CTG

Committed to Good

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SCALING OUR
COMMITMENT
TO GOOD:

SUSTAINABILITY REPORT 2019

Attendees of the 2019 Committed to Good
Summit in Mogadishu, Somalia by CTG.
To read more about the 2019 Committed
to Good Summit, press _here._
Photographer: Sheeko Productions

Image on Front Cover: Water for Lakes safe
water programme in Rumbek, South Sudan.
Photographer: Ellie Kealey

ABOUT THIS REPORT

SCOPE

This report is following the Global
Compact Communication on Progress
(COP) Advanced requirements under
the United Nations Global Compact
(UNGC) for the year 2019.

Our primary audience is stakeholders
who want to learn more about
CTG's commitment and approach
to sustainability, social impact and
the Sustainable Development Goals
(SDGs). This report aims to convey to
stakeholders the progress we have
made through our efforts; including
empowering women in the workforce
and the broader community; and
assisting in the re-development of
conflict-affected areas.

Most importantly, this report is a
celebration of CTG's achievements
that would not have been possible
without our staff, partners, and clients.

The information disclosed within
this report covers all activities and
locations of operations unless
explicitly stated otherwise.

CTG'S EVOLUTION

2019 was a milestone year for CTG,
as it is the first time that we are
releasing a Global Compact Advanced
COP. The Advanced COP comes
with the release of CTG's shared
value strategy: 'CTG's Shared Value
Approach to Social Good'. It was also
the first year that CTG implemented
a materiality assessment recognising
the importance of engaging
stakeholders in the reporting and
strategy development process. CTG
engaged senior management and
external stakeholders in the materiality
exercise, to incorporate a diverse
range of perspectives and concerns.
This report outlines ten material
sustainability topics; these topics
reflect CTG's economic, social and
environmental impacts. Findings from
the materiality assessment meet the
requirements of the GRI Standards:
Core Option.

Most of the topics identified through
this process are compatible with 2018
reporting. Therefore, comparability
remains possible — the material topics
outlined follow ambitions, targets,
and their relevance to projects.
Testimonials, current data reflecting
new initiatives, and examples of
external stakeholder outlook, have
also been included in this report.

GLOBAL REPORTING INITIATIVE (GRI)

This report has been prepared in
accordance with the GRI Standards:
Core option. Labels are used
throughout the report to disclose
GRI standards. A GRI Content Index
(page 48) lists all references to GRI
Standards and their corresponding
page number within the report.
No third-party external assurance
was applied to the process, and
all information for material topics
has been collected internally and
consolidated to provide accurate
content.

UN Global Compact

CTG has been a signatory of the
UNGC since 2014 and follows its
ten principles, derived from four
international frameworks:

1. THE UNIVERSAL
   DECLARATION OF HUMAN
   RIGHTS

2. THE INTERNATIONAL
   LABOUR ORGANISATION'S
   DECLARATION ON
   FUNDAMENTAL PRINCIPLES
   AND RIGHTS AT WORK

3. THE RIO DECLARATION
   ON ENVIRONMENT AND
   DEVELOPMENT

4. ANTICORRUPTION BASED
   ON THE UNITED NATIONS
   CONVENTION AGAINST
   CORRUPTION

This report outlines the extent each
principle has been addressed during
2019, and actions taken to expand on
them from previous years.

SUSTAINABLE DEVELOPMENT GOALS

CTG recognises that the private sector
plays a crucial role in achieving the
SDGs, and we have done our part
by identifying three SDGs where we
can make the most impact. These are
Gender Equality (SDG 5), Decent Work
and Economic Growth (SDG 8) and
Peace, Justice and Strong Institutions
(SDG 16). The report highlights targets
under these SDGs along with CTG's
specific approach to them.

UN WOMEN'S EMPOWERMENT PRINCIPLES

CTG CEO Alice Laugher co-
founded and Chaired the Women's
Empowerment Principles (WEPs)
UAE Taskforce with CTG signing
its commitment to WEPs in 2017.
These principles were established
by the UNGC and UN Women and
promote gender equality and women's
empowerment in the workplace,
marketplace, and community. Alice
continues to promote the WEPs
framework both internally and also
encourages partners to join.

Alice is a committed advocate for
gender equality. She was officially
recognised as an SDG Pioneer for the
Empowerment of Women in Conflict
Settings by the UN for CTG's ongoing
efforts to increase the number of
women employed in humanitarian
roles.

This report addresses 'Principle
7: Measure and publicly report on
progress to achieve gender equality',
in order to communicate its progress
on the WEPs Principles in 2019.

FEEDBACK AND COLLABORATIONS

CTG values feedback and encourages
contributions and suggestions from its
stakeholders.

Please email csr@ctg.org

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FOREWORD BY CEO

ALICE LAUGHER, CEO, CTG (COMMITTED TO GOOD)

Recipient of Oslo Business For Peace Award 2019

SDG Pioneer for Empowerment of Women in Conflict Settings

"A major highlight for CTG this year was our Committed to Good Summit which was hosted in Mogadishu. With 100 guests, CTG brought together the Somali public and private sectors to discuss and collaborate on ways to accelerate progress towards the SDGs."

Dear Stakeholders,

Committed to Good (CTG) is an organisation with a definite purpose: to create lasting good in fragile and conflict-affected communities and countries. We strive to accomplish this through our rapid-response capabilities in staffing solutions and project management for the humanitarian and development sector. Founded in 2006, we have served clients in 25 conflict-affected countries and have deployed nearly 20,000 experts on various projects; our people are at the heart of aid and development delivery.

Growing our business, while simultaneously scaling our impact and delivering on our purpose, is a cornerstone of our company ethos. This year we invested heavily in our corporate social responsibility efforts and developed Our Shared Value Approach to Social Good strategy to advance, streamline, and accurately measure our impact. The three pillars, 1) Putting People First, 2) Transparency and Governance, and 3) Promoting Peace Partnerships and Protecting Our Environment – provide the frameworks and are reflected in this report.

Our strategy also echoes our unwavering commitment to the Sustainable Development Goals (SDGs), not only in our role as an SDG Pioneer for the Empowerment of Women in Conflict Settings, but also in the establishment of new partnerships and programmes, and our flagship Female First initiative. A major highlight for CTG this year was our Committed to Good Summit which was hosted in Mogadishu. With 100 guests, CTG brought together the Somali public and private sectors to discuss and collaborate on ways to accelerate progress towards the SDGs.

We have so much more to share with you. We believe that transparency builds integrity and allows us to remain committed to good. To this end, we scaled our promise towards public disclosure and have written our first Advanced Communication on Progress. For the first time, we engaged with all stakeholders to understand their perspectives. These perspectives not only informed our new shared value approach but are also included in this report.

This report provides detail and explanation of our work for the benefit of all our stakeholders. I invite you to read this report and also welcome your feedback and suggestions for our future progress. We aspire to be a leader in shaping how aid and delivery organisations integrate sustainability and hope you will join us in our sustainability commitment.

Sincerely,

CTG AT A GLANCE

CTG headquarters are in Dubai, UAE, and it is a privately held company owned by the Chelsea Group.

Founded in 2006, CTG delivers staffing solutions and project management to support humanitarian and development missions. With experience operating in 25 conflict-affected countries around the world, CTG serves some of the world's most vulnerable populations.

> CTG CURRENTLY
> EMPLOYS
>
> **3,920**
>
> STAFF ACROSS
> OUR GLOBAL SITES
> OF OPERATION

ENABLING CHANGE

Supporting programmes in 25 fragile and conflict-affected locations, CTG staff have assisted organisations with projects such as drafting a new constitution in Somalia, coordinating air drops in South Sudan, monitoring the movements of IDPS, refugees and migrants in Libya, and mine action in Iraq. We recruit, deploy, and manage capable humanitarians to implement projects in the world's most fragile regions.

SOMALIA

20% of our staff are women in Somalia, and the team has worked with Somali ministers in support of gender equality.

5 GENDER EQUALITY

SOUTH SUDAN

CTG staff manage a River Convoy which travels along the Nile River to transport food all over South Sudan.
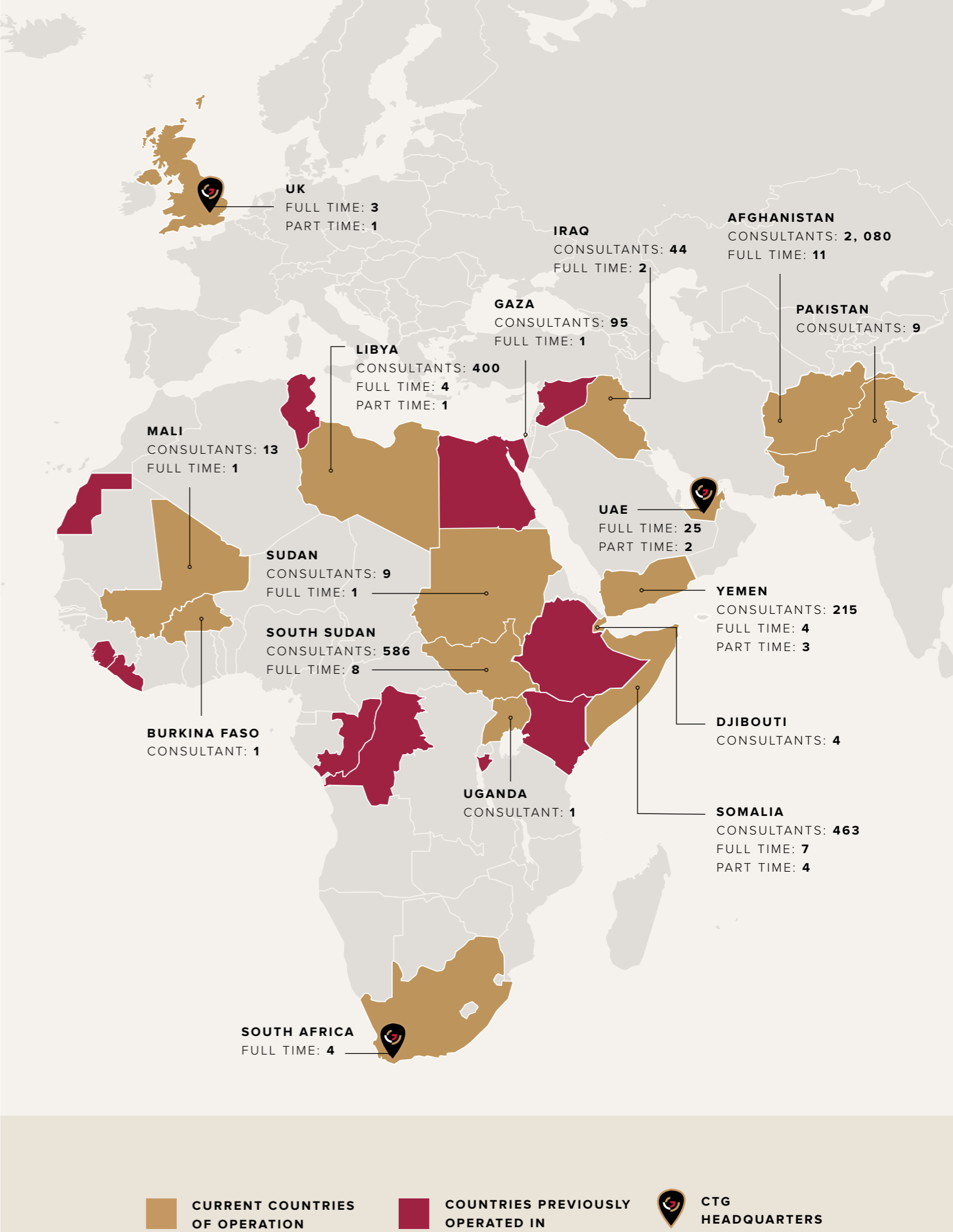
2 ZERO HUNGER

