



CTG SUSTAINABILITY REPORT 2022

# TRANSFORMING OPPORTUNITIES FOR IMPACT

[www.ctg.org](http://www.ctg.org)

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This document includes interactive elements and is best viewed in Adobe Acrobat or Reader. Use Arrows and quick links in the header to navigate through this document.





# About this Report

2-2, 2-3, 2-4, 2-5, 2-28

## Scope

This report reflects our continued journey towards integrating sustainable business practices into the heart of our strategy and operations. It does so by delivering a transparent account of our management of and performance towards the material, environmental, social and governance issues of our company. This commitment is rooted in our desire to earn the long-term trust of our stakeholders and to make substantial contributions to global sustainable development, particularly within the fragile and conflict-affected countries where we operate. This report supports the new United Nations Global Compact Communication on Progress submission and relates to the year 2022. CTG's reporting cycle is annual with the most recent report prior to this one covering the year 2021. Except as otherwise noted, the information within this report covers the global operations of CTG (Committed to Good).

## Transforming Opportunities for Impact

This is the seventh year we are releasing a Communication on Progress report as a requirement of our membership of the United Nations Global Compact. In recognition of the importance of engaging stakeholders within the reporting and strategy development process, CTG conducts a refresh of its materiality assessment each year. CTG aims to engage a large number of external stakeholders, as well as internal stakeholders, to ensure a diverse range of perspectives are included. This year's assessment reflected 14 topics which CTG resultingly deems material to the business and reflects CTG's economic, social and environmental impacts. These topics have defined our report content and can be seen in our [Materiality Matrix on page 10](#).

The material topics identified in this year's assessment are consistent with those identified in the 2021 reporting cycle, making comparability possible. This report outlines these topics by providing an explanation for each, detailing corresponding initiatives that aim to support business progress towards the topic, and describes the management approach. This is supported by data and testimonials which offer stakeholder outlooks.

## Global Reporting Initiative

CTG has reported in accordance with the GRI Standards for the period from 1 January 2022 to 31 December 2022. This report has been prepared by a GRI Certified Sustainability Professional, and is the fifth consecutive year that the GRI Framework has informed our reporting process. Beyond reporting on performance indicators as required by the GRI, CTG reports on additional indicators that are considered important to our business and our stakeholders. Labels are used throughout the report to indicate disclosure of GRI standards. The [GRI Content Index](#) can be found at the end of the report and lists all references to GRI Standards in the report and their corresponding page numbers. 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. This report does not include any restatements of information from previous years.

## United Nations Global Compact (UNGC)

CTG has been a signatory of the UNGC since 2014 and follows its 10 principles, derived from four international frameworks:

- The Universal Declaration of Human Rights;
- The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work;
- The Rio Declaration on Environment and Development;
- Anti-Corruption Based on the United Nations Convention Against Corruption.

This report outlines the extent each principle has been addressed during 2022 and actions taken to expand on them from previous years.

## Sustainable Development Goals (SDGs)

CTG recognises the huge potential of the private sector in advancing the SDGs, especially in the fragile and conflict-affected contexts where we operate. CTG has identified three SDGs where we can have the biggest impact: Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8) and Peace, Justice and Strong Institutions (SDG 16). In addition to this we also recognise the importance of Partnership for the Goals (SDG 17) and are striving to foster new partnerships in our countries of operations to strengthen progress towards the SDGs. CTG has developed indicators and goals that align with the SDG targets. Please see [page 11](#) for more information.

## Women's Empowerment Principles (WEPS)

CTG signed its commitment to the WEPS in 2017, and in 2018 CTG's CEO Alice Laughher co-founded and became Chair of the UAE WEPS Taskforce. The 7 principles offer guidance on how businesses can empower women and promote gender equality in the workplace, marketplace and community. Established as a joint initiative by the United Nations Global Compact and UN Women, they are informed by international labour and human rights standards. Today, Alice and the Shared Value Team continue to promote the WEPS internally and throughout our value chain, specifically striving to increase the number of WEPS signatories in fragile and conflict-affected countries. This report observes WEPS Principle 7, 'Measure and publicly report on progress to achieve gender equality'.

## Feedback and Collaboration

We are interested in hearing from our stakeholders and value all feedback. We also believe in collaboration and championing sustainability with likeminded organisations. To share your feedback or discuss ways we can collaborate please contact us at: [csr@ctg.org](mailto:csr@ctg.org).



Samia, Project Engineer, Somalia



In support of

## WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

“Measure and publicly report on progress to achieve gender equality”  
WEPS PRINCIPLE 7

# Letter from the CEO

102-14



Alice Laugher, CEO,  
CTG (Committed to Good)

Recipient of Oslo Business For Peace Award 2019

SDG Pioneer for Empowerment of Women in  
Conflict Settings

The world continues to grapple with many challenges, some borne out of the reverberations of COVID-19 and the subsequent economic uncertainty it has posed, and others as a result of persisting critical issues such as poverty, food insecurity, increased tension and outbreaks of violence to name a few.

