



Committed to Good

## BALANCING THE GENDER SCALES IN HUMANITARIAN PROJECTS

SUSTAINABLE DEVELOPMENT  
IMPACT ISSUE 2017





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**#Female First**

**OUR PLEDGE:**  
BY 2030, 30% OF ALL PROJECT-RELATED  
ROLES WILL BE REPRESENTED BY WOMEN



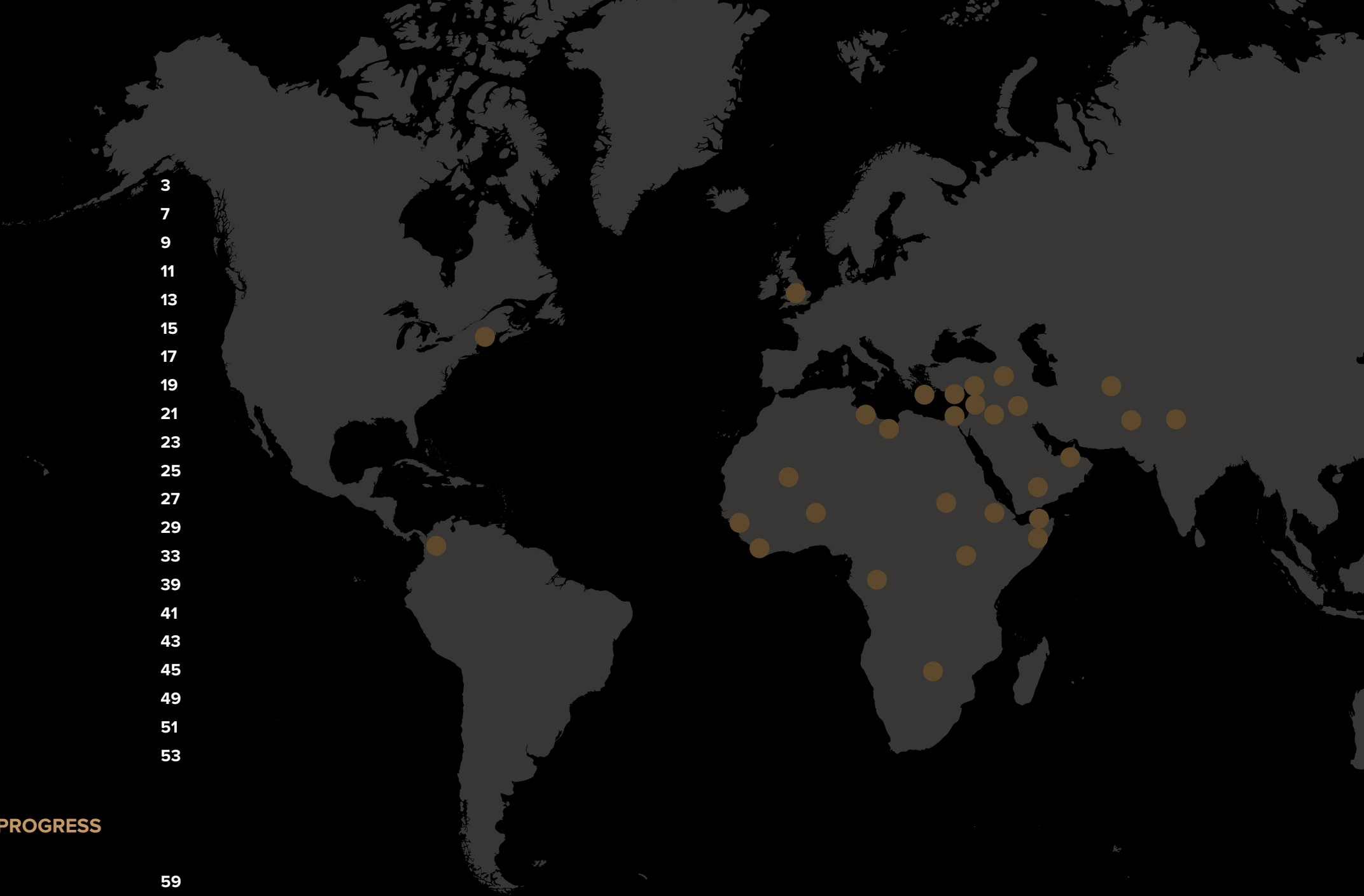
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## FROM THE CEO

# COMMITTED TO GOOD: ACTION BEHIND THE WORDS

**2017 HAS BEEN AN INCREDIBLE JOURNEY FOR CTG. A YEAR OF SELF-ASSESSMENT AND DISCOVERY, WHERE WE HAVE CONSIDERED WHAT LIES AT THE HEART OF OUR BRAND AND TURNED OUR SOCIAL GOOD VISION INTO A REALITY.**

CTG operates in fragile and conflict-affected countries supporting the implementation of important humanitarian projects. Our work, consists of providing recruitment, human capital management, logistics and project management services. As partners to humanitarian organisations we enable projects to happen and we are already making a difference in the lives of many.

However, we knew that we could do more and wanted to contribute to the **2030 Agenda For Humanity** and implement the sustainable development goals (SDGs) in the most impactful way possible. But where to start?

Impact has been a recurring theme for us in 2017. I was privileged to mediate a panel at the UNGC UAE Local Network Anniversary this year focusing on 'Transforming our World

Through Innovation and Sustainable Development Goals'. We all agreed that the private sector needs to be involved to achieve the 169 targets. Instead of trying to do a little for every SDG, the unanimous conclusion was that we should focus on a few or even just one – that is how real impact is achieved.

Great things often come about thanks to timing. This was also the year that CTG embarked on a rebrand to create clearer messaging into what motivates and drives the company. It involved a fundamental rethink of what we are about and how we operate in war-torn countries. All of our employees contributed and our path suddenly became clear. To our excitement, the importance of gender equality (SDG5) emerged as a fundamental to how we must do business.

Further exploration revealed that the more women and men we can employ, the more impact this has on SDG 8 and SDG 16 – economic growth and peace – the two other SDGs where our operations make a massive contribution.

***“Impact has been a recurring theme for us in 2017.”***

**CTG WERE THE PROUD WINNERS OF THE SDG PIONEER AWARD FOR THE PEACE CATEGORY, AWARDED BY UN GLOBAL COMPACT NETWORK UAE, IN NOVEMBER 2017**



**UAE SDG Pioneers 2017**



### WHY THE SDGS MAKE BUSINESS SENSE

# 26%

The boost to Annual Global GDP by 2025 if women participated in the economy identically to men

\* Stanford Social Innovation Review



Increasing the share of household income controlled by women changes spending in ways that benefit children

\* UN Women



CTG now stands for something that all of us can connect with: **Committed To Good**. This comes through in the way we do business from our zero-tolerance approach to corruption, our respect for the fundamental human rights of our staff and our commitment to local labour laws. CTG strives for inclusion, diversity and gender equality and believes this is where we can make a real difference.

In the developing and post-conflict areas of our operations, the involvement of women in the workplace is hard to achieve. However, our achievements of today shouldn't go unnoticed: **within our core staff we have equal representation of women and men, and of our 2000+ staff working in the field there is already over 9% female representation**. In our newer operations in Yemen, for example, we have already achieved 32% representation of women. These are environments where whether due to cultural restrictions, lack of education for women or unconscious bias, the mindset surrounding women in the workplace is very much against us.

This year we've launched our **Female First** initiative, a recruitment campaign which pledges to have 30% of CTG's project related roles represented by women by 2030.

According to the World Economic Forum it will take 100 years to close the gender gap at its current status and women are measured as having 68% of the chances and outcomes that men have. Women in the Middle East and North Africa (both areas that CTG operates in) fared the worst, with war-torn Yemen coming last on the list with a gender equality score of just 52%.

***“According to the World Economic Forum it will take 100 years to close the gender gap at its current status. CTG can't wait that long.”***



Achieving 30% is sadly no mean feat. To hit these targets, CTG will work closely with its partners, clients and stakeholders to promote the role of women in the workplace in fragile and conflict-affected countries. We will have to connect with families in the communities we work in to permit wives, daughters and mothers to work; work with our clients to increase budgets to allow for gender-sensitive working conditions; unlock unconscious bias with recruiters and our clients responsible for selecting candidates. Our staff are all on board; through International Women's Day internal capacity building trainings we have an enthusiastic team of Female Champions of Change and #Heforshe Champions, and the whole group is committed to achieving our Female First 2030 30% target.

***“Female drivers, female engineers, female demining managers, female senior executives and board members are all considered at CTG.”***

It also has to go beyond the recruitment of women, that is just the beginning of the process. Ensuring fair and equal rights for both men and women involves ongoing gender-sensitive training of all our staff as well as creating local partnerships to ensure CTG has cultural awareness.

Empowering young people is an important part of the Agenda for Humanity's **leave no one behind** commitment. In 2017, we initiated an internship and mentoring programme which has involved university students joining CTG in our management offices to work on important subjects such as corporate sustainability, gender equality, our female-first platform, data and technology innovation and how CTG's work in these thematic areas have an overall impact on the recovery of communities in the conflict-affected countries we work. Read more about it on page 39.



Corporate social responsibility is no longer a nice-to-have, it is a vital part of modern business. We believe that running an ethical business will result in our future sustainability. In this report, I hope you'll get a deeper insight into our mindset and vision. We are already achieving, and were so proud of our two awards that we won in 2017 for the **'Most Woman Friendly Employer'** and the **'SDG Pioneers'**. There is still so much more we are determined to do. We need our clients to join us on this journey.

*Alice Laughher*

**Alice Laughher**  
CEO CTG  
Board Member of UNGC UAE Local Network & Chair of WEPs UAE



**ALICE WITH LISE KINGO, CEO & EXECUTIVE DIRECTOR OF THE UN GLOBAL COMPACT, AT THE UNGA IN NEW YORK**

# NUMBERS FOR CHANGE



32%

The percentage of women on CTG's team in Yemen, the country that was rated the worst in the world for gender equality by the 2017 World Economic Forum report

600

The number of local women employed by CTG in Afghanistan working on projects such as women's literacy courses, construction, counter narcotics surveys, assisting IDPs, food distribution and monitoring and supporting economic and political stability



“ Creating job opportunities for women in Afghanistan brings change in the structure of society: families will be encouraged to let girls and women go to school and work. If the rate of participation of women in the community increases, the added value can only increase. ”

Ahmad Fahim Shirzada, Country Operations Manager Afghanistan



5

Number of years that CTG legal experts have been embedded within the Somali government working on the new Somali Constitution

292,526

Number of people given risk education training in schools and IDP camps in Iraq by CTG staff

640

is the number of staff CTG recruited and employed in less than one month across all 34 provinces of Afghanistan for the Election Complaints Commission



91%

Percentage of CTG teams who are local nationals

11

Number of years that CTG has been creating job opportunities for men and women in conflict-affected countries



#3  
CORE RESPONSIBILITY  
LEAVE NO ONE  
BEHIND



## EMPOWER WOMEN AND GIRLS

30%

The number of women CTG will employ in project related roles in conflict-affected countries by 2030, thanks to our Female First initiative

1

'Most Women Friendly Employer' Award given to CTG at the Global Women In Leadership Economic Forum



## EMPOWERING THE YOUTH

2017

The year that CTG started its Youth Ambassador and Internship programme, offering paid, mentored internships to female graduates



## CTG & THE AGENDA FOR HUMANITY

Honouring the commitment to leave no one behind requires reaching everyone in situations of conflict, disaster, vulnerability and risk.