GAZA

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

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

YEMEN

CTG staff worked on solar energy projects to deliver solar power to essential infrastructure such as schools, government facilities and hospitals.

7 AFFORDABLE AND CLEAN ENERGY

AFGHANISTAN

CTG teams work on programmes such as strengthening municipal governance, land management and finance; distributing assistance and emergency housing to displaced persons; fleet management and monitoring the delivery of food. 99% of our nearly 2000 staff are local.

8 DECENT WORK AND ECONOMIC GROWTH

IRAQ

Our Mine Action consultants train and mentor local Iraqi police in Explosive Hazard Management, Capacity Enhancement, and Risk Education.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

UK
FULL TIME: **3**
PART TIME: **1**

IRAQ
CONSULTANTS: **44**
FULL TIME: **2**

AFGHANISTAN
CONSULTANTS: **2,080**
FULL TIME: **11**

GAZA
CONSULTANTS: **95**
FULL TIME: **1**

PAKISTAN
CONSULTANTS: **9**

LIBYA
CONSULTANTS: **400**
FULL TIME: **4**
PART TIME: **1**

MALI
CONSULTANTS: **13**
FULL TIME: **1**

UAE
FULL TIME: **25**
PART TIME: **2**

SUDAN
CONSULTANTS: **9**
FULL TIME: **1**

YEMEN
CONSULTANTS: **215**
FULL TIME: **4**
PART TIME: **3**

SOUTH SUDAN
CONSULTANTS: **586**
FULL TIME: **8**

BURKINA FASO
CONSULTANT: **1**

DJIBOUTI
CONSULTANTS: **4**

UGANDA
CONSULTANT: **1**

SOMALIA
CONSULTANTS: **463**
FULL TIME: **7**
PART TIME: **4**

SOUTH AFRICA
FULL TIME: **4**

■ **CURRENT COUNTRIES OF OPERATION**

■ **COUNTRIES PREVIOUSLY OPERATED IN**

CTG HEADQUARTERS

SOLUTIONS & SERVICES:

102-2, 102-9, 102-10, 102-11

PEOPLE SOLUTIONS

CTG takes on all human resource and employment services so clients are free to focus on the important task at hand. As a specialist in staffing solutions, with years of experience supporting key humanitarian and development agencies, managing people lies at the heart of our success.

RECRUITMENT

VETTING

ADMINISTRATION

DEPLOYMENT

CONTRACT MANAGEMENT

PERSONNEL MANAGEMENT

PAYROLL SERVICES

AUTOMATED HR

LEGAL SUPPORT

PROJECT MANAGEMENT:

CTG uses local networks to mobilise large-scale projects at speed with the capabilities to manage projects and programmes of every size, from monitoring and evaluating food distribution to assisting in the return of migrants and displaced populations.

CASH SOLUTIONS:

Planning and implementing transparent schemes to distribute cash, with verification and reporting, to vulnerable communities.

FLEET MANAGEMENT:

Overseeing all fleet maintenance activities including safe delivery and monitoring of fuel consumption.

MONITORING & EVALUATION:

From reporting on food distribution to long-term development projects, CTG staff create and implement M&E frameworks and reporting mechanisms.

TRAINING & CAPACITY BUILDING:

Providing subject matter experts to help restore governance, as well as designing and delivering Security Sector Reform training programmes.

PROCUREMENT & LOGISTICS:

Delivering agile, scalable and cost-effective logistics and supply chain services to support our partners in their work.

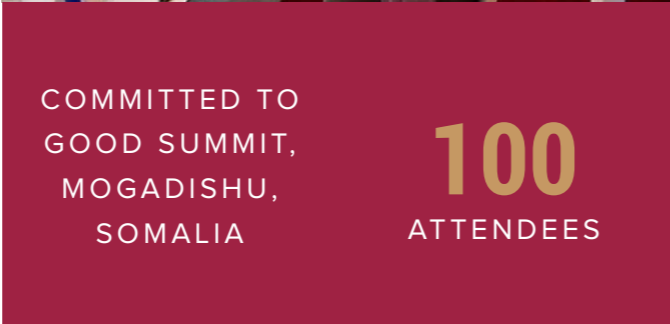### MEDICAL & EMERGENCY RESPONSE:

CTG offers end-to-end solutions, supplying Rapid Response Medical teams. CTG was a first responder during the Ebola outbreak of 2014.

Humanitarians crossing a swollen river during the rainy season in the Republic of the Congo.

Photographer: Anthony Jouannic, Deputy Country Manager, South Sudan, CTG

IMPACT NUMBERS & HIGHLIGHTS

OSLO BUSINESS FOR PEACE AWARD

OPERATIONAL EXPERIENCE IN 25 COUNTRIES

COMMITTED TO GOOD SUMMIT, MOGADISHU, SOMALIA

100 ATTENDEES

16 COMPANIES PUBLICLY COMMITTED TO THE WEPs AT THE SUMMIT BECAUSE OF CTG's ADVOCACY

18.1% FEMALE WORKFORCE

6,687 FEMALES REPRESENTED ON DATABASE

7 FEMALE INTERNS MENTORED BY CTG

91.7% OF CTG CONSULTANTS WERE LOCAL NATIONALS

2 COUNTRIES HOSTED FEMALE FIRST WORKSHOPS (GAZA & SOMALIA)

GLOBAL COO, JAMES VEYSEY:

"2019, was a year of consolidation after significant growth and change to our internal ways of working. A critical new process embedded into operations was our SafeTrip module to help keep our staff safe.

This year operational expansion was focused on Yemen. We went from a handful of staff to over 200 staff in a short space of time, which required a whole review of our operational set-up, team and infrastructure. All of which against a very challenging backdrop.

The need for CTG's on-ground staffing solutions is more important than ever; however, we are receiving more and more requests for rapid short-term deployment of experts to respond to urgent humanitarian requirements.

I am passionate about our focus on creating jobs for women in fragile and conflict-affected areas; the societal impact is well-proven, and we will keep pushing the employment of women day in and day out.

We are solving problems, usually related to the hiring of staff, to keep things flowing on the ground. We truly believe in our role as 'enablers'."

CTG's SHARED VALUE APPROACH TO SOCIAL GOOD

102-15, 102-43

At CTG, we have embedded the concept of Shared Value within our organisation to strengthen the connection between our economic growth and our social impact.

This led to the development of a strategy that embeds our values and brand name 'Committed to Good' into our business strategy while accelerating commitments to UNGC and the SDGs.

Developing the 'Shared Value Approach to Social Good' strategy – a natural and necessary evolution from our original corporate social responsibility (CSR) strategy initiated in 2015 – CTG conducted an analysis of our current and future products and services, community investment projects, and business strengths. After analysing these dimensions, we focused on areas in which our larger business strategy could address our positive and negative societal impacts.

RATIONALE

The rationale behind CTG's strategy development efforts can be found in the six areas listed below.

The strategy development process required CTG to reflect inwards so that stakeholders, partners, clients and beneficiaries could be mobilised towards long-term ambitions and goals under the strategy.

SUSTAINABILITY:
The ability to endure unpredictable social and economic circumstances

COMPETITIVE ADVANTAGE:
Lead responsibly in the aid and development sector

STANDARDISATION:
Formalise, unpack and record its tradition of 'doing good'

POLICY ALIGNMENT:
Link global commitments to internal policy

PROMOTE TRANSPARENCY:
Accurately monitor and report to CTG stakeholders

SHARED VALUE:
Create a deeper connection between economic growth and societal concerns

FOUR-PRONGED APPROACH

We adopted a four-pronged approach to our strategy. This was to ensure its integration into daily operations was supported by policy formation and implemented through stakeholder consensus, while continuing to propel UNGC and SDG commitments.

1 STAKEHOLDER ENGAGEMENT

Partnerships and consensus-building are at the centre of the strategy. Stakeholders were not only engaged through the strategy development process, but they will also continue to be a part of its implementation.

2 BUSINESS ALIGNMENT

A shared value approach requires organisations to consider their business goals, core competencies, and growth directions; and then evaluate how these competencies can address societal needs. CTG has done just that, capturing our existing efforts on gender equality, good governance and safety workplace practices.

3 CREATING SHARED VALUE THROUGH THE SDGs

CTG strongly believes private sector organisations are instrumental in achieving the SDGs and therefore, has identified SDG 5 on gender equality, SDG 8 on decent work and economic growth and SDG 16 peace, justice and strong institutions as the key SDGs where we can make an impact. CTG does not take a surface-level approach to the SDGs but has extensively studied targets associated with the goals and has translated them into actions.

