

## **Program and Budget Committee**

**Thirty-Fourth Session**  
**Geneva, June 27 to July 1, 2022**

### **RISK APPETITE STATEMENT**

*prepared by the Secretariat*

#### **BACKGROUND**

1. The Organization presented its Risk Appetite Statement (“Statement”) to Member States in September 2014 (WO/PBC/22/17), expressing risk appetite (“appetite”) in terms of risk category. That document was updated in May 2019 (WO/PBC/29/5) to reflect the increasing maturity of the Organization’s risk management practices and awareness, and was expressed as it applied to each of the seven components of WIPO’s Accountability Framework (WO/PBC/29/4)<sup>1</sup>. The Statements of 2014 and 2019 were focused principally on the management and control environment and processes of the Organization. This was a logical approach to adopt in the early stages of risk maturity.

2. WIPO is today a far more risk mature organization with a maturity level between “established” and “advanced” on most aspects of risk management when benchmarked against the United Nations’ High-Level Committee on Management (HLCM) Reference Maturity Model for Risk Management<sup>2</sup>. WIPO now seeks to continue strengthening the risk culture of the Organization. In this context, Management is conscious that the current Statement is not widely understood.

3. The establishment of a Statement that focuses on the achievement of our Expected Results and one that is well understood by our managers and staff would go a long way

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<sup>1</sup> Components: Results based planning, performance and risk management, monitoring, control activities, information and communication, ethics and control environment

<sup>2</sup> Available at <https://unsceb.org/rmtf>. WIPO’s maturity at June 2021 is recorded in WO/PBC/33/7 Annex II.

towards increasing risk awareness and strengthening the risk culture. Aligning an organization's statement to its strategy is a best practice referenced in the HLCM Guidelines on Risk Appetite Statements<sup>2</sup> and the Committee of Sponsoring Organizations of the Treadway Commission (COSO)<sup>3</sup>. This approach has also received support, more specifically for WIPO, by the Independent Advisory Oversight Committee<sup>4</sup> and the Internal Oversight Division<sup>5</sup>. The Statement will provide the guardrails for the implementation of the Medium-Term Strategic Plan (MTSP) as the Organization undertakes its work under each of the strategic pillars and the foundation.

4. This Statement is therefore structured by the four strategic pillars and foundation. It defines the appetite in pursuit of each Expected Result, providing examples to demonstrate how the appetite translates in practice. The appetite related to the Foundation is additionally presented in terms of the components of the Accountability Framework.

5. The MTSP lays out an ambitious agenda for the period 2022 to 2026 and it recognizes that minimizing the exposure of all risks is costly and/or inhibits the potential to achieve best performance and results. This Statement sets the overall Organizational appetite at medium, defining specific areas where low or high may be more appropriate. However, as an international organization, WIPO's appetite for risk will remain aligned to what its Member States and Governing Bodies assess as appropriate and typically lower than the entities it serves within the global economy. This latter differential will need to be managed as the coverage and use of WIPO's Global IP Protection Services continues to increase and the range of products and services delivered to innovators, creators and other stakeholders is expanded globally.

6. WIPO aims to actively manage its risk profile through the operation of effective controls, implementation of risk response plans in line with this Statement and appropriate escalation. Through this process, assurance mechanisms safeguard the Organization and increase effectiveness, thereby enhancing overall organizational performance.

7. This Statement is intended to guide the Organization for the period of the MTSP. However, if there are significant contextual changes prior to that, an earlier revision may be proposed.

8. The following decision paragraph is proposed.

*9. The Program and Budget Committee (PBC) took note of the Organization's Risk Appetite Statement, aligned to Expected Results in the Medium-Term Strategic Plan 2022-2026, as set out in the Annex to document WO/PBC/34/13.*

[Annex follows]

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<sup>3</sup> COSO: Enterprise Risk Management Integrating with Strategy and Performance

<sup>4</sup> Summarized in paragraph 15 of IAOC Report WO/IAOC/62/2

<sup>5</sup> IA 2020-02

## World Intellectual Property Organization

### Risk Appetite Statement

#### INTRODUCTION

1. The purpose of this Risk Appetite Statement (“Statement”) is to provide the World Intellectual Property Organization (WIPO) Member States and WIPO personnel with broad based guidance on risk strategy, based on the evaluation of opportunities and threats to achieving the Expected Results contained within the Strategic Pillars in the Medium-Term Strategic Plan (MTSP).

