403 MSCI: Human Capital — Labor Management FTSE4Good: Social — Labor Standards SDG 8.5 ISO 45003:2021
Employee engagement score	—	GRI 203-2 MSCI: Human Capital — Employee Satisfaction & Engagement FTSE4Good: Social — Employee Engagement & Belonging
Dignity at work index	—	GRI 406 SDG 10.3 ESRS S1-17 ILO C190 (Violence & Harassment Convention) MSCI: Human Capital — Labor Management FTSE4Good: Social — Non-discrimination & Equal Opportunity Policy
Employee life satisfaction score	—	OECD BLI (Subjective Well-being)
Investments and programmes to cultivate employees' inner development	—	Inner Development Goals
Mindset and behavioural change self-reported by employees in a period after the programme	Qualitative	Kirkpatrick Model (Level 2–3: Learning & Behaviour)
Time Use		
Organisational policies and oversight structures to ensure adequate rest for the workforce	Qualitative	ILO Hours of Work Convention (C1) ESRS S1-15 OECD BLI (Work-Life Balance)
Percentage of employees, contractors, and supplier workers working more than 50 hours per week	%	OECD BLI (Work and Job Quality)
Leave utilisation rates (by gender, ethnicity, age group, job function, seniority level)	%	GRI 401-3 ESRS S1-15 ILO C156 (Workers with Family Responsibilities)
Satisfaction with time use score	—	OECD BLI (Work-life balance)
Learning & Development		
Investments and programmes in workforce education and training	Local currency	GRI 404-2
Average training hours per employee per year (by gender, ethnicity, age group, job function, seniority level)	Hours	GRI 404-1 ESRS S1-13

Indicator	Unit	Referenced Standards
Percentage of workforce achieving new skill certifications (by gender, ethnicity, age group, job function, seniority level)	%	GRI 404-2 ESRS S1-13 FTSE4Good: Social — Skills Development & Career Progression
Mindset and behavioural change self-reported by employees in a period after the programme	Qualitative	Kirkpatrick Model (Level 2–3: Learning & Behaviour)
Economic benefits from increased productivity/reduced labour costs/reduced workload/time savings	Local currency	Phillips ROI Methodology (Level 5: ROI) Kirkpatrick Model (Level 4: Results)
Investments and programmes to develop trainees/apprentices/interns	—	SDG 8.6 ESRS S1-6 MSCI: Social Opportunities — Access to Education FTSE4Good: Social — Community Investment in Education SDG 4
Qualitative feedback from trainees/apprentices/interns on how the programme has benefited them	Qualitative	Kirkpatrick Model (Level 1: Reaction)
Percentage of trainees/apprentices/interns who apply for a permanent position with the organisation	%	SDG 8.6 ESRS S1-6
Training services for suppliers/contractors/temporary workforce	Qualitative	ESRS S2 (Workers in the Value Chain) SDG 8.6 GRI 404
Mindset and behavioural change self-reported by suppliers/contractors/temporary workforce in a period after the programme	Qualitative	Kirkpatrick Model (Level 2–3: Learning & Behaviour)
Economic benefits from increased productivity/reduced labour costs/reduced workload/time savings (suppliers/contractors/temporary workforce)	Local currency	Phillips ROI Methodology (Level 5: ROI) Kirkpatrick Model (Level 4: Results)
Health		
Physical Health		
Investments and programmes to improve employees' physical health	Local currency	WHO Healthy Workplace Framework GRI 403 ESRS S1-14 ISO 45001
Workforce health screening participation rate	%	GRI 403-6 SDG 3.8 ESRS S1-14 MSCI: Human Capital — Employee Health & Safety FTSE4Good: Social — Occupational Health Management
Percentage of workforce covered by essential health services	%	GRI 403 SDG 3.8 WHO UHC index MSCI: Human Capital — Employee Health & Safety FTSE4Good: Social — Supply Chain Labour Standards & Health Benefits
Change in health levels after the programme	Qualitative	WHO Healthy Workplace Framework