4 USING CTG's VOICE FOR GOOD

CTG is in a unique position, understanding the on-the-ground challenges surrounding sustainable development, and simultaneously recognising the importance of economic growth and shareholder demands as a private sector organisation. CTG is determined to use this unique standing to advocate for the interconnectedness between profit making, investing in local economies and achieving the SDGs.

FRAMEWORK

There are three pillars that bring commitments under the strategy to life.

PUTTING PEOPLE FIRST: CREATING AN INCLUSIVE, REWARDING AND SAFE WORKPLACE

Our staff are our strongest asset, and our objective is to recruit talent across the world and provide local economic opportunities to vulnerable communities.

- **RECRUIT LOCAL TALENT:** To hire the best and the brightest in a competitive talent landscape, advancing CTG's commitment to SDG 8 on decent work and economic opportunity.

- **LEADERSHIP, TRAINING AND DEVELOPMENT:** Empower teams by broadening their skills through holistic capacity building.

- **DUTY OF CARE:** Political unrest, terrorism, as well, as medical emergencies are some of the risks CTG staff face. We developed our own Duty of Care phone application for staff to quickly reach out to the international emergency response team and to source local medical support.

- **FEMALE FIRST:** Dedicated to balancing gender scales by 2030, by increasing female employment in developing and post-conflict areas in humanitarian and development roles. CTG makes sure to present potential female hires to clients and creates a welcoming and safe environment for those that are hired.

TRANSPARENCY AND CORPORATE GOVERNANCE: SUSTAINABILITY GOVERNANCE FOR CONTINUED SUCCESS

CTG believes strong governance is the foundation for continued success. We adhere to the highest levels of ethical management.

- **ETHICAL MANAGEMENT:** Ensure sustainability topics are integrated into current governance structures and that CTG's strategic direction is aligned with the 'Shared Value Approach to Social Good'.

- **REPORTING:** At CTG, we believe we have a responsibility to share our progress and challenges with our stakeholders, and therefore CTG reports annually, in line with international reporting standards and UNGC requirements.

- **MEASUREMENT:** Taking a data-driven approach, we have established short and long-term targets for all of CTG's programmes.

PROMOTING PEACE, PARTNERSHIPS AND PROTECTING OUR ENVIRONMENT

CTG believes through collective action that we can do more, and that collaboration with stakeholders is essential in sustaining peace.

- **CTG GIVING:** Under this programme, CTG will offer a series of philanthropic grants which will be disseminated through resource mobilisation and partnerships.

- **COMMITTED TO GOOD SUMMIT SERIES:** Under the series, CTG will host an annual conference to bring together all echelons of society to explore collaboration and progress on the SDGs. These events are unique, in that they take place in locations where the SDGs directly impact local communities; previous locations include Gaza and Mogadishu.

Syrian refugee in Lebanon.
Photographer: Ellie Kealey

STAKEHOLDER ENGAGEMENT THROUGH MATERIALITY

102-40, 102-42, 102-43, 102-44, 102-46, 102-47, 102-48, 102-49, 102-52, 201-1

CTG's four-pronged approach to strategy development highlights stakeholder engagement as a critical element of the process.

In line with best practice, CTG conducted a materiality assessment to ascertain stakeholder consensus on priority sustainability topics based on where:

1. CTG CAN HAVE THE MOST IMPACT GIVEN OUR CORE COMPETENCIES AND GEOGRAPHICAL REACH
2. CTG HAS DIRECTED PAST SUSTAINABILITY EFFORTS
3. CTG HAS INFLUENCE
4. CTG HAS ACHIEVED HIGH SUCCESS RATES AND RECOGNITION

The assessment was supplemented with qualitative interviews, desktop research and competitive mapping.

METHODOLOGY

The materiality assessment follows a five-step process:

1 ISSUE IDENTIFICATION:

In consideration of CTG's multi-dimensional operational activities, a horizon scanning exercise was conducted with 100+ topics. These topics were categorically selected from international standards including but not limited to:

- GLOBAL REPORTING INDEX
- DOW JONES SUSTAINABILITY INDEX
- THE UNITED NATIONS GLOBAL COMPACT
- UN SUSTAINABLE DEVELOPMENT GOALS
- THE CARBON DISCLOSURE PROJECT

These topics were then condensed and provided to select stakeholders to prioritise.

2 STAKEHOLDER & INTERNAL ISSUE PRIORITISATION:

The condensed list of material topics was shared with a selection of managers representing various departments amongst which included Legal, Communications, C-level executives and advisors. These individuals were then requested to rank each topic from the list between one to five, with five being the highest priority. Ten topics were ranked highly (between four and five) and therefore, identified as CTG's sustainability priorities or material topics.
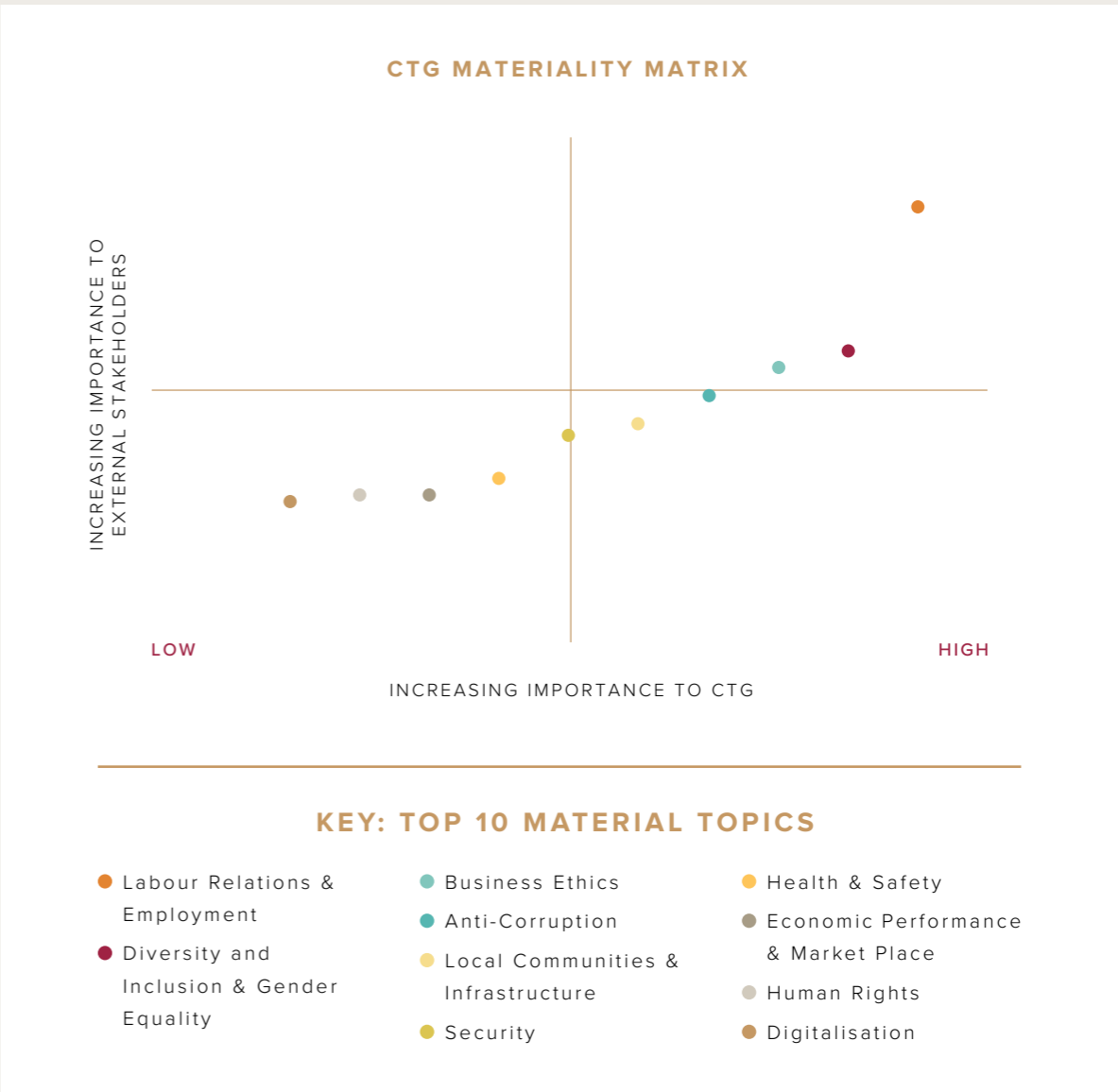
3 INTERNAL STAKEHOLDER REVIEW:

The 10 material topics were submitted to CTG senior executives to receive validation and seek further insight into how each topic will be managed.

4 EXTERNAL STAKEHOLDER ENGAGEMENT:

Based on the 10 material topics, a Likert survey was developed and then distributed to our key clients and partners. The results of the survey were mapped onto a matrix.

5 MATRIX FINALISATION:

The top ten sustainability topics were visualised by contrasting two dimensions: one is the importance of the issue to CTG and our internal stakeholders, and the second is the importance of the topics to our external stakeholders.

CTG MATERIALITY MATRIX

INCREASING IMPORTANCE TO EXTERNAL STAKEHOLDERS

LOW   HIGH

INCREASING IMPORTANCE TO CTG

KEY: TOP 10 MATERIAL TOPICS

- Labour Relations & Employment
- Diversity and Inclusion & Gender Equality
- Business Ethics
- Anti-Corruption
- Local Communities & Infrastructure
- Security
- Health & Safety
- Economic Performance & Market Place
- Human Rights
- Digitalisation

CTG'S APPROACH TO SUSTAINABILITY MATERIAL TOPICS

102-40, 102-42, 102-43, 102-44, 102-46, 102-47, 102-48, 102-49, 102-52, 201-1   UNGC 1, 2, 10

1. LABOUR RELATIONS & EMPLOYMENT:

CTG respects the International Declaration on the Fundamental Principles and the Rights at Work, as a bare minimum standard for all our staff. Upholding these fundamental rights can be challenging in the complex environments in which CTG works, but CTG will not compromise on this topic. Simultaneously, CTG respects each country's local laws. The company is committed to going beyond fundamental rights and continuously looks to enhance staff opportunities, engagement and fair practices.

2. DIVERSITY AND INCLUSION & GENDER EQUALITY:

CTG has made the empowerment of women a central business goal and is committed to creating economic opportunities for women within the aid and development sector, in the conflict-affected regions where CTG operates, under our flagship programme Female First.