2. The risk management framework provides the guardrails for risk-based decision-making and is underpinned by this Statement, the Policy on Risk Management and the Risk and Internal Controls Management Manual, and is under the responsibility of the Risk Management Group<sup>6</sup> (RMG). The framework applies across WIPO: organizationally, all Sectors, Departments and Divisions, and geographically, at Headquarters, External Offices and the Coordination Office.

#### GUIDING PRINCIPLES

3. We foster a risk aware culture, recognizing the importance of calculated risk-taking, transparency and learning from successes and failures.

4. We recognize the shared ownership of certain risks between Member States and the Secretariat.

5. We consider risks and risk appetite in pursuit of Expected Results.

#### UNDERSTANDING RISK APPETITE

6. To discuss risk appetite, some basic risk concepts are best defined. The **Risk universe** is the reasonable outside limits of possible performance outcomes, if risks or opportunities arise. The risk universe is represented pictorially by the outside boundaries of possible outcomes, as shown in figure 1.

7. **Risk capacity** (“capacity”) is defined as the amount of *residual risk*<sup>7</sup>, that the Organization can cope with, and still meet minimal performance expectations over time. Capacity is within the boundaries of the risk universe (figure 1).

8. **Risk appetite** (“appetite”) is defined as the amount of residual risk, on a broad level, that the Organization seeks in pursuit of its Expected Results, and accordingly, its Strategic Pillars. Appetite is necessarily within the boundaries of capacity (figure 1).

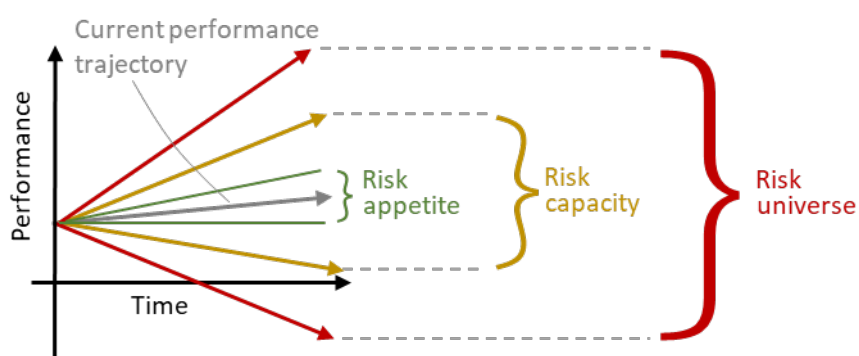
9. **Risk tolerance** (“tolerance”) is defined as the acceptable limit of risk above the appetite for specific cases. Risks may be approved by the respective Sector Lead up to a maximum one risk zone above their defined risk zone (figure 3).

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<sup>6</sup> The RMG is an internal committee, chaired by the Director General, that meets at a minimum quarterly to oversee risk exposure across the Organization.

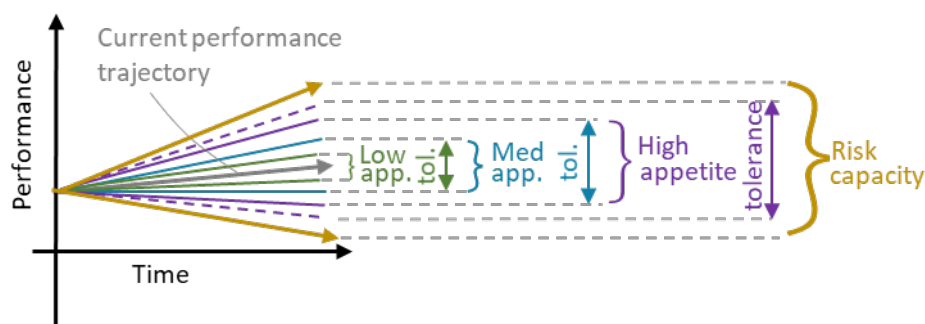
<sup>7</sup> Residual risk is the risk recorded that remains after relevant mitigation actions and controls currently implemented are taken into consideration.

**Figure 1 - Risk universe, capacity and appetite**



10. Figure 1 shows the relationship between risk universe, capacity and appetite<sup>8</sup>. It shows how the risks and opportunities taken could result in better performance than the current trend, or, if the uncertainties materialize unfavorably, they could result in a comparative worsening of performance over time.