Indicator	Unit	Referenced Standards
Change in unplanned absenteeism rate after the programme	%	GRI 403-2 MSCI: Human Capital — Employee Health & Safety FTSE4Good: Social — Occupational Health Management
Mental Health		
Investments and programmes to improve employees' mental health	Local currency	WHO Healthy Workplace Framework ISO 45003:2021 ESRS S1-14
Mental health programmes participation rate	%	GRI 403-6 SDG 3.4 ESRS S1-14 WHO Healthy Workplace MSCI: Human Capital — Employee Health & Safety
Improvement in mental health levels self-reported by employees after the programme	Qualitative	WHO-5 Well-Being Index Kirkpatrick Model (Level 3: Behaviour)
Mental well-being score	—	The World Health Organization-Five Well-Being Index (WHO-5)
Workplace Safety		
Organisational policies and oversight structures to ensure workplace safety	Qualitative	ISO 45001 (Occupational Health & Safety Management Systems) GRI 403-1 ILO C155 (Occupational Safety and Health Convention)
Investments and programmes to improve workplace safety	—	ISO 45001 (OHS Management Systems) GRI 403-5 (Worker Training on OHS) MSCI: Human Capital — Occupational H&S
Change in near-miss reporting rate after the programme	—	GRI 403-2 SDG 8.8 ESRS S1-14 ILO OSH MSCI: Human Capital — Occupational H&S FTSE4Good: Social — Safety Reporting Systems
Change in Lost Time Injury Frequency Rate (LTIFR) after the programme	—	GRI 403-9 SDG 8.8 ESRS S1-14 ILO OSH MSCI: Human Capital — Occupational H&S FTSE4Good: Social — Lost Time Injury Rate
Change in Total Recordable Incident Rate after the programme	—	GRI 403-9 SDG 8.8 ESRS S1-14 ILO OSH MSCI: Human Capital — Occupational H&S FTSE4Good: Social — Health & Safety Performance
Change in percentage of employees exposed to hazardous environmental conditions (noise, heat, chemical, dust) after the programme	%	GRI 403 MSCI: Human Capital — Employee Health & Safety FTSE4Good: Social — Occupational Health Management
Economic Well-being		
Individual Financial Security		
Organisational policies, oversight structures and monitoring mechanisms to ensure adequate wages and timely payment for employees	Qualitative	ESRS S1-10 (Adequate Wages) ILO C95 (Protection of Wages Convention) IFRS S1 (Governance)
Proportion of employees paid at or above local living wage	%	ESRS S1-10 B Lab Standards V2.2 - FW2.8a

Indicator	Unit	Referenced Standards
Employee financial wellness index	—	OECD BLI (Income & Wealth)
Systems and monitoring mechanisms for timely payments to suppliers/contractors/temporary workforce	Qualitative	ESRS S2-4 (Value Chain Workers) UN Guiding Principles on Business & Human Rights
Percentage of timely payments for suppliers/contractors/temporary workforce	%	ESRS S2-4 GRI 204 (Procurement Practices)
Livelihood support programmes for suppliers/contractors/temporary workforce	Qualitative	MSCI: Human Capital — Supply Chain Labor Standards FTSE4Good: Social — Supply Chain Living Wage & Income ESRS S2-4
Number of beneficiaries in livelihood support programmes	—	MSCI: Human Capital — Supply Chain Labor Standards FTSE4Good: Social — Supply Chain Living Wage & Income
Suppliers/contractors/temporary workforce income uplift	%	FAO Decent Work for Smallholders GRI 204/414 SDG 2.3 ESRS S2-4
Financial Resilience		
Strategies, partnerships and business models for financial resilience	Qualitative	IFRS S1 (Strategy — Business Model & Value Chain Resilience)
Monitoring of financial indicators following the roll-out of new strategies, partnerships or business models	Qualitative	IFRS S1 (Risk Management)
Financial indicators mapped against targets and timeline	Local currency; qualitative	IFRS S1 (Metrics and Targets) GRI 201-1
Investments and programmes in research and development for better products and services	Local currency	GRI 203-2
Changes to revenue/profits/assets after the programme	Local currency	GRI 201-1
Environmental Well-being		
Climate Action & Energy Transition		
Organisational practices and oversight structure to identify and manage climate risks and opportunities	Qualitative	IFRS S2 (Governance & Strategy — Climate) TCFD ESRS E1-2
Percentage of assets in climate-vulnerable locations with adaptation plans	%	MSCI: Climate Change — Climate Change Vulnerability IFRS S2 (ISSB) GRI 201-2 SDG 13.1 ESRS E1-9
Physical climate risk exposure score	—	MSCI: Climate Change — Climate Change Vulnerability GRI 201-2 SDG 13.1 ESRS E1-9 TCFD IFRS S2 (ISSB) Sendai Framework (UN) FTSE4Good: Environment — Climate Physical Risk Assessment
Potential financial loss/profits due to climate risks/opportunities	Local currency	IFRS S2 (Financial Effects of Climate-related Risks & Opportunities) TCFD ESRS E1-9