3. BUSINESS ETHICS:

At CTG, we hold ourselves to the highest ethical standards by being transparent, accountable and communicative. Our governance team is engaged with the various laws, regulations and sustainability topics being revised and launched in all the countries where we operate.

4. ANTI-CORRUPTION:

In line with our commitment to the UNGC, CTG addresses the tenth principle on anti-corruption with a zero-tolerance approach to fraudulent behaviour.

5. LOCAL COMMUNITIES:

We bring our shared value strategy to life by investing in the local economy and empowering communities in which we operate through capacity building, employment, advocacy and partnerships.

6. SECURITY:

Security is intrinsic to CTG's corporate culture, given the high-risk areas in which CTG operates. Security efforts are made to protect staff from intended harm, for instance, in cases of terrorist attacks or kidnappings. The company's Duty of Care programme takes a multi-pronged approach to security, including an on-hand crisis management team, the provision of a mobile app, capacity building and location monitoring.

7. HEALTH & SAFETY:

Health and safety efforts protect staff from unintended harm. We continuously improve our by-laws, standards, and programmes for the well-being of our workforce.

8. ECONOMIC PERFORMANCE:

CTG recognises that our financial health will facilitate our growth and in turn enhance our ability to create real impact world over. CTG invests 100% of its profits into research and development, acknowledging it as a critical driver to innovation. Aligned with our Shared Value strategy, CTG views innovation as a conduit to addressing the world's most significant challenges.

9. HUMAN RIGHTS:

In line with our commitment to the UNGC, CTG embraces human rights as a fundamental principle of operating as a responsible business. CTG, in the past, has developed staff capacity on this important topic through a business and human rights tool kit. We will be looking more closely at our supply chain with a human rights lens moving forward and will be releasing a human rights policy in 2020.

10. DIGITALISATION:

Disruptive technologies have become society's most critical tool for change. CTG fully embraces this reality and continuously adopts and develops transformative technologies for operational efficiency to better serve our clients and end users.

Veronica Mutakyala, Workshop Supervisor, South Sudan. Veronica leads Traffic Monitoring Assistant Workshops and organises the spare parts supply chain. To read her story press *here.*

Photographer: Anthony Jouannic, Deputy Country Manager, South Sudan, CTG

SDG TARGETS

CTG is passionate about driving forward the SDG agenda focusing on SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice and Strong Institutions). Targets under each goal have been selected to navigate programme development and efforts. This year, we have deepened our analysis and mapped relevant targets against its material topics.

SDG MAPPING

LABOUR RELATIONS & EMPLOYMENT
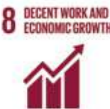
Target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, women migrants and those in precarious employment

APPROACH: CTG is committed to the safety of our staff through our Duty of Care programme, this includes both full time staff and consultants. CTG ensures that they respect labour laws in all countries of operation committed to upholding UN Global Compact's principles on labour rights.

SECURITY, HEALTH & SAFETY

Target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, women migrants and those in precarious employment

Target 16.1 Significantly reduce all forms of violence and related death rates everywhere

APPROACH: CTG aligns with Business for Peace guidance on responsible business in conflict-affected areas. We prioritise SDG 16 and hence encourage all staff to download the Duty of Care app, so that they may reach out for help 24/7 and avoid life-threatening circumstances in the conflict-affected areas where CTG is operating. CTG monitors countries of operation closely so that appropriate evacuation measures can always be implemented.

HUMAN RIGHTS

Target 5.1 End all forms of discrimination against all women and girls everywhere
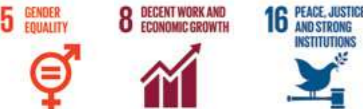
Target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, women migrants and those in precarious employment

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value

HUMAN RIGHTS CONTINUED
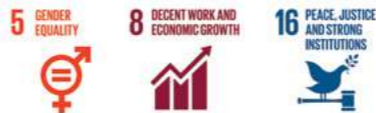
Target 16.1 Significantly reduce all forms of violence and related death rates everywhere

APPROACH: Respect for human rights goes beyond CTG's operations and procedure but resides at the centre of our value system. The International Declaration of Human Rights establishes the foundation for CTG's human rights policies and procedures, while targets under SDG 5, SDG 8 and SDG 16 have been identified as the north star.

ECONOMIC PERFORMANCE
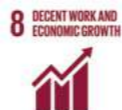
Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value

APPROACH: Through project expansion, CTG strives to employ more local community members resulting in increased employment within the countries in which it operates. CTG operates based on best practices and therefore individuals who we employ can depend on decent work and fair pay.

DIVERSITY & INCLUSION, AND GENDER EQUALITY

Target 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day

Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Target 5.1 End all forms of discrimination against all women and girls everywhere

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value

APPROACH: SDG 5 is core to CTG's business strategy and we initiated the Female First program with the aim of balancing the gender scales in humanitarian and gender employment. CTG have pledged to create job opportunities for women in fragile and conflict-affected countries.

LOCAL COMMUNITIES

Target 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day

Target 4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

Target 5.1 End all forms of discrimination against all women and girls everywhere

APPROACH: CTG's approach to investing in local communities acknowledges that the SDGs are integrated and therefore targets identified, and solutions supported need to reflect this. CTG Giving aims to create resilient communities by empowering women through workforce education and employability skills. By engaging more women in the workforce, communities can be lifted out of poverty.

ANTI-CORRUPTION & BUSINESS ETHICS

Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Target 16.6 Develop effective, accountable and transparent institutions at all levels

Target 16.5 Substantially reduce corruption and bribery in all their forms

APPROACH: CTG holds the best interests of our stakeholders at the heart of decision making. Therefore, we have identified transparency and governance as the second pillar of our shared value strategy. We have aligned ourselves with international frameworks like the United Nations Global Compact, the Women's Empowerment Principles and Business for Peace initiatives to guide policies and procedures to ensure the highest levels of ethical management. Aligned with the SDG 16, CTG annually releases a report demonstrating our progress on sustainability practices.

DIGITALISATION

Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Target 16.6 Develop effective, accountable and transparent institutions at all levels

Target 13.2 Integrate climate change measures into national policies, strategies and planning

APPROACH: Targets under SDG 12 and SDG 13 have guided our digitalisation efforts. CTG is using an impact measurement platform to capture data on our environmental performance and report on our sustainability performance. Through digitalisation, CTG will track all the SDG targets we have committed to.

Edward Jaglio works with CTG as a demining consultant in South Sudan. To read his story press _here._

Photographer: Anthony Jouannic, Deputy Country Manager, South Sudan, CTG Jouannic

GOVERNANCE

102-15, 102-16, 102-18, 102-19, 102-27, 102-31, 102-32, 205-1, 205-2, 205-3

CTG VALUES

CLAUS HAUGAARD SORENSEN, SENIOR EU ADVISOR, CTG ADVISORY BOARD:

"CTG is assisting humanitarian responders but is committed to leaving behind wider benefits to society. The consultants are overwhelmingly local, under decent contracts and benefitting from a solid duty of care. This sets a good example for other responders as well as a benchmark for employers in the local economy. CTG is adamant that women should play an ever more important role. Training young professionals, and providing decent jobs is in the DNA of CTG.

In 2019, CTG mobilised key actors in Mogadishu on how to promote the SDGs in Somalia, in particular on decent employment, gender equality and involvement of the private sector. CTG sets itself apart by shepherding such discussions among government, agencies, and civil society seeking more long-term solutions as a complement to the classical humanitarian response."

INTEGRITY:
CTG believes ethics go beyond compliance; it is about upholding the highest levels of ethical management. For CTG, integrity is broader; it is cultural. Adopting this approach we have used ethical business standards, operations and transparency across our organisation.

ACCOUNTABILITY:
As a part of CTG's shared value strategy, stakeholders are at the forefront; therefore, we view our first responsibility to them. CTG will always be available to offer a rationale or explanation for our actions, positive or negative to clients, governments, partners or beneficiaries.

TRANSPARENCY:
For CTG, building trust with partners, clients and end-users takes precedence over all else. CTG views transparency as a critical tool for achieving this trust. Therefore, we report annually in alignment with the UNGC reporting requirements. Additionally, we actively communicate with our stakeholders through our website, newsletters and other digital mediums. CTG's annual Committed to Good Summit is also an effective mechanism for sharing updates and exchanging with stakeholders.

LAWFUL AND ETHICAL CONDUCT:
CTG respects each country of operation's laws and requests staff to do the same. CTG is adamant that our code of conduct is agreed to by all staff informing them of policies and procedures on anti-corruption and ethical business standards.

OPERATIONAL EXCELLENCE:
CTG believes a robust governance structure builds the foundation for respect, efficiency, and agility across an organisation. We are committed to meeting client and end-user expectations.

RESPECT:
CTG's interpretation of respect as a corporate value is demonstrated in our shared value strategy. The strategy echoes the respect CTG holds for stakeholder opinions and concerns. We believe our success is intertwined with the success of our clients, partners, local governments, community members and are respectful to integrate their interests into our growth strategies.

INCLUSION:
CTG operates in complex and culturally diverse environments and makes a concerted effort to recruit from the local communities in which we operate. We work in consensus with local communities, committed to sharing economic benefits, staying true to our shared value approach. CTG pays particular attention to female recruitment and the economic growth of women living in the communities where we operate.

CTG staff driving into Dadaab, Kenya, the third largest refugee complex in the world.

Photographer: Iain Statham

Ben Fender, British Ambassador to Somalia (left) with Claus Haugaard Sørensen, Senior EU Adviser (centre) and Penny Wilcocks, Deputy Director of Post-Conflict Poeple (right), both members of CTG's advisory board, at the 2019 Committed to Good Summit.

Photographer: Sheeko Productions

SUSTAINABILITY GOVERNANCE STRUCTURE

CTG believes strong sustainability governance is the foundation for our continued success.

ADVISORY BOARD:

The Advisory board has been created to help lead corporate governance, grow financial sustainability, and maintain a strong commitment to social good. The Advisory board comprises of leaders in the industry and reports into the Executive leadership team.