## CTG IN ACTION



10.5k

Experts deployed by CTG across Africa, the Middle East and Asia



25

CTG operations in post-disaster and conflict-affected countries



25k

Vetted humanitarian experts in CTG database

# CTG's GLOBAL IMPACT



“We are on the ground; we have spent years building effective local networks and know-how that enable us to solve problems and get the job done.”

James Veysey, COO

**LIBERIA**

CTG provided on-the-ground support to the first US-led Ebola Treatment Unit, mobilizing a rapid response Emergency Medical Team. CTG also managed over 500 staff responsible for running 3 ETUs.

**LIBYA**

Implementing a project to track displaced migrants & offer assistance & a Voluntary Humanitarian return project to help migrants return to their countries.

**MALI**

Mobilised International Quality Assurance and Operations Officers and Mine Risk Education Specialists on demining projects.

**SUDAN**

Engaged to manage transporting a monthly average of 6000 metric tons of food aid across Sudan, transported in trucks across challenging terrain.

**BURUNDI**

Sourced International Quantity Surveyors and Local National Project and Field Site Engineers.

**SOUTH SUDAN**

Employing IDPs to provide facilities management services to the UK military royal corps of engineers who are engaged in reconstruction of critical infrastructure.

**GAZA**

CTG recruited and manages a team of 250 male and female engineers who monitor the reconstruction of buildings and infrastructure and the appropriate use of materials.

**SOMALIA**

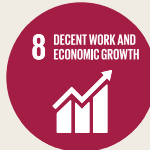
CTG monitors and evaluates the feeding and food distribution for 1.9 million Somalis a year. We have staff working on the new Somali constitution; engineers rebuilding south-central Somalia and social workers counselling migrants.

**YEMEN**

CTG mobilised field monitors who are monitoring human rights violations across the country.

**AFGHANISTAN**

Since 2006 multiple projects have been implemented. Women's literacy courses, construction of schools and health facilities, counter narcotic surveys, assisting returning IDPs, advising local communities, food distribution and post distribution monitoring, emergency assistance, health advisory, economic and political stability – over 1,200 staff currently.





# WHAT CTG STANDS FOR

In launching our new website and brand we have had to look deeply into our identity, consider who we are, how we can communicate meaningfully with our clients and where do we want to be in 10 years' time.

Most importantly, it's made us reconsider how we want to be perceived – not simply as a service provider but as a trusted partner supporting the humanitarian and development communities in the world's most challenging environments, committed to empowering local communities.

We want to smash the perception that private companies operating in fragile countries are committed solely to profit, that we are considered in all of our actions, empowering, ethical, law-abiding and above all 'committed to good'.

Even our name has become a representation of our dedication to ethical business.

The CTG colours are inspired by four of the five areas of critical importance highlighted in the 2030 Agenda for Sustainable Development. Our new logo design is inspired by the positive ripple effect that our work has on vulnerable communities.

Committed to Good

## BLACK: PARTNERSHIP

With our clients we are coming together as a force for good in fragile environments.



## RED: PEOPLE

Nothing is possible without the skills of our accomplished teams. We employ men and women and are passionate about achieving SDG 5 for gender equality.



## WHITE: PEACE

Our mission is to foster peaceful, just and inclusive societies, in conflict-affected countries in line with SDG 16.



## GOLD: PROSPERITY

Creating job opportunities in conflict-affected countries works towards making SDG 8 and economic prosperity realities.





# WHAT DOES COMMITTED TO GOOD MEAN TO YOU?

Our COO, James Veysey, shares how the meaning behind CTG's name resonates with him

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



“ One of the core principles of humanitarian aid is ‘do no harm’ which is the starting point for all CTG projects. ”

## FROM YOUR PERSPECTIVE, HOW IS CTG ACHIEVING OUR THREE CHOSEN SDGS?

Gender equality starts at home. CTG is not only a female-led organisation but we have total parity across all roles including management positions. In the field, we continue to be confronted with legacy barriers such as notions that ‘it’s a man’s job’ or cultural obstacles. We are slowly tearing down these barriers and accommodating cultural constraints to enable women to work for CTG in the field.

In terms of Peace & Justice and Strong Institutions, there are so many live examples where CTG is playing a meaningful role, not least in Somalia where our legal experts have been embedded within the Somali government for the last five years working tirelessly on the new Somali Constitution which is helping to pull the country together and to bind the regions under one central rule of law.

Likewise, in Libya, our legal advisors are helping to form a ‘third way’ proposed by the international community in order to enable fighting parties to come to the table and discuss a peaceful future for the country.

## AT CTG, OUR MESSAGE IS ALWAYS ETHICALLY FOCUSED. HOW ARE WE ETHICAL IN OUR DAILY DEALINGS?

CTG’s core business is creating employment. Decent employment that conforms with local labour laws, meets or surpasses market salaries, treats staff with dignity and provides for all local taxes. Our vetting processes work hard to eliminate nepotism, trafficking or slavery and our internal trainings mitigate harassment and corruption. More than 75% of our entire revenue is channeled into local salaries which has a ripple effect into local economies.

“ Everyone at CTG has a shared sense of purpose. ”

## HOW IS CTG “COMMITTED TO GOOD” IN TERMS OF OUR OPERATIONS ON THE GROUND?

One of the core principles of humanitarian aid is ‘do no harm’ which is the starting point for all of our projects. We go into each project with our eyes wide open and with a full understanding of the local context and challenges. We can only achieve that by having local teams on the ground to advise us and to engage with the local communities each step of the way. This might involve ensuring a balance in employment between different clans or villages; it might mean conducting salary benchmarks or it might mean the provision of healthcare solutions. All of CTG’s operations start with a fair and equitable recruitment process which actively promotes female employment for like-for-like skills and experience.

## WHAT ARE YOU MOST PROUD OF AS SOMEONE WORKING FOR CTG?

Everyone at CTG has a shared sense of purpose. As an implementing partner to the humanitarian agencies, we pride ourselves in being able to ‘get stuff done’! We are highly responsive and we like to fix problems that would otherwise create blockers which ultimately impact on the delivery of humanitarian aid. We take a long-term approach and we have invested heavily in our systems and processes so that we can be more efficient, more innovative and ultimately more cost effective so that more money can be spent on the delivery of aid.

## WHAT WOULD YOU LIKE TO SEE CTG ACHIEVE BEFORE 2030?

I’d like to see CTG smash the 30% 2030 goal and break as many barriers as possible to enable female employment!



# WHAT DOES COMMITTED TO GOOD MEAN TO YOU?

Members of the team share why the meaning behind the CTG name resonates with them



**Svitsai Kunyenya,**  
Talent Acquisition and  
Gender Specialist

“ This year, I volunteered to lead CTG's Gender Parity Taskforce. I am a recruiter and my primary role is to find best-fitting talent for opportunities in all operational areas. This makes me one of the key drivers of our Female First initiative; I consciously strive to create gender balance in my recruitment process by making gender-balanced submissions to the client, which increases chances of women being selected

for opportunities. CTG has come up with solutions to make women working in male-dominated, restrictive environments possible. We have female staff working as engineers in Gaza and as Account Managers in Somalia and Libya, to name a few – these are hostile environments. I'm proud that CTG is helping to encourage local women to work alongside men in places where the odds are against them. ”



**Suaad Al Salahi,**  
Account Manager, Yemen

“ CTG has been operating in Yemen since February 2017. Our teams (consisting of both men and women) work in the most volatile areas of the country monitoring and reporting on different human rights violations. CTG works on resilience-building community projects that strengthen the local coping mechanisms of vulnerable including energy resilience for the agricultural sector. The work we do, we're directly reaching people in need in areas where the security crisis is critical. Our presence is still growing in Yemen but the work we're already doing is making such an impact. ”



**Jamshid Poyan,**  
Deputy Country Manager,  
Afghanistan

“ I am most proud of the quality of service that CTG provides; it's something that other organisations can't match. CTG has been a great support to Afghanistan, to both communities and government. For more than 10 years, we have been providing Afghan women with work opportunities in humanitarian operations, in roles ranging from project management

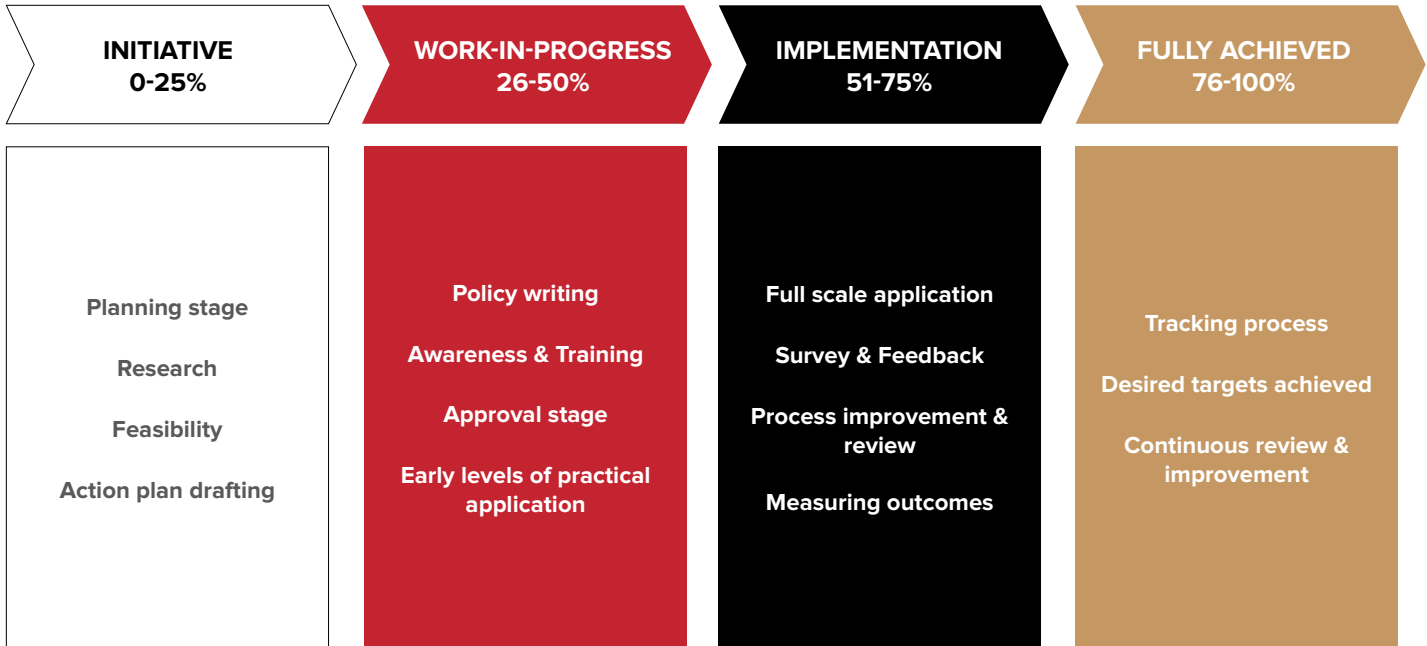
to unarmed security. These jobs come with decent and fair pay, enabling staff to support their family, pursue higher education and establish themselves as integral part of society. Our projects in Afghanistan have ranged from Electoral Complaint Commissions to the construction of education and hospital facilities to criminal justice capacity building. ”

A HELICOPTER FLIES  
ALONG THE MOGADISHU  
COASTLINE; IN SOMALIA  
CTG HAS HUNDREDS  
OF STAFF WORKING  
ON PROJECTS THAT  
RANGE FROM HELPING  
TO BUILD THE SOMALI  
CONSTITUTION TO  
IMPLEMENTING FEEDING  
PROGRAMMES



# OUR SUCCESS SCALE

In order to track our progress and ensure continuous improvement, we have developed a CTG Success Scale to rate our initiatives and projects



" Looking back at my three years of working with CTG providing a range of services to humanitarian organisations across our two largest country operations, Afghanistan and Somalia, gives me a sense of pride. We only recruit through the local community for local jobs and due to many security issues faced in these countries our success can be measured through the number of humanitarian projects we have been involved in implementing. Projects that without CTG would otherwise not get done – be it food delivery and monitoring, community based projects or running fair and transparent elections. We are always there on time to support our clients and most importantly our staff in the field. "

Jason Smith, Regional Director of Sales



CHILDREN RECEIVE FOOD IN A REFUGEE CAMP IN SOUTH SUDAN. CTG CREATES JOB OPPORTUNITIES FOR INTERNALLY DISPLACED MEN AND WOMEN IN SOUTH SUDAN.