Indicator	Unit	Referenced Standards
Investments, organisational strategies and monitoring mechanisms for climate adaptation and mitigation planning	Local currency	IFRS S2 (Strategy — Climate Transition Plan) ESRS E1-3
Science-based emissions reduction targets	—	SBTi framework GRI 305-4 SDG 13.2 ESRS E1-4 IFRS S2 (ISSB) MSCI: Climate Change — Carbon Emissions
Third-party assurance for GHG emissions	—	ISAE 3410 GHG Protocol CDP
Scope 1 Greenhouse Gas (GHG) emissions	mtCO2e	FTSE4Good: Environment — Climate Change SBTi Framework GRI 305-1 SDG 13.2 ESRS E1-6 TNFD D2 IFRS S2 (ISSB) CDP MSCI: Climate Change — Carbon Emissions GHG Protocol
Scope 2 GHG emissions (market-based and location-based)	mtCO2e	FTSE4Good: Environment — Climate Change SBTi Framework GRI 305-2 SDG 13.2 ESRS E1-6 TNFD D2 IFRS S2 (ISSB) CDP MSCI: Climate Change — Carbon Emissions GHG Protocol
Scope 3 GHG emissions by material category	mtCO2e	FTSE4Good: Environment — Climate Change SBTi GRI 305-3 SDG 13.2 ESRS E1-6 TNFD D2 IFRS S2 (ISSB) CDP
Changes to Scope 1, 2 and 3 GHG emissions against targets and timeline	%	FTSE4Good: Environment — GHG Intensity Reduction Target Progress GHG Protocol SBTi 1.5°C pathway IFRS S2 (Metrics & Targets)
Enabled reductions in GHG emissions (absolute figures or intensity) of other entities	mtCO2e	GHG Protocol
Economic savings from avoided carbon tax due to reduced emissions	Local currency	CDP (Carbon Pricing) IFRS S2 (Financial Effects) TCFD
Organisational policies, practices and monitoring mechanisms for air quality relating to SOx, NOx, and other significant air emissions	Qualitative	GRI 305-7 ESRS E2 (Pollution) WHO Air Quality Guidelines
Air quality index	—	WHO Air Quality Guidelines (AQG 2021)
Investments and programmes in green energy procurement or energy efficiency	Local currency	MSCI: Climate Change — Energy Efficiency FTSE4Good: Environment — Energy Efficiency Improvement Rate
Percentage of facilities with ISO 50001 or equivalent energy management certification	%	FTSE4Good: Environment — Energy Management System Coverage MSCI: Climate Change — Energy Efficiency
Change in energy consumption or energy intensity ratio after the programme	%	GRI 302-1 MSCI: Climate Change — Energy Efficiency ESRS E1-5
Total energy consumption, mapped against targets and timeline	MWh/year	GRI 302-1 MSCI: Climate Change — Energy Efficiency ESRS E1-5 B Lab Standards V2.2 - 1.2.2