GOOD GOVERNANCE COMMITTEE:

Meets on behalf of the executive leadership, to ensure the shared value strategy is being followed, tracked, measured and communicated. It assesses commercial and community stakeholder risks to allow for a minimum level of negative impact through our operations. It is also responsible for evaluating risks and tracking incidents related to corruption. Through this process, one incident was identified in 2019, which resulted in the termination of a contract. Moreover, affected stakeholders were informed of the situation, and pursuant actions were taken.

ETHICS COMMITTEE:

Initiated in 2019, chaired by the Legal Director, the committee is responsible for initiating and overseeing best practice in ethical behaviour, ensuring integrity is instilled in the culture beyond compliance.

SOCIAL GOOD COMMITTEE:

The committee officially launched in 2019 and will be activated in 2020. It will host SDG workstreams comprised of full-time staff and consultants to galvanise interests and expertise of all employees.

PEOPLE

CTG's main service is staffing solutions. Recruiting the right people for humanitarian and development roles and effectively managing our staff in country is key to the successful implementation of the important projects they work on.

Consultants are CTG's front line, the people who make a positive impact in humanitarian and development projects. CTG empowers its people by building team capacity through various training schemes. In 2019, CTG staff underwent trainings on health & safety, equal opportunity and account management. Due to CTG's extensive geographical operations, trainings are conducted online and in-person in 12 different countries.

CTG is committed to recruiting from the local communities where projects are based and empowering people through local employment.

91.7%
OF CONSULTANTS ARE LOCAL NATIONALS

3%
PERMANENT AND TEMPORARY STAFF

1,290
CONSULTANTS RECRUITED IN 2019

4,002
STAFF MEMBERS IN TOTAL
97%
ARE CONSULTANTS

11
TEMPORARY STAFF WITH A TURNOVER RATE OF
3%

71
PERMANENT STAFF WITH
6%
TURNOVER RATE IN 2019

OUT OF
4,002
STAFF MEMBERS,
46
WENT ON PARENTAL LEAVE IN 2019.

80%
OF THESE STAFF MEMBERS WERE MALE.
89%
of staff members that took leave returned to work. CTG culture promotes the role of fathers in domestic life and offers flexible working conditions for new mothers.

4,002
STAFF MEMBERS
3,882
CONSULTANTS
71 **11**
PERMANENT   TEMPORARY

CTG consultant Afifa Habbassi works as an Operations and Quality Assurance Officer in Improvised Explosive Device Disposal, Mali. To read her story press *here*.

GENDER EQUALITY

405-1

CTG's flagship Female First programme launched in 2017 with a decisive pledge: To create job opportunities for women in fragile conflict-affected areas.

Our goal: By 2030, 30% of project-related roles will be represented by women.

CTG's Female First strategy launched to encourage recruiters, in-country teams and clients to balance the gender scales when it comes to organisations on the ground. We are determined to make a cultural shift in the way recruitment is done across our value chain.

THE FEMALE FIRST APPROACH

SOURCE:
ACHIEVE WORKPLACE PREPAREDNESS THROUGH HOLISTIC PROGRAMMING.

SUBMIT:
A MINIMUM OF 30% OF ALL SHORTLISTED CANDIDATES PRESENTED TO CLIENTS MUST BE FEMALE.

SELECT:
ADVOCATE THE IMPORTANCE OF HIRING WOMEN TO CLIENTS.

FEMALEFIRST

HOLISTIC PROGRAMMING:

After setting an ambitious mission and target for the strategy, CTG moved forward with two programmes in 2019 to facilitate the achievement of our ambitious gender equality agenda. In fragile and conflict-affected areas education and family support remain a barrier for employment. These programmes take local cultural sensitivities into account while advocating for systemic change.

2019 saw the implementation of two salient programmes under the Female First umbrella:

1. THE WOMEN IN AID LEADERSHIP PROGRAMME:
The programme recognises that women are underrepresented in leadership roles and they are disadvantaged in the path to attaining them. Therefore, through partnership with local universities and private sector organisations, the programme provides opportunities for female graduates to intern at aid and humanitarian organisations and to support the attainment of future career opportunities for these women.

2. THE FEMALE CAREER DEVELOPMENT WORKSHOPS
The capacity building programme was designed to empower female graduates for employment opportunities in the aid and development sector. Under the programme, CTG is developing the Committed to Good curricula to strengthen the profiles of women and ultimately improve their candidacy for positions within the humanitarian and development sectors.

In 2019, CTG hosted the second Female First Career Development Workshop in Mogadishu, Somalia. Nine female graduates attended the workshop where they learned how to seek opportunities, build their CV, and improve their interview skills. All workshops are implemented in collaboration with local universities.

GOALS FOR CAREER DEVELOPMENT WORKSHOPS

10
CAREER DEVELOPMENT WORKSHOPS

100
WOMEN WITH JOB APPLICATION TRAINING

20
INTERNSHIP OPPORTUNITIES

HERE IS WHAT ONE OF THE ATTENDEES SAID ABOUT THE PROGRAMME:

"My computer is filled with unanswered job applications because my CV and cover letter were unattractive. I now have the confidence to do it the right way, and I think all the ladies who attended the Female First: Career Development Workshop, have benefited enormously, learning how to put together an application that's more likely to be successful."

**Graduates at the Female First Career Development Workshop, Gaza.
To read more about our Female First ambitions press *here.***

FEMALE FIRST AND THE SDGs

405-1

Although gender equality is a standalone goal, CTG is acutely aware that it is an issue that cuts across several areas under the SDGs. Therefore, CTG has identified goals and associated targets that it will address through the Female First programme.

SDG 1 NO POVERTY:

CTG supports the right of women to have equal access to economic resources. Therefore, through our programmes, we aim to increase the number of females employed in the humanitarian and development sector.

SDG 4 QUALITY EDUCATION:

Through our programmes, women will attain the relevant skills required for employment in the humanitarian and development sector.
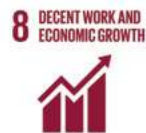
SDG 5 GENDER EQUALITY:

CTG is determined to end discrimination in the humanitarian and development sectors through Female First.

SDG 8 DECENT WORK AND ECONOMIC GROWTH:

By assertively persuading clients to consider female candidates for roles that have historically been male led; CTG is moving the needle on job creation targets under this global goal.

SDG 10 REDUCED INEQUALITIES:

CTG advocates, partners, and builds capacity for women to have equal opportunities, especially women from vulnerable communities.

SDG 16 PEACE JUSTICE AND STRONG INSTITUTIONS:

CTG will support women as they grow in their careers with the ambition to have more women in leadership roles, and therefore represented in the highest level of decision making.
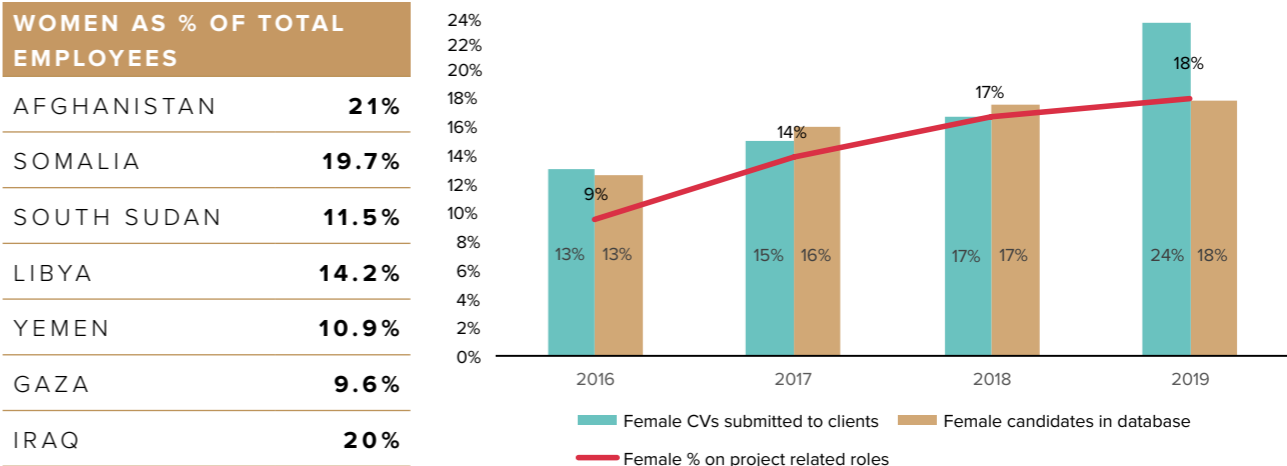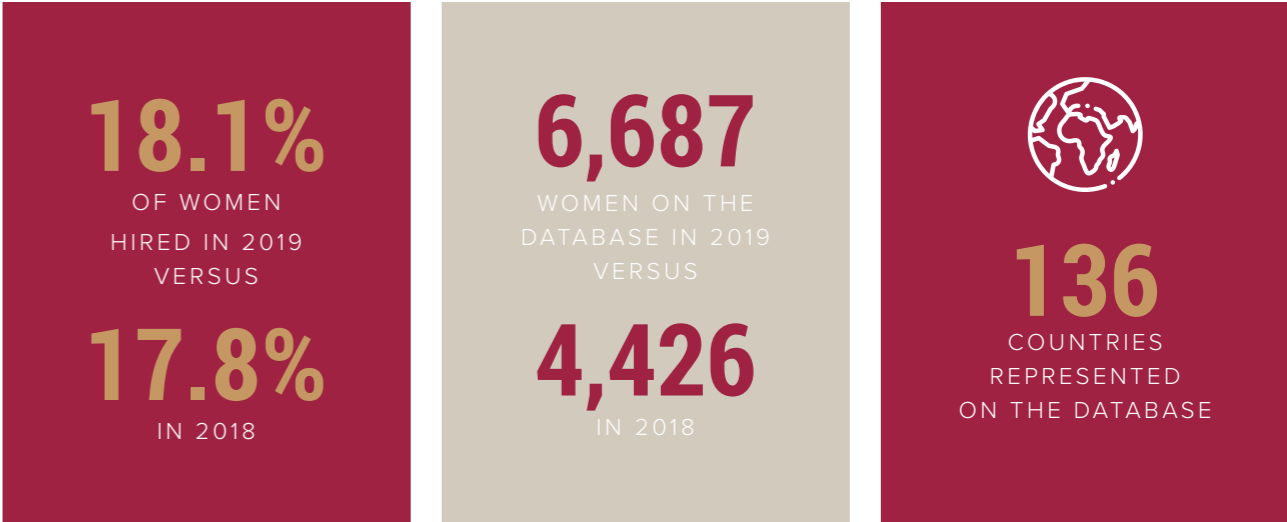
SDG 17 PARTNERSHIPS:

Enhance the capacity of women living in fragile countries through strategic partnerships with learning institutions, governments and the private sector.