PHOTO CREDIT: IAIN STATHAM



# CTG IS COMMITTED TO GOOD

CTG has focused on the SDGs where we can maximise our impact

When the former Secretary-General, Ban Ki-Moon, launched the Sustainable Development Goals in 2015, as our core business directly supports the efforts of the United Nations, we decided to adopt these into our core business strategies.

Due to the nature of our business supporting humanitarian and development efforts in fragile and conflict-affected countries, we decided to align our efforts with the three SDGs where we can really make a difference: SDG 5, 8 and 16.



“ We consider business operations to be opportunities to advance and promote the 2030 Agenda for Sustainable Development and Agenda for Humanity. ”

Alexander Bethell,  
Senior Vice President

## ETHICAL BUSINESS IS HOW WE DO BUSINESS

We are committed to understanding, monitoring and managing our social, environmental and economic impact to enable us to contribute to the SDGs. This commitment is deeply ingrained in our core values and we aim to demonstrate these responsibilities through our actions and within our corporate policies.

At CTG, we commit to:

- Conducting our business in a socially responsible and ethical manner;
- Promoting anti-bribery and anti-corrupt practices;
- Honouring the law, local labour standards and best practice;
- Respecting the human rights of men, women and children;
- Engaging, learning from, respecting and supporting the communities and cultures within which we work; and
- Protecting the environment and the safety of people and our stakeholders.

In alignment with our Code of Conduct, CTG will ensure all matters of corporate sustainability are considered and supported in our operations and administration globally. Our stakeholders’ best interests are our priority and CTG is committed to being recognized as a responsible leader in the Force for Good and having an impact on the Agenda for Humanity.



# SUSTAINABLE DEVELOPMENT GOALS





# CTG's SOCIAL IMPACT JOURNEY

## UNGC ACTIVITIES

## CTG ACTIONS

2014

Reviews Code of Conduct and launches Compliance and Ethics Sustainability Programme (CESP) which commenced with becoming a member of the United Nations Global Compact (UNGC) and adopting its 10 principles.

CTG runs three Ebola treatment clinics in Liberia and became a member of EPSMG.

CTG signed UNGC's anti-corruption call to action.

2015

CTG's Commitment

Launch of UNGC UAE Local Network.

United Nations General Assembly (UNGA) in New York. Global Compact+15: Business as a Force for Good. The Sustainable development Goals (SDGs) are launched.

CEO invited to join the UNGC UAE Local Network Steering Committee. CTG becomes a board member.

CTG attends event and adopts the SDGs.

2016

CTG Researches and Assesses

The Womens Empowerment Principles (WEPs) Annual Event.

First ever World Humanitarian Summit held in Istanbul – a pivotal moment for global community. A new Agenda for Humanity is launched.

Making Global Goals Local Business Campaign in Dubai.

United Nations General Assembly in New York.

Business For Peace (B4P) Annual Event in Dubai.

CTG signs up to WEPs.

CTG attends and adopts the five-point plan presented by Agenda for Humanity.

CTG plays key role in organising the event. Along with NRS International, a relief supplier, creates 'Walk the Walk' to show the realities of the refugee humanitarian crisis.

Attends Private Sector Forum and UNGC Leaders Summit.

CEO becomes chair of Business For Peace in the UAE region and publicly signs B4P Call to Action.

2017

CTG Implements

UNGC UAE decides to focus on the WEPs initiative. WEPs UAE is founded.

The WEPs Forum & Commission on Status of Women.

2nd Anniversary of UN Global Compact Local Network UAE Event

United Nations General Assembly in New York.

UNGC UAE Launches SDG Pioneer Awards

CEO launches and chairs the UAE Taskforce for WEPs.

Launches Female First Initiative and CTG Mentoring and Internship Programme, which is female-focused.

CEO moderates a panel discussing the 'Year of Giving' at the event. Outcome of panel reinforces CTG's decision to focus on the three SDGs where most difference can be made: SDG5, 8 and 13.

CTG attends Private Sector Forum and UNGC Leaders Summit.

Launches rebrand of CTG: colours of branding aligned with 4 of the 5 key themes of SDG framework: Partnership, People, Peace and Prosperity.

Wins 2 awards: SDG Pioneer Award in the Peace category from UNGC UAE Local Network. Previous month, CTG wins Most Women Friendly Employer Award from Women in Leadership Economic Forum.

# PROUD WINNERS OF THE SDG PIONEERS AWARD

CTG's efforts to empower communities in  
conflict-affected regions recognised with award



“ CTG's rare and remarkable efforts to achieve peace, create job opportunities, and empower women in conflict areas gives them the well-deserved title of UAE SDG Pioneer in the Peace category. Their global operations echo not only their courage and commitment to SDG 5, SDG 8, and SDG 16, but also the UAE's engagement in achieving global sustainability. CTG sets a great example that devotion leads to results – exactly the example that the Sustainable Development Goals are looking for. ”

Mr. Mahmoud El Burai, UNGC UAE Local Network and MENA Representative and CEO of Dubai Real Estate Institute

CTG was honoured to accept the UAE Sustainable Development Goal (SDG) Pioneer For Peace award in Dubai in November, 2017. The SDG Pioneers Campaign recognizes those who do an outstanding job of taking action on sustainable development issues; the award was presented to CEO Alice Laughher and COO James Veysey by the United Nations Global Compact (UNGC) local network representative in the UAE.

Our CEO Alice said of the award: “ It's the visibility we have in countries such as Gaza, Somalia and Afghanistan, that makes it so important to us to align our business with the SDGs and the 2030 agenda, and it's our core mission to do what we can for SDG 8 and SDG 16 - creating job opportunities, economic prosperity and peace, and I hope we're a change agent when it comes to gender equality and SDG5. What I'm most passionate about is the launch of our Female First platform which looks at creating job opportunities for women in the conflict-affected countries that we work in.

I'm also incredibly proud of my team who have taken my vision for the advancement of the 2030 Agenda for Humanity and really run with it. They are the ones who are turning our vision into reality when it comes to making an impact in line with the 2030 Agenda for Sustainable Development every single day through the work that they do. ”



CTG STAFF RAN THREE EBOLA  
TREATMENT UNITS IN LIBERIA



AFGHANISTAN IS ONE OF CTG'S  
KEY COUNTRIES OF OPERATION





# WOMEN'S EMPOWERMENT PRINCIPLES (WEPs):

The Women's Empowerment Principles are a set of principles which guide businesses on how to empower women at work, at home, and in the community. The set of seven principles came from a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact



## CTG & WOMEN'S EMPOWERMENT

It's estimated that gender equality won't be achieved until 2095. CTG can't wait that long

WOMEN AT A LITERARY PROGRAMME THAT CTG HELPED IMPLEMENT IN RURAL AFGHANISTAN

### THE PRINCIPLES

- 1

Establish high-level corporate leadership for gender equality
- 2

Treat all women and men fairly at work – respect and support human rights and nondiscrimination
- 3

Ensure the health, safety and well-being of all women and men workers
- 4

Promote education, training and professional development for women
- 5

Implement enterprise development, supply chain and marketing practices that empower women
- 6

Promote equality through community initiatives and advocacy
- 7

Measure and publicly report on progress to achieve gender equality



With our CEO as Chair for the UN Women's Empowerment Principles (WEPs) Taskforce in the Gulf region, CTG is dedicated to the agenda for greater women's empowerment, diversity and inclusion. We have publicly signed our commitment and our vision is to use our position as a partner of agencies operating in fragile communities to empower local communities and encourage more local and international women into our workplaces.

### WHY DOES GENDER EQUALITY MATTER SO MUCH TO CTG?

CTG is a female-founded and run business and our internal team has a gender ratio of almost 50:50. We have seen first-hand the value of having gender-balanced workplaces.

CTG prides itself on having many of the Country Management roles, leading its operations and projects, filled by women: this includes high-risk operations in Yemen, Sierra Leone, Sudan, South Sudan, Libya, Tunisia, Iraq and Mali.

However, there is still much work to be done. While we have achieved the ideal set up in our main offices, the number of women in project-related roles is low. We have thought about it, we have talked about it, we have written about it and now we are putting our plans into action.

### WHAT IS CTG DOING FOR GENDER EQUALITY?

- Established ethics committee and whistleblowing protection policies
- Reviewed our internal policies to be more family-friendly
- Implemented a new Banding Structure (aligning benefits and payscales to protect diversity and inclusion)
- Created new gender-sensitive code of conduct and trainings across our country offices
- Started a new female-focused Intern and Mentorship platform
- Trained our staff on gender equality
- Elected a Gender-parity Taskforce which meets quarterly
- Engaged with Champions of Change (men and women across our operations globally)
- Encouraged personal engagement with the #HeforShe and 10x10x10 IMPACT initiatives of UNWomen

### GENDER EQUALITY TEAMS AT CTG

- GENDER PARITY COMMITTEE**  
Focusing on WEPS initiatives towards gender balance within CTG.
- HEFORSHE CHAMPIONS**  
Male employees who pledged their support and champion gender equality initiatives within CTG.
- CHAMPIONS OF CHANGE**  
Employees who volunteered to make up the think tank for gender activities within CTG. They are on-the ground drivers of the Female First programme.



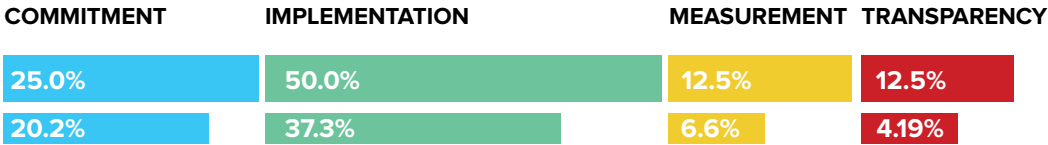
HeforShe is a solidarity movement for gender equality launched in September 2014 by then UN Secretary-General, Ban Ki-moon, and UN Women Global Goodwill Ambassador, Emma Watson. HeforShe aims to mobilize one billion men to involve them in the journey towards gender equality.