**Figure 2 - Different risk appetites and tolerances, all within risk capacity**



11. Figure 2 zooms in on the “appetite” element of Figure 1, depicting the three options of low, medium and high appetite, and how the tolerance is the variation around each appetite in the case of exceptional circumstances<sup>9</sup>. It may be noted that high appetite is not necessarily unfavorable; it is a strategic choice that may result in a higher variation around the current performance trajectory. This means when adopting a high appetite approach, the opportunity for greater performance is higher than when selecting a low appetite approach, while the possibility to return minimal performance is also greater. For example, this could be that an innovation fails to deliver on expectations, or a social media campaign on a new platform gains less traction than hoped. High appetite is often selected for newer, exploratory areas of work. The opposite is true for low appetite – the chance of relatively higher success is smaller, while equally, performance can be expected to track closely to the current trajectory. Low appetite is often selected for critical services, safety or ethics, where there is much at stake.

<sup>8</sup> Based on “Risk appetite and tolerance: guidance for practitioners” from the Institute of Risk Management.

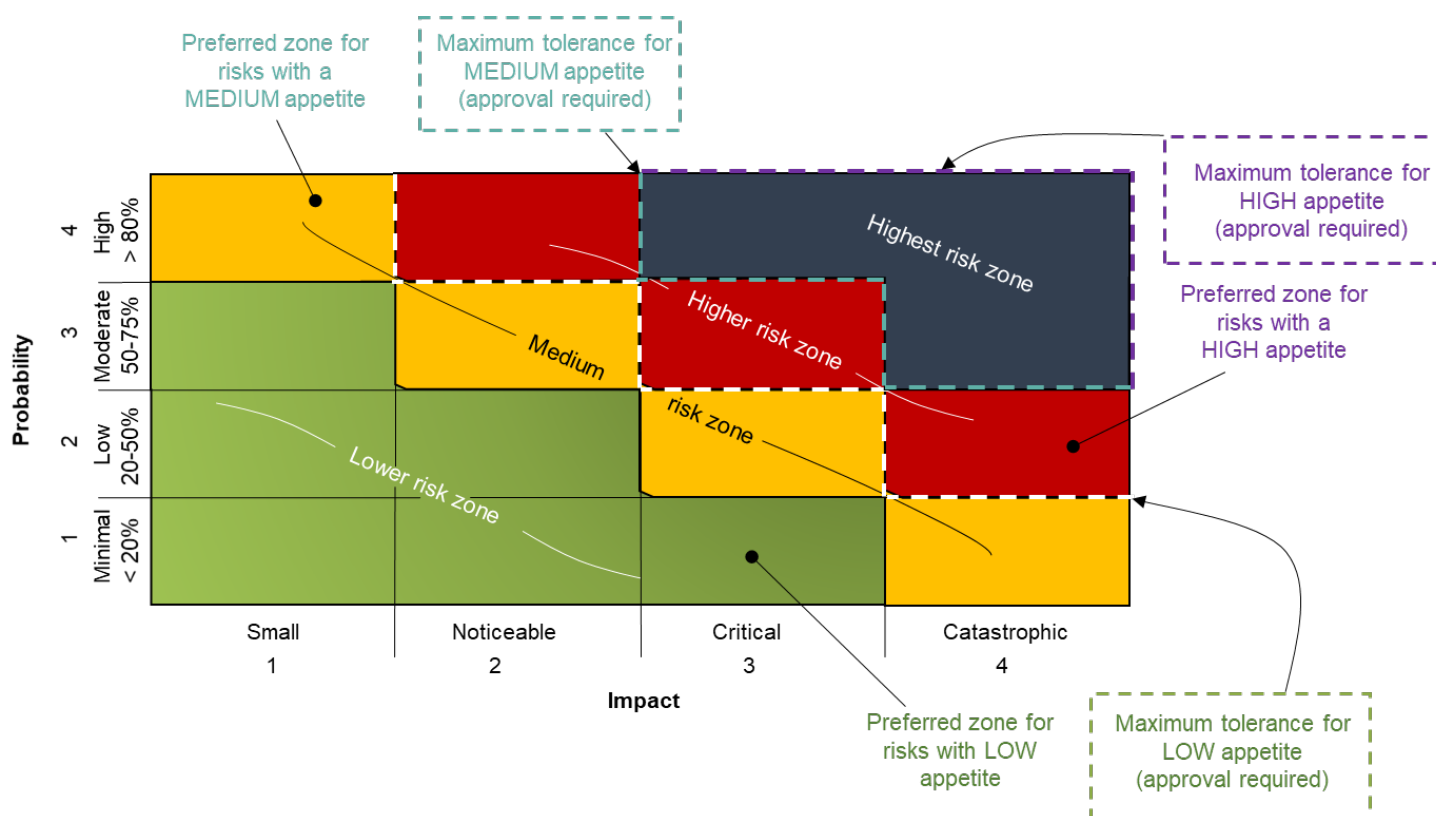
<sup>9</sup> Such tolerance exceptions require additional approval from the Sector Lead.