COUNTRY DIRECTOR OF AFGHANISTAN AND HEAD OF FEMALE FIRST, DR DEBORAH J SMITH:

"The CTG Female First initiative means not excluding women from jobs, just because they're women. It means ensuring that our recruitment processes are not gender blind or male-biased, but that they target women, at least as much as they target men. It means that gender equity in all our operations is central and not simply an afterthought or add-on. In 2020 we are taking a strategically planned approach, to ensure that qualified women living in the fragile and conflict-affected states where CTG operates are not missed in our recruitment processes. To achieve CTG's goal that by 2030, 30% of our positions will be filled by women, we have designed activities that respond to specific quarterly targets at activity, output and outcome level."

FEMALE FIRST IN PROGRESS

18.1% OF WOMEN HIRED IN 2019 VERSUS **17.8%** IN 2018

6,687 WOMEN ON THE DATABASE IN 2019 VERSUS **4,426** IN 2018

136 COUNTRIES REPRESENTED ON THE DATABASE

WOMEN AS % OF TOTAL EMPLOYEES	
AFGHANISTAN	**21%**
SOMALIA	**19.7%**
SOUTH SUDAN	**11.5%**
LIBYA	**14.2%**
YEMEN	**10.9%**
GAZA	**9.6%**
IRAQ	**20%**

	2016	2017	2018	2019
Female CVs submitted to clients	13%	15%	17%	24%
Female candidates in database	13%	16%	17%	18%
Female % on project related roles	9%	14%	17%	18%

Female CVs submitted to clients · Female candidates in database · Female % on project related roles

ADVOCATING FOR GENDER EQUALITY: WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

405-1

At CTG we believe we have a responsibility to lend our voice to issues where we can have the greatest impact.

CTG's advocacy role for the WEPs is a perfect example of this. CEO Alice Laugher co-founded and chaired the UAE WEPs Taskforce mobilising commitment from more than 62 companies. These efforts were continued in Somalia this year, following the Committed to Good Summit, where companies were encouraged to make a commitment to the WEPs. By leveraging our influence, CTG witnessed 16 companies commit at the event.

iRise, TECH HUB Co-Founder and CEO, Awil Osman (left) after signing the WEPs CEO Statement of Support at the Committed to Good Summit, with Julius Otem (right), UN Women, Head of Programme - Policy Speacialist.

To read more about the 2019 Committed to Good Summit press _here._

16
COMPANIES IN SOMALIA SIGNED WEPS

19.7%
OF CTG CONSULTANTS IN SOMALIA ARE WOMEN

CTG consultant, Nasra on a Monitoring and Evaluation programme in Somalia.

To read her story press _here._

DUTY OF CARE

The Duty of Care programme encompasses measures taken by CTG to ensure the security, safety and health of our staff, who work in environments that face political unrest, terrorism and lack of adequate medical care infrastructure.

CTG understands that healthy and safe working conditions are a human right addressed by the International Labour Organisation (ILO), the Organisation for Economic Co-operation and Development (OECD), and the World Health Organisation (WHO).

Therefore, with every year, we grow our Duty of Care programme through partnerships, awareness, breakthrough technology and policymaking.

PARTNERSHIPS

Through assistance company Tangiers International, CTG addresses 'assistance black holes' through an on-ground medical and emergency response footprint consisting of:

- AIR AMBULANCES
- MEDICAL ESCORTS
- GROUND TRANSPORTATION
- HOSPITAL PARTNERSHIPS

At the end of 2019, CTG and sister company Hart established a partnership focused on our operations in Afghanistan and Somalia. This new partnership will enhance CTG's security and duty of care capability.

Through the Duty Care of App, CTG staff can find their nearest hospitals, access 24/7 emergency assistance as well as submit medical claims with ease.

POLICY MAKING

In 2020, CTG will be releasing a health & safety policy and a safeguarding policy to ensure the safety of our workers is integrated into the governance of our organisation.

CASE STUDY – ALEXANDER PERKINS, GLOBAL HEAD OF SECURITY & DUTY OF CARE

"The team came together and worked exceptionally well in resolving a very testing detention in a remote part of South Sudan in late 2019. The CTG consultant was held for a prolonged period but all those involved never lost sight of the aim to get him back to his family as quickly and safely as possible. The team involved worked closely with the client and ultimately we succeeded. The consultant returned home to his family and is now back in South Sudan working with CTG."

HIGHLIGHTS

124
APP DOWNLOADS

0
FATALITIES

0
INJURIES

1,968
SAFETRIPS EXECUTED.
SafeTrip is CTG's movement monitoring system to reduce risk for our staff who are travelling
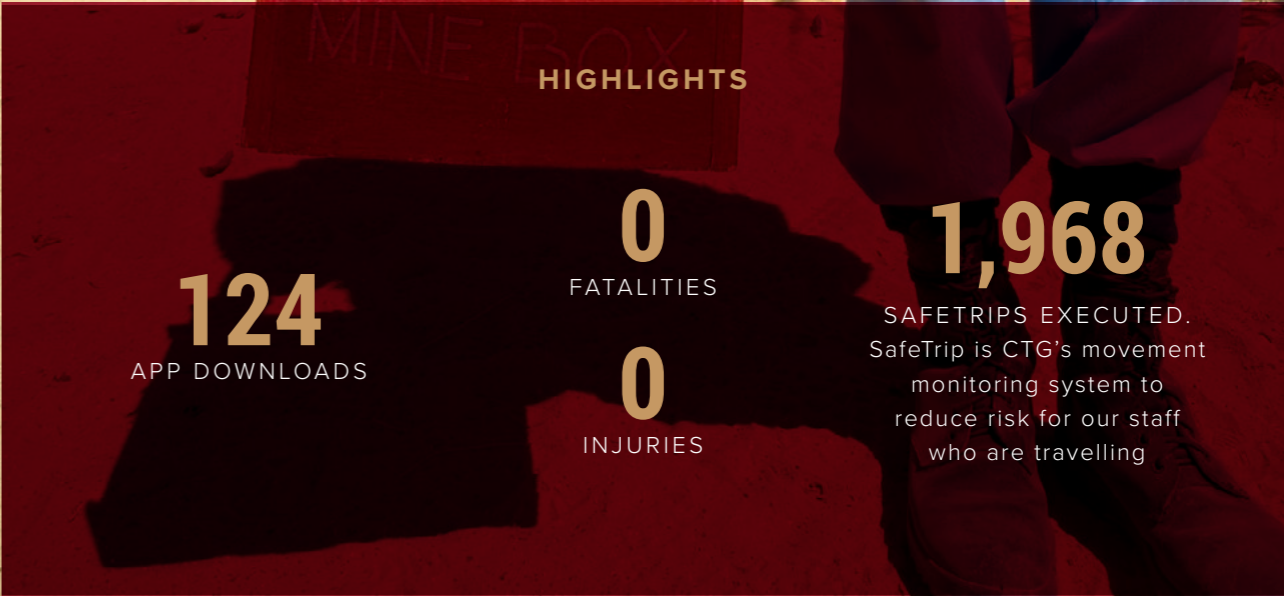
Deminer in action cleaning the area from mines

Credit: iStock

HUMAN RIGHTS

410-1, 412-1, 412-2

CTG has a zero-tolerance approach to abuse, bullying, exploitation, discrimination and harassment. Human rights, as an area of commitment under the UNGC, is highly essential to CTG and we take the reporting of human rights violations seriously.

ALICE LAUGHER, CEO, CTG

"At CTG, we've made empowering women through humanitarian employment in conflict-affected regions our focus. This award, this incredible recognition for our commitment, strengthens our determination that we are moving in the right direction."

Under our human rights programme, CTG has introduced a compulsory course developed by UN Global Compact as well as sexual harassment and abuse training for all staff working in conflict-affected areas. All staff have completed the following on-line courses: Prevention of Sexual Abuse & Exploitation (UNICEF); Prevention of Sexual Harassment and Abuse of Authority (UN); I Know Gender (UN Women).

CTG commits to an open and safe environment, and all staff have a duty to report any misconduct or wrongdoing to the Ethics Committee.

CTG supports clients working in conflict-affected areas in recruiting human rights monitors, who are responsible for monitoring and reporting on any potential human rights violations. They coordinate with multiple stakeholders, such as local governments, NGOs and UN agencies and make regular visits to police stations, detention centres and prisons with the intent of monitoring the compliance with human rights standards in these places.

In 2019, CTG's CEO won the Oslo Business for Peace award in recognition of the company's commitment to delivering opportunities for women, minorities and diverse and disadvantaged groups in conflict-affected regions and making this a central goal of the business.

To further solidify our commitment to human rights and to ensure all staff are acting to the highest professional and personal standard, CTG is rolling out a new policy and process of assessing our outcomes in 2020. The policy is in line with the UN Guiding Principles on Business and Human Rights and confirms our dedication to lead by example.

CTG Consultant Yasmin working in displacement tracking, providing support to help migrants return home safely from Libya.

To read her story press *here.*

Alice Laugher, CTG CEO at the Business For Peace Awards in Oslo, 2019. To read Alice's highlights from accepting the award press *here.*

SOCIAL IMPACT

CTG GIVING

CTG Giving is an initiative which facilitates partnerships and charitable giving in vulnerable communities, solidifying the commitment to the long-term, sustainable well-being of the regions where CTG operates.

CTG Giving has identified three areas in which building and supporting strategic partnerships has the most social impact:

1. GENDER EQUALITY AND WOMEN'S EMPOWERMENT

2. WORKFORCE EDUCATION AND EMPLOYABILITY SKILLS

3. COMMUNITY STABILITY AND ENVIRONMENTAL PROTECTION IN CONFLICT AND POST-CONFLICT COMMUNITIES

CTG's expertise in these three areas ensures that the growing partnerships have a maximum positive impact not only on the direct beneficiaries but also on the wider community.