# MEASURING SUCCESS, MAKING IT COUNT

How can we measure our gender equality endeavours



## WEPs GENDER GAP ANALYSIS FOR CTG – AREAS OF FOCUS



LEADERSHIP AND STRATEGY	WORKPLACE	MARKETPLACE	COMMUNITY
Q1. Leadership Commitment (100%)	Q5. Equal Compensation (94%)	Q16. Product/Service Development with a Gender Lens (100%)	Q18. CSR, Philanthropy, Advocacy and Partnerships to Support Gender Equality (70%)
	Q10. Violence, Harassment and Sexual Exploitation (93%)	Q15. Gender Responsible Marketing (89%)	Q17. Applying a Gender Lens to Community Relations (25%)
	Q4. Professional Development and Promotion (92%)	Q13. Women-Owned Business (20%)	
	Q5. Maternity Leave (81%)	Q14. Supplier Performance on Gender Equality (0%)	
	Q8. Parental and Caregiver Support (80%)		
	Q2. Non-discrimination and Equal Opportunity (79%)		
	Q12. Access to Quality Health Services (71%)		
	Q9. Work/Life Balance (65%)		
	Q3. Recruitment (64%)		
	Q7. Paternity Leave (61%)		
	Q11. Health, Safety and Hygiene (44%)		

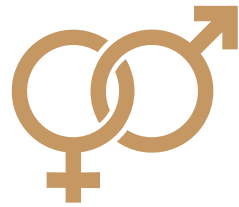
In June 2017, following just 18 months of initiating its new standards and targets, CTG scored 68% on the United Nations Women’s Empowerment and Gender Gap Assessment.

CTG WAS PROFILED AS AN "ACHIEVER" FOR WOMEN'S EMPOWERMENT AT 68%.



CTG has developed and implemented several policies and practices across our business functions, field office and HQ. We recognize that while formalising policies is important, in order to create change we need to support those policies with practices, measurement and reporting. Our next steps include addressing the remaining gaps in implementation, fully integrating gender equality into our corporate sustainability strategy, establishing metrics and reports, and increasing our transparency to our stakeholders.





## CTG's FEMALE FIRST INITIATIVE

CTG plans to help balance the gender scales  
in humanitarian employment

### OUR PLEDGE:

**BY 2030, 30% OF ALL PROJECT-RELATED  
ROLES WILL BE REPRESENTED BY WOMEN**

# #FemaleFirst

We launched Female First in 2017 to encourage our recruiters,  
in-country teams and our clients to rebalance the gender scales  
when it comes to our humanitarian teams on the ground

## NO PLACE FOR A WOMAN?

The austere and fragile countries that CTG works in are usually male-dominated and clients and recruiters often lean towards hiring men citing safety reasons or cultural considerations.

For our international staff, the job involves working away from their families in high-risk environments. There is the first-world stigma and much unconscious bias as to the place for a woman, particularly one without military qualifications, working in fragile and conflict-affected countries.

There are also many barriers in-country for women to be allowed to work. In Afghanistan, for example, decades of war and family restriction make it very difficult for women to work. Most girls only attend elementary school and only one in 20 girls attend school beyond the sixth grade.

Many families only permit their daughters to attend all-girls schools close to their home but few exist. Other families believe

it is unnecessary for girls to be educated. Others insist women and girls stay at home, and can only leave if they are fully covered and accompanied by a male relative. Schools for girls in many provinces of Afghanistan have been burned down, hundreds of teachers educating girls have been threatened or killed, and girls have been physically harmed while attending or walking to or from school.

We are witness to a generation of Afghan women with great plans for their future but the reality is that few of them will realize their goals. Pressured by the restrictions of society, stories of women running away from home or setting fire to themselves are not uncommon.

Today, there is hope in Afghanistan, prompting more girls to study, apply for jobs and stand up for their rights. This has accelerated demands for real change for women. Employment is one of the key issues in the development of women in society in Afghanistan.

Operating in Afghanistan and other similar environments, CTG believes that our Female First platform can bring about change.



ASMAA SAAD AZAIZA,  
CTG QUANTITY SURVEYOR, GAZA

## EMPOWERING WOMEN & THE RIPPLE EFFECT

WITH OUR FOCUS ON SUPPORTING AND HELPING  
THE THREE SDGS:



The three cannot be achieved without each other.

CTG employs 91% local people on our projects, in fragile countries from Libya and Somalia, to Afghanistan – this ensures funds and resources go back into the local economy. In most war-torn countries, there are thousands of families where they have lost their men in conflicts and women are the only breadwinners. We have to find ways to employ these women, often culturally challenging, if we are to help the local economy. In time, this will help bring stability and peace.



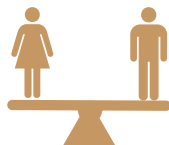
# HOW FEMALE FIRST BEGAN

Continuous education on unconscious biases is imperative. Our talent acquisition specialists identified this while profiling our job vacancies whether it was managing construction sites in Gaza, clearing mines in Mali, training the Iraqi Police on Explosive Ordnance Disposal, driving trucks in Sudan and Darfur or managing the humanitarian return of migrants in Libya.

They realised there was no reason a woman couldn't do any of these roles even though society may not fully support this.



## OUR PRIORITIES



### THE FIRST PRIORITY

To have a stronger database of female candidates – currently at 15%, our goal is to get this to 60% so that we are shortlisting three women out of every five candidates. Only this way will we achieve a step-change in more women being employed.

### OUR SECOND PRIORITY

To ensure fair and equal rights for both men and women who work for CTG. While the principle of gender equity in the workplace is generally accepted, discriminatory practices persist in many organizations despite regulations to the contrary. Though the governments still need to play their part, in many of the countries where we have offices, there are still too many local laws, which are not gender sensitive.



### THE THIRD PRIORITY

**Training.** In order to support women working in conflict-affected countries, where gender-based violence and discrimination against women is prevalent, it is imperative for us to have comprehensive induction and ongoing training programmes for male employees on unconscious bias and gender sensitivities. CTG has a zero tolerance approach to harassment and bullying. Women employees are also trained on the supportive escalation platforms, such as our Ethics Committee, and our whistleblowing policies.

## HOW TO MAKE IT HAPPEN

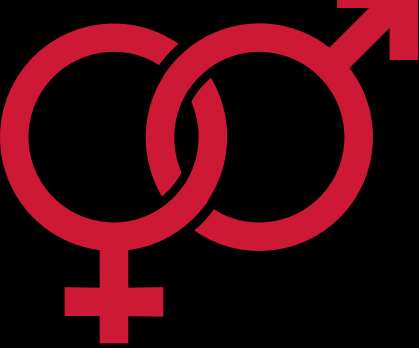
- 1 Work with our clients to increase budgets to allow for gender-sensitive working environments.
- 2 Unlock unconscious bias with recruiters and those responsible for selecting candidates.
- 3 Help educate local communities on unconscious bias around women in the workplace and encourage mothers, wives and daughters to get a good education.
- 4 Tackle challenges such as reaching more potential female candidates by increasing our visibility, connecting via outreach programmes and helping women access online applications in areas where internet is not always readily available.

" Getting more women into our workplaces is an important drive for us but this is just the first step and has to be followed up with training. In order to ensure fair and equal rights for all of our staff we need to tackle gender bias, both conscious and unconscious. "

Alice Laughher,  
CEO







## FEMALE FIRST IN ACTION

Some of CTG's female staff give insight into their work and how they are making a difference in the field.

### Tahmina Rahman Gender Expert, Somalia

“ I’m from Bangladesh and have worked as a Gender Specialist for the last 20 years. Most of my work has taken me around Asia, countries such as Afghanistan, Pakistan and Sri Lanka. My recent project in Mogadishu through CTG was my first experience in Africa and I loved it. I was supporting the Government of Somalia, the Women and Human Rights Ministry, to develop the national gender policy.

Working in fragile countries always throws challenges your way. I have specific challenges wherever I work as I have mobility difficulties that affect how I walk. The CTG team made it all possible for me on a day to day basis. What I really appreciated was that CTG acknowledged that with my help they could support me. And they did.

Gender equality isn’t going to be possible immediately but I admire CTG for encouraging more women into these work spaces. Right from the beginning of my involvement with CTG, there has been a strong female presence. Maybe this is CTG’s speciality, empowering women? ”



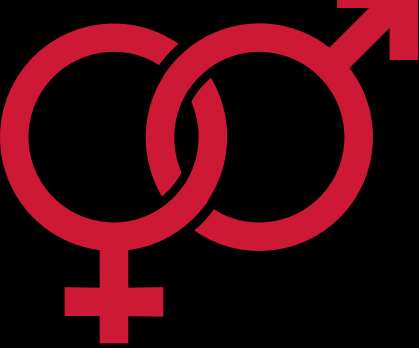
### Rania Kharma Field Operations Manager for Community Stabilization Project, Libya

“ As a Palestinian woman, from Gaza, I have special empathy to those who are living under conflict or those who have survived wars. This job has it all: working in the field with the community, implementing humanitarian projects with developmental aspects, and of course, Libya. Compared with the previous times when I was in Libya, where most of my time was inside a UN compound, this time I am exploring the country and getting to know its people with a whole new perspective. I live with the people we’re working with and have a first-hand interaction with them.

I’ve been exposed to tribal clashes, and been evacuated, and was also involved in an airplane hijacking – these incidents remind us of the difficult situations where we work but also remind us of the need to continue working together as an international community. We must work with the people of Libya to improve the situation and to support the people who live there as much as we can until the country is finally stabilized. ”







## FEMALE FIRST IN ACTION

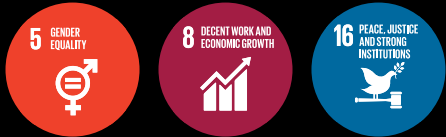
**Celestine Olale**  
Head Nurse at Ebola  
Treatment Units, Liberia

“ I’m Kenyan, and I worked for CTG in an Ebola Treatment Unit (ETU) in Liberia in 2014. I was chief nurse and led a team of 140 people. There were close to 500 locals working on the team too.

There were challenges: the terrain was tricky, and patients often couldn’t tell us how the illness had started. They were nervous to disclose the number of people affected. There were also infrastructure challenges.

After the pandemic subsided we focused on the training centres where we taught the health care workers, nurses and doctors on infection, prevention and control. I feel like I made a big difference in the lives of the Ebola victims. I’m proud that I was one of the people who went there to save lives and strengthen the healthcare system. I felt supported because CTG provides a lot of care to their staff.

This experience changed me. I sharpened my leadership and management skills, and I learnt so much. I will never forget it. ”



**Tahani Ahmed Ali Omer**  
Translator/Field Monitor, Yemen

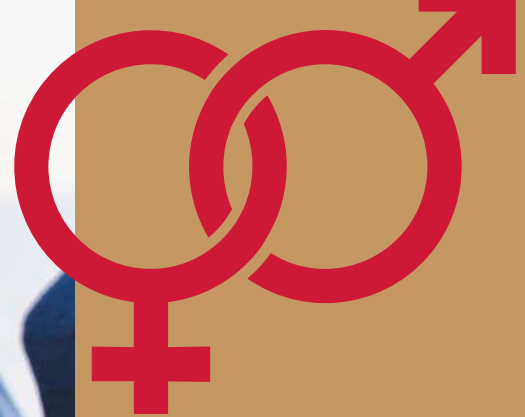
“ I’m from Yemen and live in the capital Sana’a. Becoming a translator and field monitor for CTG was a turning point in my career. In this profession, I can cover a wide range of topics and meet different challenges with every translated document.

Our office works in documenting and monitoring human rights violations that have occurred due to war in several governorates in Yemen. As translators, we get reports from field monitors that need to be translated or drafted. Our translation involves intense attention to detail and requires the moral responsibility to convey the content accurately and keep it confidential.

One of the marked experiences I’ve had with CTG was taking a role in the International Human Rights Day. I administered a children’s drawing activity in the field, where the drawings showed the children’s thoughts during the armed clashes they experienced. ”







# FEMALE FIRST IN AFGHANISTAN

In countries such as Afghanistan, women can be actively discouraged from working in environments that put them in contact with men. Following CTG's #HeforShe Champions of Change initiative, our male Country Manger in Afghanistan was the first to lead on implementing the Female First platform in one of our field offices. We had just won a contract locally which needed new project management so we opened this up solely for female candidates.