12. By defining appetites per Expected Result, and through the risk heat map, the Organization is able to apply pragmatically the applicable appetite to its work. Each risk is assigned an appetite, by virtue of the Expected Result with which it is associated. Risks that are assessed to exceed the permitted appetite threshold are escalated to Sector Leads for approval and the RMG for information. This approach cascades the understanding of appetite throughout the Organization, empowering managers to adopt implementation strategies within defined limits.

13. The appetite levels used are:

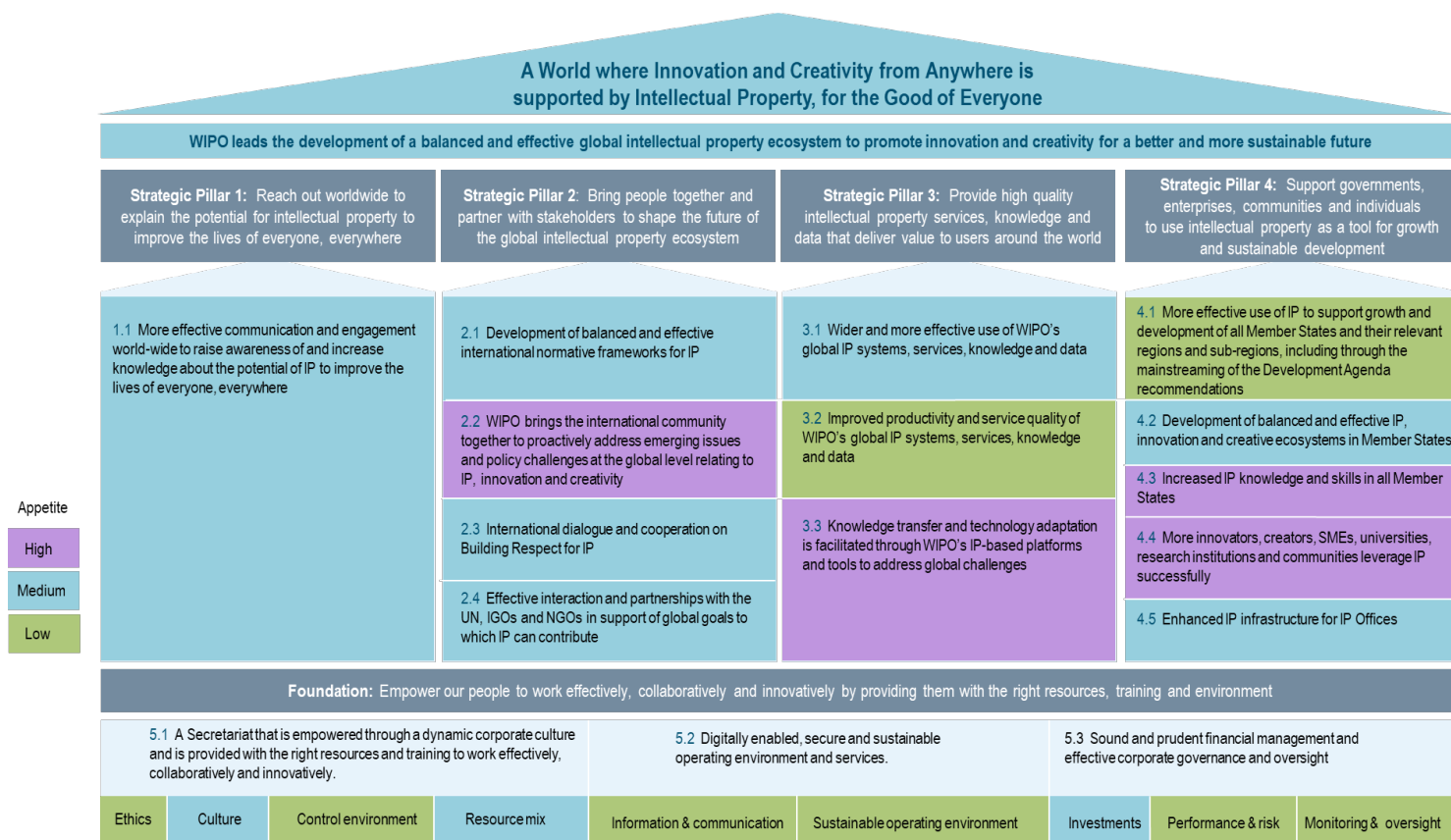
- i) **low** – Expected Result areas in which WIPO avoids risk, or acts to minimize or eliminate the likelihood that the risk will occur in pursuit of Expected Results as defined in the MTSP, because it has been determined that the potential downside costs and impacts are intolerable.
- ii) **medium** – Expected Result areas in which WIPO must constantly strike a balance between the potential upside benefits and potential downside costs or negative impact.
- iii) **high** – Expected Result areas in which WIPO has a preference for calculated risk-taking in pursuit of results in the MTSP because the potential upside benefits outweigh the potential costs or downside impacts.