CTG Giving's first project was a substantial donation, raised by internal staff, to the Elman Peace and Human Rights Centre in Somalia for entrepreneurship training for survivors of gender-based violence. The grant supported 13 female students in Mogadishu and culminated in an investment opportunity for three of the women who participated in the programme.

CTG GIVING AND THE SDGs

The CTG Giving programme focuses on three SDGs: SDG 5 gender equality, SDG 8 economic equality and SDG 16 peace, justice and strong institutions.

UNDERPINNED BY SDG 17: PARTNERSHIPS

CTG Giving implements the grant programme through partnership. It selects local partners that have a proven track record, strong community presence, and who are aligned with the mission of achieving gender equality and community building in conflict and post-conflict areas.

CTG Giving is committed to tracking and measuring the impact of initiatives in close collaboration with the strategic partners. This is to ensure proper deployment of funds, as well as maximised positive outcomes for the communities CTG and other strategic partners serve. Through these efforts, we plan to disclose both our negative and positive impacts in the future.

CTG **GIVING**

Taking a closer look at women, children and maternity in South Sudan with UNICEF

Photographer: Ellie Kealey

COMMITTED TO GOOD SUMMIT, MOGADISHU

International summits and conferences with the purpose of tackling the many global challenges we face today are rarely hosted in the communities that are affected the most. In order to address this, CTG hosts an annual Committed to Good Summit in one of its countries of operation.

The Summit promotes the voices and interests of stakeholders within conflict-affected countries and brings discussions surrounding sustainable development to the forefront of their communities.

This year's summit was hosted by CTG in partnership with Chelsea Village in Mogadishu, Somalia.

The summit brought together members of the Somali government, the United Nations, Somali education system, ambassadors, and the private sector with the intention of mobilising enthusiasm for the 2030 Agenda on Sustainable Development and the Somali National Development plan.

One of the key objectives of the event was to facilitate dialogue between the various stakeholders, to explore partnership, collaboration and highlight the importance of locally coming together for the SDGs. Importantly, it also provided the opportunity to open dialogue between the public and private sector about the important role the private sector can play in supporting efforts towards local and global development.

JOCELYN MASON, RESIDENT REPRESENTATIVE UNDP

"Achieving the SDGs is much more than just simply an effort on the part of the government, or international organisations, or foreign donors. It is about stimulating people in Somalia, and most importantly the private sector. Creating an environment for the private sector to flourish is the only way that Somalia will achieve the SDGs by 2030."

100
ATTENDEES

50
SPEAKERS

17
SESSIONS

Hon. Deqa Yasin Hagi Yusuf, Minister for Women and Human Rights at the CTG Committed to Good Summit, Somalia, November 2019. To read more about our 2019 Committed to Good Summit, press *here.*

Photographer: Sheeko Productions

DIGITALISATION

CTG embraces the power of technology to accelerate impact. We intend to be an early adopter of new technologies to leverage the efficiency and agility that comes with it.

Because of our approach, we have been able to leverage innovative technology to:

• CREATE A TRANSPARENT ENVIRONMENT FOR OUR STAFF FROM DIVERSE BACKGROUNDS

• MEASURE AND REPORT ON OUR IMPACT

DUTY OF CARE APP

CTG developed the CTG Duty of Care mobile app to ensure the safety of our consultants operating in politically unstable and conflict-ridden areas. The CTG Duty of Care app, developed in partnership with Tangiers International, helps consultants with:

• MEDICAL ASSISTANCE

• FACILITATE INSURANCE CLAIMS

• PROVIDES ACCESS TO A 24/7 EMERGENCY HOTLINE

• SECURITY ALERTS WITHIN THEIR AREA

MyCTG

We created our HR management system, called MyCTG, which provides visibility on data related to our staff and facilitates communication between employees and the HR department concerning leave, timesheets or expense claims.

This is integral given the large proportion of consultants we recruit for a diverse array of projects. MyCTG eases operations by allowing all approvals to take place online. It also generates dashboards summarising recruitment and demographic status of all staff. This platform becomes particularly integral when tracking progress on the Female First initiative. We are continuously developing the platform to ensure real-time visibility.

IMPACT MEASUREMENT PLATFORM

CTG is committed to creating long-term strategic impact, and therefore, we have adopted an impact measurement platform powered by ampUz, to track and report on our performance on the SDGs, UNGC, community engagement and environmental performance across 25 countries. CTG has developed an indicator library following these frameworks to track progress and enhance stakeholder reporting.

Remote nomadic settlement in Kargi, Kenya. CTG consultants work in hard-to-reach locations, supporting aid and development projects in the remotest areas. CTG's efforts in digitalisation support our staff's duty of care and their HR needs so that they can get on with the important task at hand.

Photographer: Ian Macharia

ENVIRONMENTAL PROTECTION

UNGC 7, 8, 9

The Shared Value strategy's third pillar encapsulates the protection of the environment. Therefore, CTG has committed to tracking and improving our environmental footprint.

CTG understands the gravity of the climate change crisis and we accept our responsibility towards it.

In 2019, CTG took the first step to establish a baseline for our energy and water consumption, calculating the carbon footprint of its headquarters in Dubai.

PROMOTING PEACE, PARTNERSHIPS AND PROTECTING OUR ENVIRONMENT

CTG's ENERGY & WATER PERFORMANCE		
INDICATOR	2019	CO$_2$ EMISSIONS[3]
ENERGY USAGE (GJ)[1]	440.67	11.14 TCO$_2$E
WATER CONSUMPTION (M^3)[2]	180.03	7.60 TCO$_2$E

In the future we look to expand this scope to include all global offices and other sources of energy including air travel and on-ground fuel consumption.

We will once again leverage technology to achieve this, by adopting a digital platform to track all energy sources for accurate tracking of environmental data.

[1] Energy usage has been calculated using standard conversion factor of kWh/0.0036 GJ. Consumption includes electricity and cooling.

[2] Water consumption has been calculated using standard conversion factor of IG/0.00454609 m^3

[3] CO$_2$ emissions have been calculated using DEWA's 2018 grid emission factor for Electricity 0.4258 tCO2e/MWh and Water 23.69 tCO2e/MIG

A newly built water pump, Rumbek, South Sudan
Photographer: Sheeko Productions

GRI CONTENT INDEX

102-46, 102-55, 103-1, 103-2, 103-3

GRI Materiality Disclosures CTG — Aug 2020 Service

For the Materiality Disclosure Service, GRI Services reviewed that the GRI content index is clearly presented and referenced for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Page	Chapter	Omission & Clarification	UNGC Principles	SDGs	WEPs
GRI 101: Foundation 2016							
	GRI 101 has no disclosures						
General Disclosures							
Organisational profile							
GRI 102: General Diclosures 2016	102-1 Name of the Organisation	6	CTG At a Glance				
	102-2 Activities, brands, products, and services	7, 8	Solutions & Service				
	102-3 Location of headquarters	6, 7	CTG At a Glance, Enabling Change				
	102-4 Location of operations	6, 7					
	102-5 Ownership and legal form	6, 7					
	102-6 Markets served	6, 7					
	102-7 Scale of the Organisation	6, 7					
	102-8 Information on employees and other workers	6, 7				Goal 8	
	102-9 Supply chain	7, 8	Enabling Change, Solutions & Service	Policy in process			
	102-10 Significant changes to the organisation and its supply chain	7, 8		No substantial change			
	102-11 Precautionary Principle or approach	7, 8		Ommitted until environmental strategy is finalised.	Principle 7		
	102-12 External initiatives	3	About this Report				
	102-13 Membership of association	3					
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GRI 102: General Diclosures 2016	102-14 Statement from senior decision-maker	5	Foreword by CEO				
	102-15 Key impacts, risks, and opportunities	12, 13, 24	CTG's Shared Values Approach to Social Good, Strategy & Governance				
Ethics and integrity							
GRI 102: General Diclosures 2016	102-16 Values, principles, standards, and norms of behaviour	24	Governance			Goal 16	
Governance							
GRI 102: General Diclosures 2016	102-18 Governance Structure	24	Governance				
	102-19 Delegating Authority	24					
	102-27 Collective knowledge of highest governance body	24					
	102-31 Review of economic, environmental, and social topics	24					
	103-32 Highest governance body's role in sustainability reporting	24					

GRI Standard	Disclosure	Page	Chapter		UNGC Principles		
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GRI 102: General Diclosures 2016	102-40 List of stakeholder groups	16, 18	Stakeholder Engagement Through Materiality, CTG's Approach to Sustainability Material Topics				
	102-41 Collective bargaining agreements	28	People		Principle 3		
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	102-44 Key topics and concerns raised	16, 18	Stakeholder Engagement Through Materiality, CTG's Approach to Sustainability Material Topics				
Reporting Practice							
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	102-48 Restatements of information	3, 16, 18	Stakeholder Engagement Through Materiality About this Report, CTG's Approach to Sustainability Material Topics				
	102-49 Changes in reporting	3, 5, 16, 18	Stakeholder Engagement Through Materiality About this report, Forward by CEO, CTG's Approach to Sustainability Material Topics				
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	102-51 Date of most recent report	3					
	102-52 Reporting cycle	3, 16, 17	About this Report, Stakeholder Engagement Through Materiality				
	102-53 Contact point for questions regarding the report	3	About this Report				
	102-54 Claims of reporting in accordance with the GRI	3					
	102-55 GRI content index	48	Annex				
	102-56 External assurance	3	About this Report				
MATERIAL TOPICS							
GRI 200 Economic Standards Series							
Economic Performance							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries			Goal 8	
	103-2 The management approach and its components	54					
	103-3 Evaluation of the management approach	54					
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	10, 11, 16, 17	Impact Numbers and Highlights, Stakeholder Engagement Through Materiality				

Anti-corruption

GRI Standard	Disclosure	Page	Reference	UNGC	SDG
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Principle 10	Goal 16
	103-2 The management approach and its components	54			
	103-3 Evaluation of the management approach	54			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	24	Governance		
	205-2 Communication and training about anti-corruption policies and procedures	24			
	205-3 Confirmed incidents of corruption and actions taken	24			

GRI 400 Social Standards Series

Employment

GRI Standard	Disclosure	Page	Reference	UNGC	SDG
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Principle 6	Goal 8
	103-2 The management approach and its components	54			
	103-3 Evaluation of the management approach	54			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	28	People	Principle 6	Goal 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	28			
	401-3 Parental leave	28			