Indicator	Unit	Referenced Standards
Energy intensity ratio, mapped against targets and timeline	Energy per unit of output	MSCI: Climate Change — Energy Efficiency FTSE4Good: Environment — Energy Intensity & Efficiency B Lab Standards V2.2 - 1.2.2
Proportion of renewable energy in total consumption, mapped against targets and timeline	%	ESRS E1-5 GRI 302-1 SDG 7.2 FTSE4Good: Environment — Renewable Energy Usage
Economic savings from reduced energy consumption or reduced energy intensity ratio	Local currency	ISO 50001 CDP Climate
Investments and programmes for just transition	Local currency	ILO Just Transition Guidelines IFRS S2 (Strategy)
Number of household beneficiaries in energy transition projects	—	GRI 203
Number of people/households gaining first-time or improved electricity access	# households	SDG 7.1 (Indicator 7.1.1) SE4All Multi-Tier Framework (MTF) GRI 203-1 ESRS S3 IEA Energy Access Tracking
Change in supply reliability in served communities after the programme	Hours/day	SDG 7.1 SE4All Multi-Tier Framework (MTF) GRI EU29/EU30 ESRS S3
Qualitative feedback from beneficiaries on how the programme has benefited them	Qualitative	—
Circular Economy & Waste Management		
Organisational strategies, policies and practices relating to the circular economy and sustainable sourcing	Qualitative	ESRS E5-1 SDG 12.2 Ellen MacArthur Foundation Circular Economy Principles
Utilisation rate of shared assets/platforms	—	FTSE4Good: Environment — Resource Efficiency via Sharing Models ESRS E5-1
Avoided production of new units through sharing	units/year	FTSE4Good: Environment — Resource Efficiency via Sharing Models
Raw material traceability coverage (% of key supply chains)	%	SDG 2.4 ESRS E4-5 TNFD FTSE4Good: Environment — Sustainable Agriculture Sourcing
Change in percentage of revenue/assets from circular business models	%	SDG 12.2 MSCI: Natural Capital — Raw Material Sourcing FTSE4Good: Environment — Circular Economy
Change in percentage of raw materials from certified sustainable sources	%	SDG 2.4 ESRS E4-5 TNFD FTSE4Good: Environment — Sustainable Agriculture Sourcing
Resource circularity rate in value chain	%	ESRS E5-4 Ellen MacArthur Foundation Circularity Metrics
Economic savings from shared assets/platforms	Local currency	FTSE4Good: Environment — Resource Efficiency via Sharing Models Ellen MacArthur Foundation

Indicator	Unit	Referenced Standards
Investments and programmes in waste reduction initiatives, covering food waste, e-waste, textile waste and other types of waste	Local currency	GRI 306-2 ESRS E5-1
Organisational policies, oversight structures and monitoring mechanisms to prevent inappropriate waste discharge	Qualitative	ESRS E5-1 GRI 306-2
Organisational policies, oversight structures and monitoring mechanisms for Extended Producer Responsibility (EPR) compliance	Qualitative	EPR regulations in various countries SDG 12.5
Total amount of waste and waste composition	metric tonnes	GRI 306-5 ESRS E5-5
Waste intensity per unit of output	—	European Environment Agency — Circularity Metrics Lab
Amount of non-hazardous waste by disposal route (e.g. incinerated, landfill etc)	metric tonnes	GRI 306-5 ESRS E5-5 FTSE4Good: Environment — Waste Management
Amount of hazardous waste by disposal route (e.g. incinerated, landfill etc)	metric tonnes	MSCI: Natural Capital — Toxic Emissions & Waste GRI 306-5 ESRS E5-5
Change in the amount of waste generated after the programme	%	GRI 306-5 ESRS E5-5
Landfill diversion rate	%	FTSE4Good: Environment — Waste Management GRI 306-4 SDG 12.4
Economic savings from reduced waste sent for treatment	Local currency	GRI 306 Ellen MacArthur Foundation CDP
Organisational practices to preserve function of products	Qualitative	SDG 12.5 ESRS E5-5
Product repair and reuse units (circular servicing)	—	SDG 12.5 ESRS E5-5
Product end-of-life recovery rate (%)	%	GRI 306 SDG 12.5 ESRS E5-5
Volume of products in used products takeback programmes	kg	MSCI: Natural Capital — Raw Material Sourcing FTSE4Good: Environment — Circular Economy EPR regulations in various countries
Percentage of products with circular design certification (cradle-to-cradle)	%	FTSE4Good: Environment — Circular Economy SDG 12.2 MSCI: Natural Capital — Raw Material Sourcing
Environmental impact that can be attributed to the preserved function of products or products takeback programmes	Qualitative	ESRS E5-5 GRI 306
Change in customer perception and willingness to pay following the extended product function, takeback programmes or circular design certification	Qualitative	—