**Figure 3: WIPO risk scale chart illustrating appetite levels**



## RISK APPETITE IN THE CONTEXT OF THE MTSP

Figure 4 - WIPO Results Framework with appetites overlay



14. Understanding risks and appetite is central to the Organization's ability to achieve its Vision, Mission and Expected Results. The level of appetite drives implementation strategies and organizational decision-making.

15. The Organization's overall appetite is **medium**. When the Organization undertakes work in pursuit of certain Expected Results, a lower or higher appetite may be sought. In some cases, there could be more than one Expected Result involved, in which case the lower appetite would prevail. The following section defines the appetite applicable to each Expected Result, providing examples to demonstrate how the appetite translates in practice.

## PILLAR 1: REACH OUT WORLDWIDE TO EXPLAIN THE POTENTIAL FOR IP TO IMPROVE THE LIVES OF EVERYONE, EVERYWHERE.

### 1.1 *More effective communication and engagement worldwide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere.*



The Organization expresses a **medium** appetite in pursuit of Expected Result 1.1.

Reaching out worldwide will mean exploring different audiences and new communication media and will thus require balanced risk taking to achieve this Expected Result. We will seek a measured amount of risk when engaging with non-specialist audiences, including the general public, SMEs and youth acknowledging it is possible that a campaign does not return its expected benefit, or may even cause negative sentiment.

Empowering our staff is a key strategic priority. We will therefore take a medium level of risk in encouraging more staff to engage and communicate with our stakeholders. We will proactively guide and train staff to learn from lessons. We will explore new channels of communication while connecting with young people, while ensuring clear guidance is available to manage any adverse responses or criticisms.

## PILLAR 2: BRING PEOPLE TOGETHER AND PARTNER WITH STAKEHOLDERS TO SHAPE THE FUTURE OF THE GLOBAL INTELLECTUAL PROPERTY ECOSYSTEM

### 2.1 *Development of balanced and effective international normative frameworks for IP*



The Organization expresses a **medium** appetite in pursuit of Expected Result 2.1.

Recognizing our role as a neutral convener, we will balance risk by adopting more dynamic and creative approaches to support negotiating processes. Lessons learned from the pandemic, such as adjusting the format and modalities of meetings, can be used to influence future approaches to facilitate fit-for-purpose intergovernmental discussions.

A shared understanding of the benefits of the international Intellectual Property (IP) system is fundamental to achieving the goal of balanced evolution of the international normative framework for IP.

## 2.2 *WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity*



The Organization expresses a **high** appetite in pursuit of Expected Result 2.2.

Understanding the challenges, we will pursue all avenues when undertaking our role as a global, neutral and credible convener to bring stakeholders together to address emerging challenges relating to IP, innovation and creativity.

When we look at the future of IP, we will leave no stone unturned to reach out to the broader public and listen to the compelling needs of a broad range of stakeholders. Such conversations may be seen as challenging the status quo, and this may result in a negative response from some stakeholders, but to remain static is to fall behind and may only push the debate elsewhere where WIPO has less influence.

## 2.3 *International dialogue and cooperation on Building Respect for IP*



The Organization expresses a **medium** appetite in pursuit of Expected Result 2.3.

When we seek to foster international dialogue and cooperation on the importance of respecting IP, we will do so through facilitating an open dialogue and broad exchange of ideas and practices with Member States and private stakeholders in order to contribute efficiently to raising respect for IP among communities, businesses and individuals, including young people.

## 2.4 *Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute*



The Organization expresses a **medium** appetite in pursuit of Expected Result 2.4.

When we pursue partnerships to seek achievement of common goals to address global challenges, we accept that the Organization may relinquish some control of its work in these areas, however, that risk is taken in the context of the opportunities presented. The reputation of WIPO could also be affected positively or negatively, based on the actions of partners outside of our control.

We see an opportunity to prove the value of multilateral dialogue and decision-making, in a global context of increasingly national agendas. Through effective interaction, collaboration and engagement with relevant stakeholders, we will raise awareness about the value of IP protection for innovation and creativity, essential for addressing global challenges.