In order to recruit women into this workplace, CTG ran a capacity-building campaign with local families to encourage them to allow their daughters/wives to apply for the role. We then invited the families into our offices to meet the team and assess the suitability for them to work for CTG. CTG also worked with local universities to assist with our outreach efforts.

Both Aliya and Zoya have volunteered to be part of our Champions of Change platform. In Afghanistan, we continue to work with our clients in encouraging them to expand their budgets, consider women for roles and permit family members (male and female) to work side-by-side on projects.



## WHAT CTG HAD TO CONSIDER:

- Women need a family chaperone to and from work every day (chaperones are normally a male family member).
- Safe and secure, separate women-only office and separate bathrooms and social/prayer facilities were required.
- Flexible working hours would be required (for both personal and security reasons).
- Male staff needed to be trained on gender sensitivities and unconscious bias.



**Zoya Hemat,**  
Talent Acquisition Specialist

“ I want my work at CTG to send out the message to other Afghan women that now we can work alongside men and we should never have fear in our hearts like we have had in the past. I also hope that the next generation of women gets involved in government work and helps bring this country back to its feet. ”

**Aliya Ghulami,**  
Account Associate

“ Since 2005 a lot has changed for Afghan women and more of us have our own income. Our government needs to do a lot more for women if these positive changes are to continue. I hope more companies will support and motivate Afghan women, like CTG has done. Threats against women who work alongside men in Afghanistan should no longer be tolerated. ”

# EDUCATING FUTURE GENERATIONS



2017's theme for International Youth Day was 'Youth Building Peace'. Our amazing team of hard-working interns continue to prove that youth can help change the world with their commitment to making an impact in their careers in the humanitarian/development arena.



Through our internal internship and mentoring platform we encourage youth development and new talent into the workforce – training students in a corporate environment to add to their work experience. Two of our seven female interns have been United Nations Global Compact UAE Network Youth Ambassadors.

### WHY DID CTG START AN INTERNSHIP PROGRAMME?

Hiring students and fresh graduates as interns adds to their experience, knowledge, CV, and eventually, their employability. CTG believes in hiring young creative minds; it benefits the company's energy and helps advance SDG 8 and SDG 4.

### WHY PAY?

Any type of unpaid labour paves the way for exploitation. Since CTG gives interns valuable work experience by allowing them to participate in tasks and job roles, and since CTG fervently opposes unpaid labour by ILO standards, it pays its interns.

### WHY MENTOR?

To ensure an organized learning experience for interns, CTG assigns a permanent employee as a mentor for each intern. This makes the interns' tasks and roles well-defined and customized to fit each intern's professional progress.

### WHY FEMALE?

So far, since the beginning of 2017, 100% of the interns hired by CTG have been young women. According to the World Bank, only 21.8 percent of the labour force was female in 2016. CTG believes that hiring female interns will increase the chances of women finding full-time employment.

## MENTORING & INTERNSHIP PROGRAMME IMPACT



# CTG's INTERNS AND YOUTH AMBASSADORS HAVE THEIR SAY



Reine Alroumhin,  
UNGC Youth Ambassador,  
CTG Dubai

“ Working with CTG has given me first-hand experience with the humanitarian sector. As a young student, witnessing the cooperation between the private sector and international organizations gives me a glimpse of the future of the development sector. I am an advocate for sustainable development, which goes hand in hand with female empowerment,

peace, and environmental sustainability. Knowing that CTG upholds the same values makes me more optimistic about our world's future. CTG mentors its interns so that they can have an active role within the company – and knowing CTG – within the world! ”



Sumaya Nair,  
UNGC Youth Ambassador,  
CTG Dubai

“ Working with CTG and directly under the supervision of the CEO was such an opportunity and gave me a direct view into the workings of the humanitarian and development industry. My experience within the Social Good team at CTG taught me the importance of the role that the private

sector has to play in the larger movement towards societal goals. Over the course of my six-month internship, I was given the opportunity to develop my knowledge of several platforms that CTG is aligned with, such as the Women's Empowerment Principles and Business for Peace. ”



Ruth Nchekei,  
Intern, CTG Kenya

“ It's been an empowering experience. I always wanted to be in the humanitarian industry but I didn't know the ropes. Through CTG I now have a clear vision of how I would want my career path curated. Working with CTG has impacted on me a can-do attitude that will help me achieve anything I want. The fast-paced multicultural environment CTG creates has broadened my mind to that of an international team player. ”



Charlene Gichuru,  
Intern, CTG Kenya

“ I'm studying Human Resources Management and day by day CTG sharpens my skills and ability to deal with people in interacting and helping them achieve what is expected of them. It's very different from the corporate world. I'm inspired by the teamwork – how we work together to bring the most effective solution to the table, even though operating in different countries. ”



# FAMILY FRIENDLY

For CTG's permanent staff, we take a Family Friendly approach in our offices in order for men and women to be able to balance work, life and childcare; essentials to achieving gender equality in the workplace.

## THESE POLICIES AND BENEFITS INCLUDE:

- Extended, paid maternity leave
- Flexible working hours/part time
- Paternity leave
- Part-time working arrangements
- Family care leave



## RAISING A FAMILY IN A HUMANITARIAN DISASTER ZONE

One of our consultants shares her experience of living with her family in Sudan while working for CTG. For security reasons, she is anonymous.

### WHAT DOES IT MEAN TO YOU THAT YOU ARE ABLE TO WORK PART TIME FOR CTG IN SUDAN?

CTG always works to make a difference and has a presence in Sudan supporting the humanitarian relief effort. I am an aid worker with CTG, but I'm also a mother and my family is here with me in one of the world's harshest environments. Many would consider this the last place you would want to raise children and try to lead a 'normal' family life. However, I consider myself lucky. I am delighted to be working and also glad to spend precious time with my son and be there for him.

### HOW DO YOU MANAGE TO JUGGLE YOUR FAMILY/WORK TIME?

I help manage more than 160 employees who are providing critical support to vulnerable people in Sudan. My role was to set up an efficient office in country to support the recruitment programme for the relief effort in Darfur. Finding a positive work/life balance can be challenging for most people around the world but it can be even trickier to do that in an environment like this. Yes, the landscape is tough but we are still able to lead a happy family life.



"I am a mother of four children and a civil engineer, and I'm proud to work for an organisation that respects women and promotes a healthy work-life balance. I don't have to fight to prove I have the capabilities to compete with men in my field of work and I don't have to choose between a fulfilling career and being a mother – I can do both because I work hard and can still get home in time to care for my four children. My work with CTG makes me feel enthusiastic, full of self-esteem, confident, valuable and motivated."

Amal el Shair, CTG Engineer, Gaza

### HOW DOES CTG ALLOW YOU TO HAVE A WORK/LIFE BALANCE?

Time spent with my child goes by so quickly and I would never give it up. In this situation there aren't that many people who can provide assistance in caring for children. This is a challenging location, but I get the support I need to deliver as both an employee and as a mother. Luckily, I have the time to make sure we can still lead a rich and fulfilling family life. All of this is possible because CTG understands our situation and supports us to balance work and family.

## ENSURING FAMILY FRIENDLY WORK ENVIRONMENT



- Full-scale implementation and success of initiative
- Initiative has already been tested

- Initiative is being tracked for further review and improvement

100%

# PROUD WINNER OF 'MOST WOMEN FRIENDLY EMPLOYER AWARD' 2017

5 GENDER EQUALITY

WINNER of the Most Women Friendly Employer Award

19th WIL Economic Forum

CTG was honoured to be awarded the 'Most Women Friendly Employer Award' for SMEs in the MENA region at the 19th Global Women In Leadership Economic Forum. The WIL Achievement Awards reward entrepreneurs, business leaders and organisations for their exemplary leadership and strong commitment to supporting the development of women.

CEO Alice Laughher, who is Chair of the Women's Empowerment Principles Taskforce in the UAE, said of the award, " We're proud to be recognised for the work that we are doing; we are at the early stages of our gender equality journey but we are determined to make a difference in the countries we operate in, such as Somalia, Yemen and Libya. This award acknowledges how we are committed to the cultural, training and mentorship needs of women in the workplace, in the world's most challenging countries. I hope that this award will encourage more women to work with CTG and contribute to more peaceful and stable communities in countries that need it the most. "

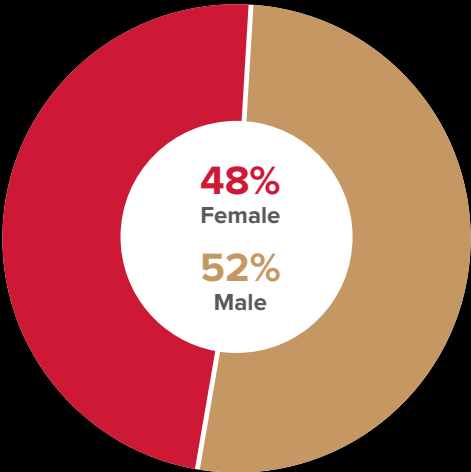
The award was presented by Her Excellency Noura Al Kaabi, UAE Minister of Culture and Knowledge Development and His Excellency Sultan bin Saeed Al Mansouri, UAE Minister of Economy.

## WORKING-AGE POPULATION IN THE WORKFORCE

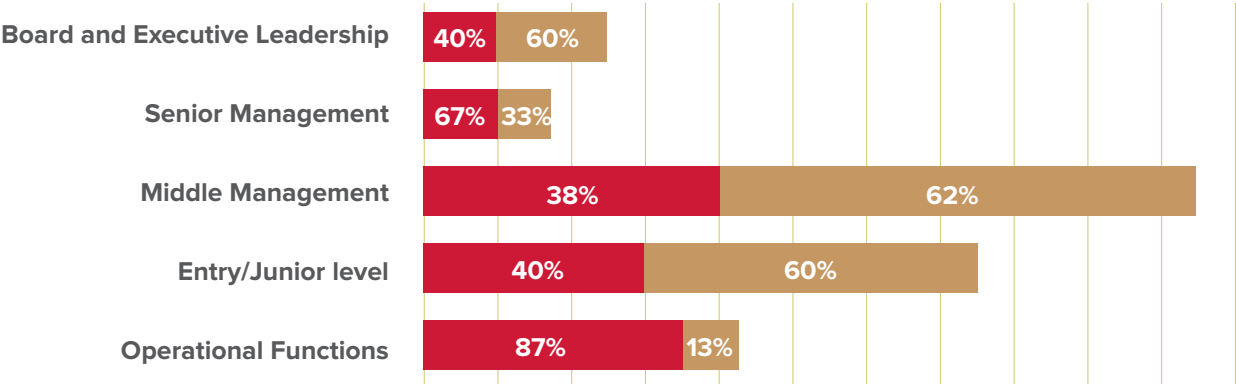


**US\$28 TRILLION** The boost to the Global Annual GDP by 2025, If women played an identical role to men in labour markets

## CTG's GENDER RATIO



### 1.1 BY EMPLOYEE LEVEL



### GENDER EQUALITY

45%

- Initiative has already been approved by the Senior Management.
  - Recruiters are aware of the initiative and are actively working to increase the pipeline of female candidates.
- Recruiters call potential female applicants to encourage them to apply for positions.
  - There is already a positive response whereby recruiters find that women who are actively sought feel more encouraged to apply.