Indicator	Unit	Referenced Standards
Change in financial indicators after the extended product function, takeback programmes and certification were rolled out	Local currency	—
Nature & Biodiversity		
Organisational practices and oversight structures to identify and manage nature risks and opportunities	Qualitative	TNFD LEAP ESRS E4-2
Percentage of sites assessed using recommendations by the Taskforce on Nature-related Financial Disclosures (TNFD)	%	TNFD LEAP-Locate (L) TNFD C1 FTSE4Good: Environment — Biodiversity Risk Assessment Coverage ESRS E4-3
Potential financial loss/profits due to nature risks/opportunities	Local currency	TNFD (Financial Impact Metrics) ESRS E4-2 GRI 304
Investments and programmes in land stewardship, water stewardship or biodiversity	Local currency	ESRS E4-3 (Actions and Resources related to Biodiversity and Ecosystems) TNFD Strategy (Response Actions) CDP Forests & Water Security
Proportion of natural areas	%	GBF Target 3 MSCI: Natural Capital — Biodiversity & Land Use OECD BLI (Natural Capital)
Area of land habitat restored or protected	—	GRI 304-3 SDG 15.1 ESRS E4-5 TNFD D3 MSCI: Natural Capital — Biodiversity & Land Use FTSE4Good: Environment — Habitat Restoration & Net Gain GBF 30x30
Area of marine habitat restored or protected	—	GRI 304-3 FTSE4Good: Environment — Habitat Restoration & Net Gain GBF Target 3
Change in the number of species or species population numbers after the programme	—	GRI 304-4 SDG 15 IUCN Red List GBF Target 4
Change in water consumption after the programme, mapped against targets and timeline	m ³	GRI 303-3 SDG 6.4 ESRS E3-4 MSCI: Natural Capital — Water Stress FTSE4Good: Environment — Water Security WEF SCM
Change in water intensity after the programme, mapped against targets and timeline	m ³ per unit of output	GRI 303-3 ESRS E3-4 CDP Water Security MSCI: Natural Capital — Water Stress
Change in water recycling/recirculation rate after the programme, mapped against targets and timeline	%	MSCI: Natural Capital — Water Stress FTSE4Good: Environment — Water Security GRI 303 SDG 6.4 ESRS E3-4
Investments and programmes in enabling clean water access to communities	Local currency	SDG 6.4
Number of household beneficiaries in clean water projects	—	GRI 203-1 SDG 6.4
Qualitative feedback from beneficiaries on how the programme has benefited them (clean water)	Qualitative	—

Indicator	Unit	Referenced Standards
Social Well-being		
Organisational Culture		
Organisational policies and practices to promote a psychologically safe workplace and a healthy organisational culture	Qualitative	ISO 45003:2021 ESRS S1 (Working Conditions) WHO Healthy Workplace Framework PERMA
Psychological safety index (team-level)	—	PERMA Bhutan's GNH FTSE4Good: Social — Workplace Culture & Psychological Safety
Employee trust in leadership index	—	GRI 402 ESRS S1 (Working Conditions) MSCI: Human Capital — Labor Management SDG 16.6 ISO 45003:2021
Employee perceptions of organisational culture	Qualitative	B Lab Standards — Fair Work
Diversity, Equity & Inclusion		
Organisational policies and practices relating to diversity, equity and inclusion	Qualitative	GRI 405 ESRS S1-9 ISO 30415 SDG 5 SDG 10
Workforce representation by gender, ethnicity, age and region across junior and senior management levels and across contract type (permanent, contractual, casual)	—	GRI 405-1
Percentage of employees with disabilities	%	GRI 405-1 SDG 8.5 ESRS S1-12
Hiring rates by gender, ethnicity, age and region across junior and senior management levels and across contract type	%	GRI 401-1 ESRS S1-6 SDG 8.5
Promotion rates by gender, ethnicity, age and region across junior and senior management levels and across contract type	%	GRI 405-1 ESRS S1-9 SDG 5.5
Gender pay gap by seniority level	%	GRI 405-2 SDG 5.5 ESRS S1-16 ILO Equal Remuneration C100 MSCI: Human Capital — Labor Management FTSE4Good: Social — Gender Pay Gap Disclosure
Employee voluntary turnover rate (by gender & level)	%	GRI 401-1
CEO-to-median-worker pay ratio	Ratio	GRI 2-21 SDG 10.4 ESRS S1-16 MSCI: Corporate Governance — Pay FTSE4Good: Governance — Executive Remuneration
Internal mobility rate by gender, ethnicity, age and region across junior and senior management levels and across contract type	—	FTSE4Good: Social — Skills Development & Career Progression
Employee perceptions of diversity, equity & inclusion in the organisation, by gender,	Qualitative	GRI 405 ESRS S1-9 B Lab Standards — Fair Work