## PILLAR 3: PROVIDE HIGH QUALITY INTELLECTUAL PROPERTY SERVICES, KNOWLEDGE AND DATA THAT DELIVER VALUE TO USERS AROUND THE WORLD

### 3.1 *Wider and more effective use of WIPO's global IP systems, services, knowledge and data*



The Organization expresses a **medium** appetite in pursuit of Expected Result 3.1.

We recognize the criticality of maintaining organizational relevance, and will continue to address stakeholders' needs, and respond to evolving global IP opportunities. We remain open to developing new IP capabilities, where we can add value, and in doing so we adopt a medium appetite.

We recognize and accept that users of our Global IP Protection Services may select alternative filing routes which could be perceived as more agile, responsive or otherwise more appropriate to their individual needs and circumstances. The Secretariat and Member States will exercise their shared responsibility for ensuring that the Organization continues to invest in enhancing the quality of services for its users, together with the mitigating actions in this area, in order to limit this risk to a medium level.

### 3.2 *Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data*



The Organization expresses a **low** appetite in pursuit of Expected Result 3.2.

We will demonstrate a low appetite or take measures to minimize risk, in the provision of secure, available and accessible IP services and products. We acknowledge that uncertainties exist which require controls and mitigation actions. Member States and users of our Global IP Protection Services expect accessibility, security and reliability in respect of WIPO's services, and consequently, we only accept a low level of risk in this area. An example of such a risk could be the prolonged unavailability of Global IP Protection Services, which is mitigated through appropriate business continuity planning and enhancing IT infrastructure.

We provide services to fee paying users of the Global IP Protection Services, Member States, as well as other external and internal stakeholders, partners, and our personnel. Service levels are established with strict time and quality related indicators closely monitored and tracked to ensure that the risk of substandard service delivery is minimized.

### 3.3 *Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges*



The Organization expresses a **high** appetite in pursuit of Expected Result 3.3.

When exploring new approaches to address global challenges, we will think innovatively to consider all available options. When developing collaboration platforms, it is possible that they will not receive the projected commitment of members or partners, resulting in reduced credibility of the platforms. In some cases we accept that we may need to discontinue platforms that are not meeting expectations, and learn from the experience.

## PILLAR 4: SUPPORT GOVERNMENTS, ENTERPRISES, COMMUNITIES AND INDIVIDUALS TO USE INTELLECTUAL PROPERTY AS A TOOL FOR GROWTH AND SUSTAINABLE DEVELOPMENT

### 4.1 *More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations*



The Organization expresses a **low** appetite in pursuit of Expected Result 4.1.

We will take low appetite in order to achieve the aims of the Development Agenda. We acknowledge that success of the work in this area is dependent on a high level of engagement as well as shared ownership and responsibility and the long-term commitment of our partners.

### 4.2 *Development of balanced and effective IP, innovation and creative ecosystems in Member States*



The Organization expresses a **medium** appetite in pursuit of Expected Result 4.2.

Our focus will be on ensuring that our contributions to IP policy development have a positive impact. We acknowledge that economic or political changes in countries, or unanticipated external factors, might hamper or slow down the cooperation activities, including the development and implementation of national IP strategies. Timely responses to changes in-country, contingency planning and relationship-building all contribute to a balanced medium appetite.

We will continue to support the establishment and use of alternative dispute resolution mechanisms. We accept the competition risk that customers could choose those other systems rather than WIPO's arbitration and mediation services, believing we offer best value.

### 4.3 *Increased IP knowledge and skills in all Member States*

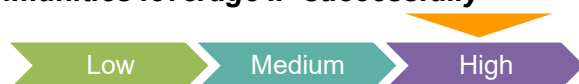


The Organization expresses a **high** appetite in pursuit of Expected Result 4.3.

In response to increasing demands, we will consider all alternatives in order to reach communities and stakeholders. The WIPO Academy has seen a surge in participation as many learners have turned to eLearning courses. This is an opportunity that can be capitalized upon and we will continue to strengthen the content, as well as our highly successful franchising model for IP education and training, through partnership with national, sub-regional and regional IP institutes.

We will push the boundaries to continue to increase breadth of our learning programs, continuing to develop partnerships to reach a broader audience. We will engage with innovators and creators, proactively and with ambition to be an active partner of their IP learning journey, particularly for least developed country Member States which require our increased attention. We will use innovative skills building support including through mentoring approach in collaboration with local institutions, government entities, NGOs, and experts.