# BUSINESS FOR PEACE

# 16

SDG

**E**mbedded within CTG's daily business activities are Sustainable Development Goals 8 and 16; Decent Work, Economic Growth and Peace. Wherever possible, we place an emphasis on hiring local nationals, investing in their skill sets through training and development. We insist that all local employees are paid a fair and living wage in a quest to increase welfare levels. We are determined to leave a lasting impact.

CTG is a signatory of the UN Global Compact Business for Peace call to action dedicated to catalysing collaborative action to advance peace.

Working in fragile and conflict-affected environments we ensure that the work we do helps to create economic growth and paves the way for a peaceful future. In Somalia, we work alongside government, businesses, and foreign embassies to assist in the transition to peaceful living.

In South Sudan, our projects have empowered refugees caught up in the long-running civil war by creating employment within the refugee camps that are now home. In Gaza, our engineering monitors have played their part in the rebuilding of homes and commercial infrastructure, helping to rebuild lives.

## BUSINESS FOR PEACE IN ACTION

These stories from the field demonstrate CTG's commitment to SDG 16.

**Salwa Nassar,**  
Civil Engineer, Gaza

“ I'm from Palestine and I'm one of the few female civil engineers in Gaza. I've worked and lived in Jordan, Egypt, the Kingdom of Saudi Arabia and the USA, so I feel like I operate effectively in multi-cultural environments. Working as a civil engineer here is challenging, not least because it's a gender-sensitive work environment. What I find most rewarding is seeing the proud look on people's faces – women in particular – when they see me supervising work on the ground. I believe that female civil engineers, here, are proof that women can do anything. One of my proudest achievements is being a TechWomen Emerging Leader; I was selected to represent my country in the STEM field/ Engineering sector in 2014. Palestinian women are capable of so much. If you're teaching a woman or a girl, then you are teaching a family. If you're teaching a neighbourhood, you can teach a country. ”







**Carlos Serrano Mesa, Ops Officer for Mine Action, Mali**

“ I’m Spanish and I was born in Barcelona. I work with a Mine Action Service in Tessalit, a rural village in Mali. I am responsible for its facilities, as well as managing the activities and training in mine clearance and detection.

I was a soldier for 19 years with the Foreign Legion; I have an EOD (explosive ordnance disposal) qualification and was part of a team of combat divers.

I have to report about the quality of training given to the troops as well as monitoring the detection equipment. I remembered how it felt when I was the person venturing out on detection missions in Afghanistan, a country well known for mines and IED hazards.

I am very attentive to the quality of training because if it was me in their place I would want to receive the best possible instructions on how to manage the dangers often found during their patrols and convoys.

With the current situation in Mali, there is work to be done. But we must stay the course, and create a good foundation to the Malian administration and make its police and army a strong tool for the stability of its country. ”

"I am very attentive to the quality of training because if it was me in their place I would want to receive the best possible instructions on how to manage the dangers often found during their patrols and convoys."



**8 years**

**The amount of experience CTG has in supporting mine action operations across:**



→ Afghanistan, Somalia, Mali, Iraq, Gaza, Sudan, South Sudan, Libya, Democratic Republic of the Congo, Tunisia, Benin, Burkina Faso and Western Sahara.



# CTG's COMMITMENT TO ADVOCACY

CTG's Management Team is committed to attending events where we can learn, share and contribute to the 2030 Sustainable Development Agenda

CTG's Board chooses to keep abreast of the United Nations sustainable development agenda and encourages its executives to participate in world-changing events, forums and conferences.

CTG's directors regularly engage in dialogue with public and private sector executives, humanitarian and development experts, and academics exploring the opportunities for the private sector in advancing sustainable development; in particular highlighting the link between the SDGs and creating peaceful societies. There is a growing emphasis on the private sector's role in assisting refugees, vulnerable migrants, and in humanitarian crisis response and resilience building, as a Force for Good.

Ban Ki-moon, during his time as Secretary-General, called on businesses to "combat xenophobia and discrimination in the workplace and communities." CTG conducts its projects in sensitive areas. Yet, CTG views this as an opportunity to combat discrimination both in its offices and in the communities it operates.

Whether by creating jobs, empowering women, or providing humanitarian assistance in areas of conflict, CTG remains committed to the Agenda for Humanity.



ALICE MONITORING A PANEL AT THE UNGC UAE LOCAL NETWORKING ANNIVERSARY EVENT ON THE SDGS AND THE YEAR OF GIVING

## BUSINESS & PEACE: DUBAI - OCTOBER 2016

The annual Business For Peace event was part of the UN Global Compact's Making Global Goals Local Business event, hosted in Dubai. CTG played a key role in organising the event. Along with NRS International, a relief supplier, we created 'Walk The Walk' where delegates could visualize the realities of the refugee humanitarian crisis through entering a relief tent, watching a VR video of life in a camp and walking through a photo corridor to see the humanitarian relief efforts that CTG enables. Our CEO was part of a panel discussion with the International Committee of the Red Cross and UNHCR, about 'Businesses Contribution to Peace'.

## MAKING GLOBAL GOALS LOCAL BUSINESS: DELHI - APRIL 2017

Our CEO Alice was involved in a panel discussion on diversity and inclusion.

## UNGC UAE LOCAL NETWORK ANNIVERSARY EVENT: DUBAI - MAY 2017

Our CEO Alice moderated the panel discussion around the 2017 Year of Giving at the event, which was themed 'Transforming Our World Through Innovation and the Sustainable Development Goals'.

The message for the day was companies should choose one SDG and make as much impact as they can through focusing their efforts.

## WOMEN IN LEADERSHIP ECONOMIC FORUM: DUBAI - OCT 2017

CTG shared how it makes a difference through doing good on the ground, partaking in a panel on the implementation of the sustainable development agenda in conflict-affected countries.

## UNITED NATIONS GENERAL ASSEMBLY: NEW YORK - SEPT 2016 & 2017

For the last two years, CTG has been invited to the United Nations Headquarters in New York City to attend the United Nations Private Sector Forum. This year's event was themed "Financing the 2030 Agenda: Unlocking Prosperity".

- Other events attended included:
- Migration & 2030 Agenda For Sustainable Development
  - Behind Every Global Goal: Women Leading The World For 2030
  - He For She Impact Event
  - Global Compact Leaders Summit
  - Collective Private Sector Action for Disaster Risk Reduction, Emergency Preparedness, Response and Recovery

## UN WOMEN ANNUAL CONFERENCE: SHARJAH - DEC 2017

UN Women invited CTG's CEO Alice to take part in a panel discussing how to 'Drive WEPs Implementation: From Promise to Practice'. The event was held in partnership with the Nama Women Advancement Establishment of the UAE.



THE CTG TEAM MEET ACTOR NIKOLAJ COSTER-WALDAU, UNDP GOODWILL AMBASSADOR, AT THE GLOBAL GOALS WORLD CUP FINALS IN NYC

## CTG's TAKE-OUT



" At the UNGA over the last two years, I have seen an increased emphasis on gender parity and on men to take a seat at the #HeforShe table. "

Alice Laughler, CEO



" The SDGs are very much alive and kicking and have become a common language among international institutions, companies and world leaders; this gives a real sense of hope that these goals, which could be perceived as lofty ideals, are actually being pursued. "

James Veysey, COO



" Trump's hard-hitting messages on efficiency haven't been lost on our clients which, Trump aside, opens more opportunities for the private sector where efficiencies and accountability go without saying. "

Alexander Bethell, Vice President





# CTG GIVING



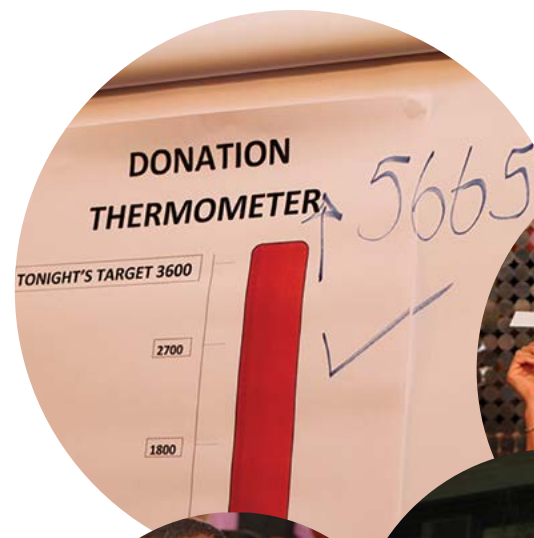
Early 2017, CTG head office staff took part in the Salomon Wadi Bih Run 2017. Three teams of five ran relay through the dramatic Wadi Bih before climbing to over 1000m and descending to Dibba. High mountains and rugged terrain made the run a challenge and the teams ran 72km (with nine of the group running half marathons).



**A** staff engagement platform to encourage collective action, CTG Giving brings our team together to discuss social impact initiatives.

Events so far have included auctions where team members offered up their skills (from yoga classes to horse-riding lessons), bake offs and a mountain marathon.

With a lot more giving planned for the future, we look forward to making CTG Giving an impactful initiative, and having some team fun while we do it.



CTG GIVING BRINGS THE TEAM TOGETHER AND A LOT OF FUN IS HAD IN THE PROCESS



“Through my work in Somalia and Libya and the meaningful relationships I have built, I have recognised the tangible and sustainable change that CTG delivers. I am proud of our alignment with the 2030 Sustainable Development Goals, with the two goals of Gender Equality and Peace, Justice and Strong Institutions being close to my heart. CTG Giving represents an exciting new channel for us to support these issues. Through the privileged access we have to the source of such challenges and the team approach that CTG Giving brings, I am looking forward to further supporting the empowerment of women and girls and contributing to more peaceful communities.”

**Lucy Holliday,**  
Regional Lead, West Africa,  
North Africa and MENA region





# SETTING HIGH STANDARDS

ISO 9001:2015 is a standard that sets out the requirements for a quality management system. It helps businesses and organizations to be more efficient and improve customer satisfaction.

- In 2017 CTG underwent comprehensive quality management system review, and certification, which instilled principles into our standard operating procedures including:
- **A customer focus review – self-assessing the customer value, satisfaction, loyalty, repeat business, overall reputation of CTG, increased revenue and market share;**
  - **The motivation and implication of top management in meeting CTG’s quality objectives – creating a unity of purpose, direction and engagement of staff to align strategies, policies, processes and resources to achieve our objectives, and reviewing staff satisfaction, trust, collaboration, shared values and organizational culture;**
  - **The process approach and continual improvement – focusing effort on processes and opportunities for improvement, efficient use of resources, ability to react to changes to internal and external conditions, creating new opportunities and innovation;**

- **Evidence-based decision making – improved decision-making processes, operational effectiveness and efficiency, and increased ability to challenge and change opinions; and**
  - **Relationship management with partners, subcontractors and suppliers and a well-managed supply chain.**
- These principles ensure that customers get consistent, good quality products and services; and publicly confirms CTG meets all necessary statutory and regulatory requirement.



# MY CTG

Convenient, easily accessible and time efficient – CTG’s offers our staff a streamlined and superior HR system

**WHAT IS MYCTG?**  
MyCTG is a comprehensive and fully integrated Recruitment/HR and Payroll system used within CTG that allows the HR and Management team to keep track of all of employment information and employment activities. It automates HR core processes from client requisition, candidate selection up to on-boarding.