Labor Management Relations

GRI Standard	Disclosure	Page	Reference	UNGC	SDG
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries		Goal 3
	103-2 The management approach and its components	54			
	103-3 Evaluation of the management approach	54			
GRI 402: Labor Management Relations 2016	402-1 Minimum number of weeks' notice typicallly provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	28	People		

Occupational Health and Safety

GRI Standard	Disclosure	Page	Reference	SDG	UNGC
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Goal 3	Principle 3
	103-2 The management approach and its components	54			
	103-3 Evaluation of the management approach	54			
GRI 403: Occupational Health and Safety 2018	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	36	Duty of Care		
	403-5 Worker training on occupational health and safety	36			

Diversity and Equal Opportunity

GRI Standard	Disclosure	Page	Reference	SDG	UNGC
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Goal 10, 5	Principle 1
	103-2 The management approach and its components	54			
	103-3 Evaluation of the management approach	54			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28, 30-35	Gender Equality, People		

Security

GRI Standard	Disclosure	Page	Reference	SDG
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Goal 16
	103-2 The management approach and its components	54		
	103-3 Evaluation of the management approach	54		
GRI 410: Security practices 2016	410-1 Percentage of security personnel who have received formal training in the Organisation's human rights polcies or specific procedures and their application to security	36, 38	Duty of Care, Human Rights	Goal 16
	410-2 Whether training requirements also apply to third-party Organisations providing security personnel	36	Duty of Care	

Human Rights

GRI Standard	Disclosure	Page	Reference	UNGC	SDG
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Principle 1	Goal 16
	103-2 The management approach and its components	54			
	103-3 Evaluation of the management approach	54			
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	38	Human Rights		
	412-2 Employee training on human rights policies and procedures	38			

Local Communities

GRI Standard	Disclosure	Page	Reference	UNGC
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries	Principle 6
	103-2 The management approach and its components	54		
	103-3 Evaluation of the management approach	54		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	40-42	Social Impact	
	413-2 Operations with significant actual and potential negative impacts on local communities	40-42		

Organisation specific material topic								
Gender Equality								
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries				Goal 5	Principle 7
	103-2 The management approach and its components	54						
	103-3 Evaluation of the management approach	54						
Gender Equality	Percentage of women employed	30-35	Gender Equality					
	Programs supporting Global Goal 5	28, 30-35	Gender Equality, People					
Business Ethics								
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries		Principle 10	Goal 16		
	103-2 The management approach and its components	54						
	103-3 Evaluation of the management approach	54						
Business Ethics	Code of Conduct commitment	24	Governance					
Digitalisation								
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54	Material Topic Boundaries			Goal 17		
	103-2 The management approach and its components	54						
	103-3 Evaluation of the management approach	54						
Digitalisation	Description of digital platforms or initiatives	44	Digitalisation					

EXTERNAL ASSURANCE:

The approach taken by CTG to ensure the materiality assessment methodology was conducted per best practices and future-proof, was to solicit external third-party advisors.
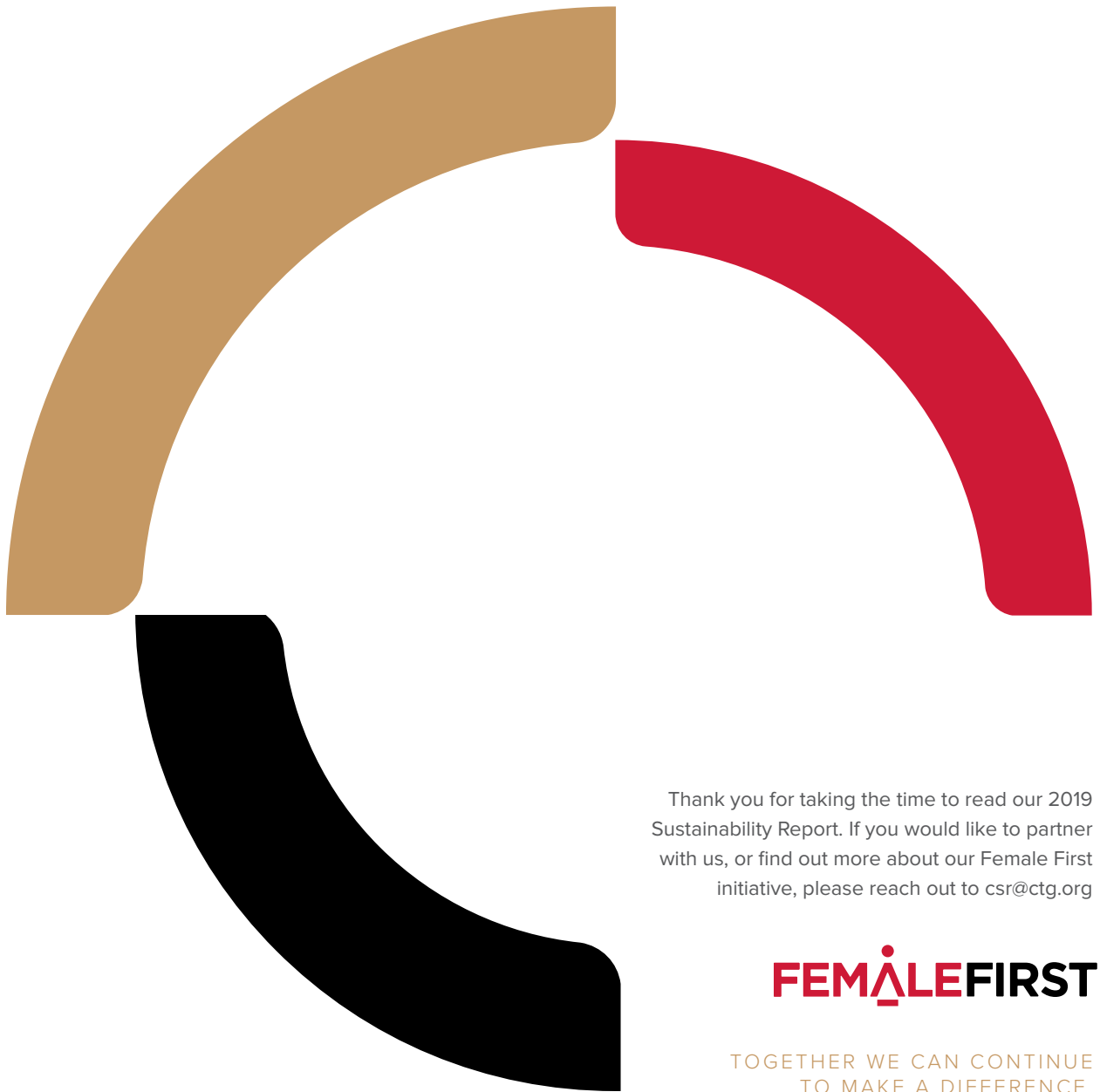
AmpUz, a sustainability technology and consulting company, oversaw the below processes:

- MATERIALITY ASSESSMENT EXERCISE - SURVEY DESIGN AND SATISTICAL DATA ANALYSIS

- REPORTING BASED ON A GRI STANDARD FRAMEWORK

MATERIAL TOPICS BOUNDARIES

Approach	Material Topic	Corresponding GRI Standards	Boundaries
Governance	Economic Performance	Economic Performance	Internal Impact
	Anti-corruption	Anti-corruption	Internal & External Impact
	Business Ethics	General Disclosures	

People	Labor Relations & Employment	Employment, Labor Management Relations	Internal Impact
Gender Equality	Diversity & Inclusion, and Gender Equality	Diversity & Equal Opportunity, General Disclosures	Internal & External Impact
Duty of Care	Security	Security	Internal Impact
	Health & Safety	Occupational Health & Safety	
Human Rights	Human Rights	Human Rights	Internal & External Impact
Social Impact, People	Local Communities & Infrastructure	Local Communities, General Disclosures	External Impact
Digitalisation	Digitalisation	General Disclosures	Internal & External Impact

STAKEHOLDER RELATIONS

Stakeholder Group	CTG's Approach to Engagement	Engagement Mechanisms
Colleagues	CTG applies its commitment to the United Nations Global Compact's principles on labour rights as their basic foundation in protecting their employees and the United Nations Women Empowerment Principles as their guide to creating gender equality in the workplace. CTG's employees are the frontline to their success. Therefore, CTG recognises prioritises their development, well-being, and safety.	Whistleblowing system
		Internal communication
		Email, calls, video calls, instant messaging
		Capacity building
		Interviews
		Survey
		Digital applications/platforms
		Performance Reviews
Local Community, and NGOs	Applying SDG 17 on partnerships in the work that they do, CTG has fostered strategic relationships with the local community. CTG strives to create consensus and build collaboration with the communities in which it serves. It respects the NGOs that have nurtured trust with these communities. Working with these stakeholders ensures that CTG operations and efforts in post-disaster and conflicted-affected countries, are lasting and meaningful.	Local events
		Conferences
		Capacity building
		Philanthropy and sponsorship
Customers	CTG's customers are the catalyst to CTG's work as humanitarian enablers. CTG is committed to customer excellence, and engage customers on all levels including seeking their opinions and insights when developing their business and shared value strategy. In order to create positive impact, CTG must understand and meet the needs of their customers.	Website
		Customer service interactions
		Customer satisfaction surveys
		Events
		Email, calls, video calls
		Social Networks
Governments & Industry Peers	Due to CTG's wide scope of operations and sensitive work, collaborating with governments and partners is critical. They host joint projects and events to help build knowledge and awareness in various sectors. CTG aims to support the work that the government needs to carry out to achieve the 2030 agenda.	Events
		Roundtables
		Progress meetings
		Working groups
		Website
Supplier & Dealers	CTG'S supplier and dealers are valuable business partners that help guarantee the work that needs to be accomplished is done so in time and accurately. Long-term relationships are a key factor in ensuring positive impact.	Corporate guidelines: human rights, ethics, code of conduct, anti-corruption
		Dedicated website
		Briefings

Thank you for taking the time to read our 2019 Sustainability Report. If you would like to partner with us, or find out more about our Female First initiative, please reach out to csr@ctg.org

FEMALEFIRST

TOGETHER WE CAN CONTINUE TO MAKE A DIFFERENCE.

CTG

Committed to Good