#### 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully



The Organization expresses a **high** appetite in pursuit of Expected Result 4.4.

We will address the challenge of expanding the number and range of those who leverage IP successfully. We need to allow space to try innovative approaches to scale up our work, to strengthen our engagement with key strategic partners as well as to reach out to an expanded stakeholder base such as young people and women. We recognize that some of these approaches may not meet expectations, however lessons learned from such experiences will in turn contribute to further innovation.

In response to demand, we aim to deliver diverse, ramped up, high quality programs for supporting creators, SMEs, research institutions, universities, communities and persons with print disabilities for encouraging conversations on IP valuation and IP finance. We will pursue this higher appetite strategy for the higher likelihood of faster results for beneficiaries.

#### 4.5 Enhanced IP infrastructure for IP Offices



The Organization expresses a **medium** appetite in pursuit of Expected Result 4.5.

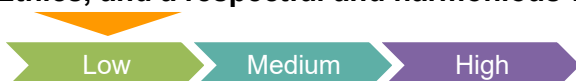
We will take a balanced approach to the establishment of formal procedures for software support and maintenance, together with WIPO's training and knowledge transfer activities, while also providing the mechanisms for self-supporting operations. When we provide WIPO business solutions to IP Offices, we need to address the issue of sustainability in the medium term.

### FOUNDATION: EMPOWER OUR PEOPLE TO WORK EFFECTIVELY, COLLABORATIVELY AND INNOVATIVELY BY PROVIDING THEM WITH THE RIGHT RESOURCES, TRAINING AND ENVIRONMENT

The WIPO Accountability Framework (WO/PBC/29/4) consolidates the components that provide assurance to Member States and stakeholders. The appetite for risk-taking described for the Foundation permeates throughout the Organization and is based on both Expected Results and the Accountability Framework components.

#### 5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively

##### Ethics, and a respectful and harmonious workplace



The Organization expresses a **low** appetite in relation to deviations regarding ethics, and a respectful and harmonious workplace.

We promote a culture of integrity and high ethical standards from personnel, vendors, and partners in relation to all of WIPO's operations.

We have zero tolerance for disruptions to a respectful and harmonious workplace, including by discrimination or harassment, which are mitigated by specific policies and procedures, as well as by dedicated programs and activities to prevent their occurrence.

## Culture

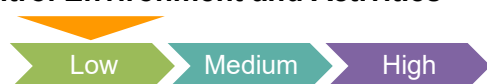


The Organization expresses a **medium** appetite in relation to culture.

Our risk culture is a reflection of the broader Organization culture, and we will favor accountability, empowerment and post facto review over heavy in-line controls. In the context of a changing external environment geopolitically, technologically and socially, we aim to strike the right balance between defining pre-set objectives and adjusting to risk and opportunities that arise.

We will take a medium level of risk to shift the culture away from risk averse, to learn when risks taken did not meet expectations, and to be more agile and responsive to changing circumstances. Managers are encouraged to take risks in line with this Statement, and to cascade that risk-based decision making to their teams. We strive to have a risk-aware culture – not afraid to take some calculated risk, to efficiently deliver on our mandate.

## Control Environment and Activities



The Organization expresses a **low** appetite to deviations from pursuit of a robust control environment and operating control activities.

Our internal control framework is a cornerstone of our operational environment, and we have a low appetite for any non-compliance. We ensure that delegated authority, as well as separation of duties, are systematically recorded and enforced through a robust system of internal controls, which in turn ensures that this risk area is mitigated.

We take minimal risk with regard to safety and security of personnel and anyone on our premises. We address this risk through a comprehensive global security strategy, a dedicated safety and security service, and the significant investment in the implementation of its broad Duty of Care responsibilities to staff and personnel working across all WIPO's operations, including in high-risk environments if operational needs so dictate.

We have low appetite for disruption to the continuity of our operations. We actively monitor and mitigate these risks, using a broad range of information resources, and undertaking Business Continuity Management within the framework of strong organizational resilience.

We have no appetite for any fraud in all of WIPO's operations. We are committed to ensuring that all activities and operations are free from fraud and other prohibited acts, and work to detect these and prevent them from occurring through appropriate internal control measures and the support of oversight entities.

## Resource and skill mix for operational needs

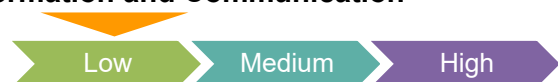


The Organization expresses a **medium** appetite for availability of appropriate resource and skill mix for operational needs.