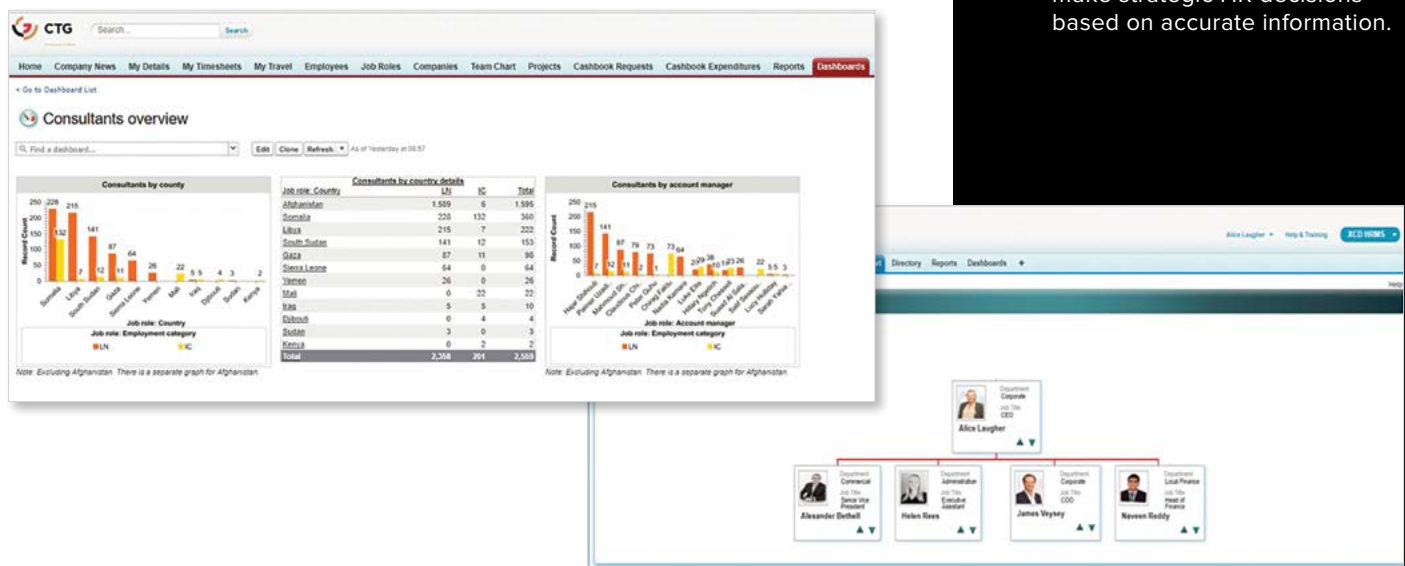
**WHY MYCTG?**  
A cloud-based application, the system can be accessed online anytime anywhere. The data is entirely secure and conforms to EU Safe Harbour standards, the most rigorous data protection regulations, and has comprehensive privacy and security assessments and certifications performed by multiple third parties.

- WHAT CAN MYCTG DO FOR YOU?**
- Book leave
  - Create expense claims
  - Manage performance objectives
  - Complete Timesheets
  - Connect with management through survey tool ‘Have Your Say’

- Cashbook module
- Payroll
- Contract Generation
- Reports

## MYCTG EMPOWERS BOTH OUR STAFF AND OUR HEADQUARTERS TEAM

- 1 It takes the hassle out of HR admin, so our staff can get on with the important work at hand.
- 2 It improves accessibility of CTG staff information, eliminates errors and enables CTG to make strategic HR decisions based on accurate information.



# ANNUAL UNITED NATIONS GLOBAL COMPACT

COMMUNICATION ON  
PROGRESS (COP)





# UNITED NATIONS GLOBAL COMPACT



## THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

### WHAT IS THE UNITED NATIONS GLOBAL COMPACT?

With 9,000 companies and 4,000 non-businesses in 170 countries, the United Nations Global Compact is the largest corporate sustainability initiative. The UN Global Compact is an invitation for companies and organizations to adjust and regulate their operations and business strategies to be in line with ten principles in the areas of human rights, labour, environment, and anti-corruption, and to take the lead on the UN's vision, which was put into focus in 17 Sustainable Development Goals.



#### HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.



#### LABOUR

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.



#### ENVIRONMENT

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.



#### ANTI-CORRUPTION

10. Businesses should work against corruption in all its forms, including extortion and bribery.

With operations in the world's most fragile environments, CTG is dedicated to implementing the 10 principles in daily business activities and is proud of its commitment to the UNGC. CEO Alice Laugher is an active member of the UNGC Local Network Steering Committee in the United Arab Emirates and chairs the Women's Empowerment Principles UAE Taskforce and UNGC's Business for Peace platform.



# HUMAN RIGHTS



## POLICY

- A.** CTG has advanced an organizational culture which endorses the International Bill of Human Rights, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights (ICCPR), and the International Covenant on Economic, Social and Cultural Rights (ICESCR), as well as national laws pertaining to human rights. It avoids infringing on human rights in its operations and addresses human rights impacts involved in the sphere of its work and business relationships.
- B.** Through ongoing human rights due diligence, CTG seeks to prevent potential human rights abuses and to terminate actual human rights abuses detected and directly linked to its activities. CTG creates a safe environment for escalation of any human rights violations.

## IMPLEMENTATIONS, MEASURABLE OUTCOMES AND TARGETS

- 1** We foster respect for and raise awareness on human rights issues both internally among employees and externally in our circle of influence.

**a.** CTG does not only provide humanitarian assistance services, but also invests in raising awareness among employees through training and presentations. For example, this year, one of our presentations for HQ employees was on Syria's history and the current humanitarian crisis.
- 2** Our core business activities directly advance the United Nations Agenda for Humanity.
- 3** Wherever possible, in its foreign operations, CTG employs local people in order to preserve the livelihood of local communities, increasing financial flows in-country.
- 4** In an effort to promote a healthy work-life balance, CTG has adopted **“Family Friendly”** policies. These policies promote Articles of the Universal Declaration of Human Rights. We promote flexibility in the work place and permit work-from-home arrangements in Sierra Leone, Libya, and Tunisia. The bigger picture is to ensure diversity and inclusion in the workplace, marketplace and community.



FROM LEFT: CTG STAFF HELPED IMPLEMENT A LITERARY PROGRAMME FOR WOMEN IN RURAL REGIONS OF AFGHANISTAN; EMAN ABUSAADA, A CTG CIVIL ENGINEER WORKING IN GAZA.

- 5** Our company supports operations which actively reduce the flow of illicit arms in support of SDG 16 (Peace, Justice, and Strong Institutions).

**a.** CTG has been supporting a materials monitoring project in Gaza for over two and a half years, by hiring consultants to supervise and monitor the use of construction materials which, in the wrong hands, could be used adversely to create weapons of destruction. CTG follows a strict recruitment process which assesses consultants' knowledge of dual-use materials and quantity/quality control.
- b.** We also support other complex projects like the Maritime Cargo Inspection project in Djibouti. CTG staff are responsible for conducting inspections of all ships that dock at Djibouti's harbours. This high-profile operation focuses on the inspection of interdiction weapon parts, money and drugs, thereby reducing the illegal trafficking.
- 6** CTG promotes Article 25 of the Universal Declaration of Human Rights (the right to an adequate standard of living.)



**7** The ILO's Convention 132 standardizes at least three weeks of paid holiday per year. CTG's employees are granted six weeks paid leave per year, excluding sick leave.

**8** In order to ensure the right to privacy, we have definitive guidelines on what personal information is retained on employees and who has the right to access the information. We do not withhold staff documents.

**9** Our business strongly adheres to the right to freedom of movement (Article 13 of the Universal Declaration of Human Rights) due to extensive global and regional recruitment and mobilization of both local nationals and international consultants who work in conflict and post-conflict environments.

**a.** 91.4% of our staff are local nationals.



**“ CTG works on recruiting, retaining, and promoting women. CTG has women leaders that are known not only for their unique leadership and perspectives but also for the young girls who look upon them and want to be like them. ”**

**Hajar Shihoub,**  
Account Manager for Libya



**91.4%**

CTG staff that are local nationals

#### 2018 TARGETS

- 1** Training partners, suppliers and subcontractors on UNGC 10 principles and 2030 Agenda for Sustainable Development – encouraging local network engagement and reporting.
- 2** Ensure all employees have completed the Business and Human Rights Learning Tool
- 3** Engage actively and openly with stakeholders on issues related to human rights.
- 4** Actively ensure that hate speech is not used by our business, including shareholders and employees in the scope of their jobs.
- 5** Become members of the Business Call to Action, which challenges companies to develop inclusive business models that engage people at the base of the economic pyramid (BoP) – people with less than US\$8 per day in purchasing power – as consumers, producers, suppliers, distributors of goods and services, and employees.
- 6** Regularly verify that all our policies and business operations conform to the different international conventions.
- 7** Integrate corporate volunteering into the culture of our organization.



# LABOUR



WOMEN'S DAY TRAINING



FEW WEEK: ACCOUNT MANAGER'S TRAINING

## POLICY

- A.** CTG supports and fervently advocates the ILO's Declaration on Fundamental Principles and Rights at Work, Forced Labour Convention, Abolition of Forced Labour Convention, Minimum Age Convention, Worst Forms of Child Labour Convention, Equal Remuneration Convention, and Discrimination (Employment and Occupation) Convention.
- B.** We abide by national UAE Labour laws and legislation in all Labour spheres, including contracts, wages, recruitment, juvenile and women Labour, remuneration, working hours and paid holidays, job assignments, Labour disputes, performance assessment and advancement, training and opportunities, job prospects, occupational safety, health, and social care.

## IMPLEMENTATIONS, MEASURABLE OUTCOMES AND TARGETS

- 1** CTG's legal management attended a week-long course, run by International Labour Organisation, on international labour standards and corporate social responsibility: understanding workers' rights in the context of due diligence.
- 2** CTG's ethics committee addresses all grievances and suggests mitigation measures and trainings.

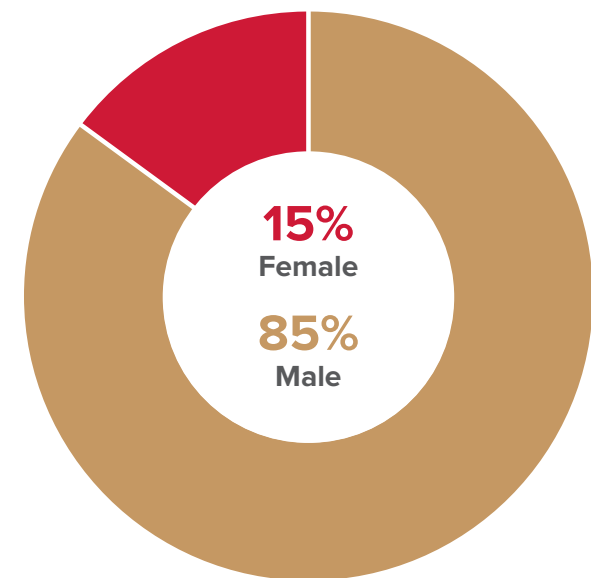
The CTG Management team encourages staff to escalate concerns and ideas and ensures a secure and inclusive workplace and marketplace. Existing formal and informal grievance handling standard operating procedures detail how to raise concerns, and expected timelines for resolution. This establishes an accountability mechanism, promotes trust and integrity, and best practice amongst employees of all levels.
- 3** Our business recruits personnel on an equal employment opportunity basis and promotion is without discrimination against any sex, race, religion, or ethnicity. We use gender-balanced language on job Terms of References to encourage diversity in candidates. Recruitment activities are tracked through a standard and transparent process and since the launch of our Female First platform, we have actively been increasing the pool of female candidates, encouraging more women to apply for roles. Management actively discusses gender-balanced recruitment with clients.



Since January 2017 the number of female applicants on the website has gone up by 4%, from last year's 11% to 15%.