Indicator	Unit	Referenced Standards
ethnicity, age and region across junior and senior management levels and across contract type		
Perceptions of employees with disabilities towards workplace accessibility	Qualitative	UN Convention on the Rights of Persons with Disabilities (CRPD)
Reduced inequalities in pay, hiring rates and promotion rates across gender, ethnicity, age group and regions	Qualitative	SDG 10.3 GRI 405-2 ESRS S1-16
Community Relationships		
Investments and programmes for the communities (e.g. scholarships, donations, grants, programmes)	Local currency	ESRS S3-4 GRI 413 SDG 17.17
Partnerships with non-profits or other community organisations	Qualitative	ESRS S3-4
Number of community beneficiaries	—	ESRS S3-4 GRI 413
Employee volunteer hours	Number of hours	GRI 413 SDG 11.3
Qualitative feedback from community beneficiaries after the programme	Qualitative	—
Qualitative feedback from employee volunteers	Qualitative	—
Community satisfaction index	—	ESRS S3-4 GRI 413 SDG 11.3
Governance		
Accountability		
Organisational policies, oversight structures and monitoring mechanisms related to corporate governance	Qualitative	ESRS G1-1 OECD Principles of Corporate Governance FTSE4Good: Governance — Corporate Governance
Board diversity by gender, ethnicity, age and region	—	MSCI: Corporate Governance — Board Gender Diversity FTSE4Good: Governance — Board Diversity
Change in corporate governance score against targets and timeline	—	MSCI: Corporate Governance — Board
AI governance framework and policies, including accountability	Qualitative	OECD AI Principles ISO/IEC 42001
Certified AI management systems	Qualitative (certification status)	ISO/IEC 42001
Mechanisms for workers affected by automated scheduling, evaluation or monitoring processes to contest decisions	Qualitative	EU AI Act (Art. 26 — deployer obligations, high-risk AI in employment) ISO/IEC 42001 ILO Guidance on Algorithmic Management
Survey results and/or qualitative feedback from affected stakeholders on the	Qualitative	ISO/IEC 42001 (Stakeholder Impact Assessment)

Indicator	Unit	Referenced Standards
perception of the organisation's AI deployment and AI governance		
Whistleblowing, grievance or feedback channels for employees, customers and suppliers/contractors/temporary workforce	Qualitative	OECD Principles of Corporate Governance GRI 2-26 ESRS S1-3 ILO C190
Access rate for the various feedback channels	%	GRI 2-26 ESRS S1-3
Percentage of suppliers/contractors/temporary workforce covered by feedback mechanism	%	GRI 2-26 ESRS S2-3
Oversight structures and monitoring mechanisms for the grievance handling process	Qualitative	UN Guiding Principles on Business & Human Rights (Effectiveness Criteria) GRI 2-25 ESRS S1-3
Grievance resolution rate	%	OECD Principles of Corporate Governance GRI 2-26 ESRS S1-3 ILO C190
Stakeholder perception of the whistleblowing/grievance channels and the handling process	Qualitative	UN Guiding Principles on Business & Human Rights GRI 2-26
Labour & Human Rights		
Organisational policies and practices to promote freedom of choice	—	ILO C87 (Freedom of Association) MSCI: Human Capital — Labor Management UN Guiding Principles on Business & Human Rights FTSE4Good: Social — Human Rights Policy
Organisational policies and practices to promote worker rights	—	GRI 407-1 SDG 8.8 MSCI: Human Capital — Labor Management
Labour union coverage	—	UN Guiding Principles on Business & Human Rights ESRS S1-8 FTSE4Good: Social — Freedom of Association & Collective Bargaining
Third-party human rights audit coverage	%	FTSE4Good: Social — Human Rights Policy
Change in substantiated labour rights violations, mapped against targets and timeline	—	ESRS S1-17 (Incidents, Complaints and Severe Human Rights Impacts) UN Guiding Principles on Business & Human Rights (Access to Remedy) GRI 406/408/409 (as applicable by violation type)
Transparency		
Country-by-country tax transparency report	—	GRI 207 SDG 17.1 MSCI: Corporate Governance — Tax Transparency FTSE4Good: Governance — Tax Transparency
Political contribution & lobbying disclosure	Local currency; qualitative	GRI 415 SDG 16.6 ESRS G1-5
Transparency score	—	Transparency International — Transparency in Corporate Reporting (TRAC) S&P Global CSA

Indicator	Unit	Referenced Standards
		(Transparency & Reporting criteria) GRI 2 (General Disclosures)
Organisational policies and practices to promote access to information	—	SDG 16.10.2 MSCI: Human Capital — Labor Management
Transparent corporate reporting aligned to international standards	—	SDG 12.6