We dynamically manage the risk of having an inappropriate resource mix through effective approaches, such as, knowledge management, flexible contract modalities and an increased focus on development and mobility to deliver on the MTSP 2022-26. Depending on the length of the need, we balance the risk of the long term liabilities of taking on staff against the risk of loss of institutional knowledge. To address shifting skill needs, we will take a medium level of risk in targeted cases to allow growth for our existing staff rather than systematically recruiting externally.

## 5.2 Digitally enabled, secure and sustainable operating environment and services

### Information and Communication



The Organization expresses a **low** appetite to deviations regarding protection of information and communication.

We take the utmost care with regard to cyber threats to protect against events or circumstances resulting from negligence or malicious actions which may compromise the confidentiality, security, integrity and availability of critical information assets, including, *inter alia*, unpublished patent information, entrusted to and/or managed by the Organization. WIPO has invested significant resources to build its capacity and implement directive, preventive, and detective controls to protect all information assets under its custody.

We take the privacy of our staff and customers personal information seriously and are cognizant of the risks to the same. Consequently we are implementing a formal data privacy program to safeguard this information.

We adhere to the highest standards of transparency and accountability, and as such, it is subject to continuous scrutiny from its customers, stakeholders and staff, as well as the general public. We take clear steps to protect the Organization against reputational damage that could adversely affect WIPO's business operations and ability to deliver value for its stakeholders.

We have no appetite for material misstatement and lack of transparency in financial, performance and other operational reporting. This risk is mitigated by the extensive investment in the Enterprise Resource Planning systems ensuring good data quality, and through comprehensive reporting by management to Member States across all WIPO's operational and financial activities.

### Sustainable operating environment



The Organization expresses a **low** appetite for deviation from pursuit of maintaining a sustainable operating environment.

We ensure our premises are kept fit for purpose, are renovated and converted for new usages in line with evolving needs and objectives of the Organization and provide an environment commensurate to the expectations of the workforce, of delegates and other stakeholders.

## 5.3 Sound and prudent financial management and effective corporate governance and oversight

### Investment Management



The Organization expresses a **medium** appetite for investment management.

The investment policy denotes undertaking a moderate level of risk in respect of managing the Organization's long term investments. For example, there is a risk that, despite the diligent monitoring by the Advisory Committee on Investments, the value of some or all of the investments made in accordance with the Member States approved investments policy could fall in the medium term, which would consequently result in a reduction in the Organization's net assets (reserves).

## Performance and Risk Management



The Organization expresses a default **low** appetite for deviations regarding performance and risk management.

We have low appetite for deviations from activities directed at the achievement of the Expected Results contained in the Strategic Pillars, as well as from the treaties that the Organization administers. The low appetite is demonstrated through diligent biennial planning and annual workplanning aligned to the MTSP as well as implementation monitoring and performance reporting. The approved budget cannot be exceeded owing to robust budgetary and expenditure control, and regular reporting.

Our business model entails working closely with external providers, partners, educational institutions, vendors, donors and other third parties, and we take steps to mitigate uncertainties in the Organization's relationships with suppliers or partners, which may impact activities. Risk assessments of strategic partners are routinely undertaken in order to ensure that the level of risk is mitigated to low, that there is not an over reliance on a certain partner, and that any deviations are reported according to the risk management policy.

We strive to minimize the impact of any negative deviations from key planning assumptions, primarily in respect of the Organization's income forecasts. The planning assumptions which form the basis of the Program of Work and Budget are set at a conservative level below the base case. Forecasts are regularly updated and reviewed by the RMG for operational monitoring.

## Monitoring, Oversight, Complaints and Response Mechanisms



The Organization expresses a **low** appetite for deviations regarding monitoring, oversight, complaints and response mechanisms.

WIPO's oversight entities provide assurance to management that compliance, internal controls and risk management mechanisms in place to mitigate this risk area are effective and efficient.

We take concrete actions to always meet or exceed external stakeholders' expectations, including those of customers, Member States, vendors, partners, or users of WIPO's services.

We work to avoid or reduce workplace related conflicts, which are mitigated through general awareness raising activities and provision of formal and informal conflict resolution mechanisms and services to staff and personnel. We have zero tolerance for any form of wrongdoing or misconduct, which is addressed by training and sensitizing staff on how to prevent, avoid and report, and taking disciplinary or administrative measures, as necessary.

We exercise a low appetite with respect to any perceived gaps in our internal governance mechanisms and we exercise financial responsibility for all aspects of WIPO's work including that done through partners and service providers. WIPO's comprehensive oversight architecture and proactive follow up of oversight recommendations provide assurance to Member States.