There has been a notable improvement on the number of female applicants on our website: since January 2017 the number of female applicants on the website has gone up by 4%, from last year's 11% to 15%. CTG's core staff has a 48% women vs 52% men ratio; with 40% Board and 67% senior management being represented by women, and entry level and mid-management are both over 38%. In the past year, CTG recruited 12 new permanent female staff and 9 new permanent male staff. Gender equality is firmly embedded in the culture of our organization.

- 4** CTG's Female First pledge is to create job opportunities for women in conflict-affected countries with a goal of 30% of all project-related roles to be represented by women by 2030. This is in full support of SDG 5, and Article 1 of Universal Declaration of Human Rights (Right to Equality).



FULLY REGISTERED CONSULTANTS ON THE CTG WEBSITE



**5** Female First advocates youth empowerment and CTG supports the integration of fresh graduates into the corporate sector. In 2017, CTG opened seven Internships – assigning all interns with experienced mentors. Of the seven female interns, two were UNGC Youth Ambassadors who worked on supporting the CEO with

implementation of WEPs and the company's social good strategies and helped increase awareness within the organization on the UNGC and the SDGs; part of our ongoing campaign for sustainable development. This is in support of SDG 8: Decent work and Economic Growth and SDG 17: Partnership for the Goals.

**6** Our commitment to the Women's Empowerment Principles ensures equal employment opportunities for men and women. We take an active approach to eliminating discrimination in the recruitment process, workplace, marketplace and community. CTG's operations are mostly in hostile locations, and many positions are technical.

CTG strives to challenge unconscious bias. On our website in the 'Day In The Life Of CTG Staff' stories - a few of which you can read earlier in this report - we share examples of women such as Salwa Nassar, Rania Kharmah and Celestine Olale who have taken on challenging roles in the humanitarian and development sector. Salwa through Civil Engineering in Gaza, Rania as a Field Operations Manager for Community Stabilization in Libya and Celestine as the head nurse of an Ebola Treatment Clinic in Liberia.

CTG's approach ensures the inclusion of female applicants in every client submission based on suitability rather than perception of the role, environment, and gender.

**7** Abiding by WEPs principles, CTG ensures health, safety, and wellbeing of all employees (male and female).

- a. All employees have equal access to office health facilities, company benefits, and health insurance.**
- b. In Afghanistan, chaperones were employed to escort two CTG female employees to work for cultural, safety and security reasons. Furthermore, CTG constructed private facilities for the two female employees in order to promote and support their wellbeing in the work place without infringing on the cultural values of the country.**

- c. CTG has male and female representatives in the Gender Champions, HeForShe and Supporter of Change committees who make up a "Think Tank" for Gender Parity and Employment principles.**
- d. Through signature of the Women's Empowerment Principles, CTG publicly expresses its commitment to fight gender stereotypes in its workplace and recruitment process.**

**8** CTG's CEO has created a Women's Empowerment Principles Taskforce in the UAE. Under the UN Global Compact Local Network a private-sector led, voluntary, taskforce has been created with a focus on raising awareness around SDG 5 and empowering women in the workplace, marketplace and community. The governance structure has been created: 40+ private companies, academia and volunteers are focusing on B2B awareness raising and recruiting signatories, media outreach and campaigns, training on best practice and knowledge sharing, organizing events and networking opportunities, and creating a Youth Ambassador programme across UAE universities.

**9** CTG's employment due diligence process includes verifying legal governmental documents, including age, ensuring minimum age requirements are met. The organization has zero tolerance to child labour and unethical recruitment practices. Document verification is conducted during the selection and onboarding process.



**“ At CTG we do business the right way: we meet local labour practices, have an ethics committee, our whistleblowing policy protects human rights, our policies are gender sensitive and our staff are trained on gender sensitive codes of conduct. ”**

**Louisa Elkington, Legal & Operations Director**



**10** Addressing the Glass Ceiling: CTG introduced a salary banding system where employees get remuneration based on experience and skills, free from gender or any other form of discrimination. The system is solely performance driven with supporting KPIs and competency framework which determines employment grade, salary scale and steps to increase performance and movement within and up bands.

**11** We conduct employee trainings, which develop employees' skills and enhance their productivity, awareness, and performance. This year, we conducted a Field Engagement Week, which consisted of trainings on operations, Code of Conduct, Train the Trainer, and team-building activities.

**12** Our business accommodates cultural traditions in foreign operations, respecting and adapting to all local communities. Whether male or female, through Cultural Awareness Training, CTG ensures that each staff member understands what the prevailing customs are particularly when they are guests in a foreign country.

**13** We carefully monitor all operations to ensure no workers are engaged in forced labour. We issue contracts of employment and all staff receive pay. We conduct awareness campaigns to sensitize staff on their rights and how to raise grievances. Managers have hands-on relationships with staff and clients on the ground in different operational locations, overseeing working conditions across their areas of operations.

**14** Our Code of Conduct is translated into many languages, including English, Arabic, French, Pashtu and Swahili based on staff's lingual capabilities – although most staff have a good command of the English language. New staff attend mandatory Code of Conduct training sessions to understand the provisions and standards laid out in the Code, as well as to understand individual's personal responsibility. The Code of Conduct details actions to take when confronted with ethical challenges.

## 2018 TARGETS

- 1** Ensure the workplace is free from discrimination and harassment.
  - a. Translate employment contracts and grievance processes into operational local languages.
  - b. Consult with employees and immediate stakeholders to determine areas where the company could improve the workplace environment.
  - c. Investigate what can be done to identify and overcome discriminatory barriers in the local workplace, marketplace and community.
  - d. Conduct global trainings to all stakeholders on bullying, harassment, sexual exploitation and abuse, unconscious bias, etc.
  - e. MyCTG to record accurate training records, including duration and method of training, name of instructor, and to track and measure Female First impact and employment progress.

- 2** Report all labour abuses identified within partners, clients, and suppliers.
- 3** Establish minimum ethical standards for its suppliers.
- 4** Implement WEPs through CTG's Supply Chain.
- 5** In 2018, Chair the private sector voluntary WEPs Taskforce in the UAE.
- 6** Continue Advocacy on the importance of empowering women in the workplace, marketplace and community.
- 7** Become a member of the Ethical Trading Initiative.
- 8** Become a member of the 30% Club.



PHOTO CREDIT: IAIN STATHAM



# ENVIRONMENT



PHOTO CREDITS: IAIN STATHAM

## POLICY

- A.** Our company endorses all principles of the Rio Declaration on Environment and Development and affirms that there could not be any sustainable business without environmental protection and sustainability.
- B.** According to CTG's Environmental Policy, all activities will be planned and managed to ensure minimum environmental impact and in a manner sensitive to the cultural and social norms of the people they may affect; as a guideline, CTG expects all operations to abide by a 'leave no trace' approach.



## IMPLEMENTATIONS, MEASURABLE OUTCOMES AND TARGETS

- 1 CTG has established a Responsible Consumption Programme in which environmentally friendly practices have been encouraged and implemented in our offices. The introduction of integrated recruitment, HR and payroll system MYCTG has greatly reduced printing in the office.
- 2 The office was moved in 2016 right next to a Dubai Metro stop to encourage all employees to commute to work using public transport. CTG participated in the Dubai Municipality's Car Free Day initiative.
- 3 Our company has implemented a sustainable waste management and recycling strategy.
- 4 Teleconferencing is our principal method of communication, in an effort to reduce greenhouse gas emissions.
- 5 This year, CTG has enacted a Paperless initiative, whereby we print only when absolutely necessary.

## 2018 TARGETS

- 1 Use Papercut's Print Logger to track and benchmark the implementation progress annually, aiming to become a paperless company.
- 2 Continuously check to verify our supply chain is environmentally friendly, and signs the UNGC 10 Principles.
- 3 Spread awareness on environmental issues among shareholders, employees, and supply chain.



# ANTI-CORRUPTION



## POLICY

- A.** CTG has a clearly defined anti-corruption policy in its Code of Conduct. The senior management continuously articulate a zero-tolerance approach towards corruption, bribery, and extortion on all business levels.
- B.** CTG upholds the UN Convention against Corruption and views corruption as a threat to sustainable development and ethical business practices.
- C.** CTG has a clear and definitive Whistleblowing Policy. CTG is committed to maintaining a safe reporting environment and workplace free of fear, harassment and other negative consequences. CTG expects its Stakeholders to be proactive; all Stakeholders are expected to report good faith concerns to the ethics committee about actual or suspected violations of the Code of Conduct. CTG does not tolerate harassment or retaliation against any victim or whistleblower. Retaliation is subject to disciplinary action, up to and including dismissal and if necessary shall involve local authorities. CTG investigates all allegations of retaliation and takes appropriate action.

## IMPLEMENTATIONS AND MEASURABLE OUTCOMES

- 1** The senior management views the prevention of corrupt practices as its own responsibility.
- 2** CTG is a public signatory of the UNGC's Anti-corruption Call to Action for collective action against corruption.
- 3** Our Compliance and Ethics Sustainability Programme addresses corruption inside the business, corruption in the supply chain, and corruption in the market environment.
- 4** There are regular internal employee trainings on bribery, collusion, fraud, extortion, coercion, undue influence, and other corrupt practices. Zero Tolerance approach to corruption was one of the key subjects during our annual Field Engagement Week.
- 5** In 2017 CTG ran a comprehensive investigation against KPI 49, led by the executive leadership team, which included an internal financial audit. KPI 49 investigation was an internal check to identify any corrupt practices across field offices from Somalia to Sierra Leone – ensuring mitigation and prevention measures and to educate stakeholders on CTG's anti-corruption declaration and policy.

- 6** Anti-corruption risk assessments are conducted when entering new countries in order to identify corruption risks and estimate their impact on business conditions and modus operandi.
- 7** ISO 9001 accreditation and certification was achieved this year. It's a significant achievement and an additional guarantee of standardized processes thereby eradicating corruption in order to remain compliant to the ISO accreditation.

- 8** An annual Corporate Sustainability Report is published in an effort to maintain transparency among stakeholders by publicly reporting on its policies and activities.

## 2018 TARGETS

- 1** Report any corrupt practices detected within business partners, clients, and suppliers.
- 2** Invite business partners to implement anti-corruption commitments.
- 3** Sign the Pearl Initiative Business Pledge as a commitment towards advancing corporate governance and sustainability.
- 4** Arrange for certain employees to complete the UNODC-UN Global Compact "The Fight against Corruption" certificate course.
- 5** Our legal team to attend an immersive 5 day course, run by the International Committee for the Red Cross, in international humanitarian law to ensure CTG meets international standards and a legal framework applicable to operations in countries of armed conflict.
- 6** Annually review and update the anti-corruption policy as needed, after networking and learning from the experience of other businesses.
- 7** Develop a risk management framework to apply to all business ventures and operations.



# UNGC 10 PRINCIPLES IMPLEMENTATION GUIDE



CTG IS PROUD TO WORK ALONGSIDE  
THE PUBLIC SECTOR IN THE MANAGEMENT  
OF IDP CAMPS, PROJECTS WHICH WILL  
PROVIDE A BETTER LIFE FOR THOUSANDS  
OF MIGRANTS

PHOTO CREDIT: IAIN STATHAM



# THANK YOU

Thank you for taking the time to read  
our 2017 Social Good Report.

To our clients, we look forward to you  
joining us on our social good journey.

To our teams, thank you for embracing our  
social good vision so whole-heartedly and  
committing to the 2030 Agenda for Sustainable  
Development and Agenda for Humanity.

We are making a difference. Let's continue to do so.



CTG

Committed to Good