In the wake of these challenges, 2022 was a strong year for CTG's business. It was a year of many firsts and milestones. At the start of the year, we set an ambitious target to reach 10,000 consultants by 2025. We knew it would be a challenge and would require a lot of hard work. While it was not considered achievable in one year, our teams successfully leveraged our operational capabilities, and we are so proud

to have reached and exceeded that goal in 2022. We are honoured to employ 10,000 humanitarians, supporting them in their critical work. 97% of these humanitarians are also nationals of our countries of operation and we recognise the positive role that facilitating access to these work opportunities plays in fostering economic development and crisis recovery.

This growth happened in the wake of our 15th Birthday celebrations, having begun our operations as a humble business in Afghanistan back in 2006. It just goes to show what a team can achieve when a strong strategic vision and supporting goals are set. Such growth in one year needs considerable time commitment; strong leadership and management; and a professional, trained and competent team. But we also wouldn't have achieved this without the support of our clients. Our clients and consultants are at the heart of our efforts, and we continually strive to improve our processes and systems to ensure we are providing them with the best Human Resources management services and Duty of Care that is necessary to protect staff in high-risk environments.

2022 we also saw substantial progress in our efforts to promote gender equality and women's empowerment across some of the world's most vulnerable fragile and conflict-affected countries. We launched our flagship programme Female First in 2017 with the decisive pledge to improve women's access to decent work opportunities. This commitment was underpinned by the goal that by 2030, we would have 30% female representation across our consultant roles. We are so proud to have also reached and exceeded that goal last year, eight years ahead of time. For International Women's Day we also reignited our Female First Job-Readiness workshops, training 38 young women in Juba, South Sudan. To date, this brings the total number we have trained in essential job-readiness skills to 289 individuals.

Despite this success however, we recognise that there is so much more to be done. We have begun taking action to safeguard this progress and continue to implementing measures that will allow us to scale our impact even further. One example is the expansion of our women's empowerment ambitions to incorporate a commitment to helping end sexual violence in conflict. This began with the creation of a first-of-its-kind white paper in collaboration with UN Action Against

Sexual Violence In Conflict, launched at the United Nations General Assembly 77 in New York. Titled [Addressing CRSV: Private Sector Opportunities for Engagement](#), this paper aims to mobilise the private sector to take renewed responsibility for creating a safer world for all.

Our activities in this area will also be supplemented by our continued efforts in prevent Sexual Exploitation and Abuse. This has become an important focus for CTG over the last couple of years, driven by our Safeguarding Think Tank. This year we launched a Safeguarding Focal Point network made up of in-country representatives who will be driving our activities such as training and awareness campaigns on the ground. For CTG it is imperative that we do what we can to protect the safety of humanitarian programme participants as well as the integrity of humanitarian programming.

We are committed to scaling our impact in a sustainable way to ensure we can continue to have a positive ripple effect in the communities where we operate. I welcome you to read this report which sets out what we achieved throughout 2022 and how we plan to continue delivering on our ambitions in the future.

Yours faithfully,

Alice Laugher  
CEO, CTG (Committed to Good)



Left: Akandiya, CTG Nutrition Officer driving efforts to eradicate malnutrition in Nigeria.  
Right: Alice Laugher, CTG's CEO visiting a UN Workshop in Juba, South Sudan.



# Our 2022 Highlights

## WE TURNED 15

In the wake of Covid-19, our colleagues from across the world came together for a virtual celebration to honour this milestone. CTG has grown significantly since our humble beginnings in Afghanistan. In our 15 years of operation, but especially this year, we have made some impressive achievements. As we continue to grow, we must do so in a way that is sustainable and doesn't compromise on quality customer service. This milestone and the other highlights we have throughout 2022 represent the start of a new and exciting chapter for CTG.



## WE HIT 10,000 CONSULTANTS

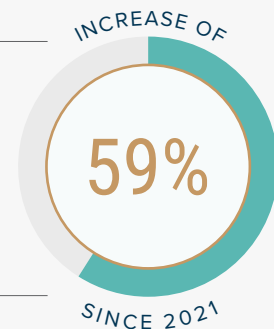
At the start of 2022, CTG set a challenging goal to reach 10,000

**10,070**  
Consultants

consultants across our global operations. While we hoped to achieve this in the next 3 years, we managed to meet this goal within 12 months. Over this period our headcount increased from 3,685 to 10,070.

**97%** OF CONSULTANTS ARE NATIONALS OF OUR COUNTRIES OF OPERATION

**174**  
PERMANENT  
STAFF MEMBERS



## WE REIGNITED OUR FEMALE FIRST JOB-READINESS WORKSHOPS

To mark International Women's Day 2022, CTG delivered a 2-day job-readiness workshop to young women in Juba, South Sudan. This brings the total number of individuals trained by CTG up to 289. By teaching them key job-readiness skills, CTG aims to assist them in laying foundations for strong future careers and to promote greater women's economic empowerment across the country.



WOMEN TRAINED IN  
JOB-READINESS IN  
SOUTH SUDAN

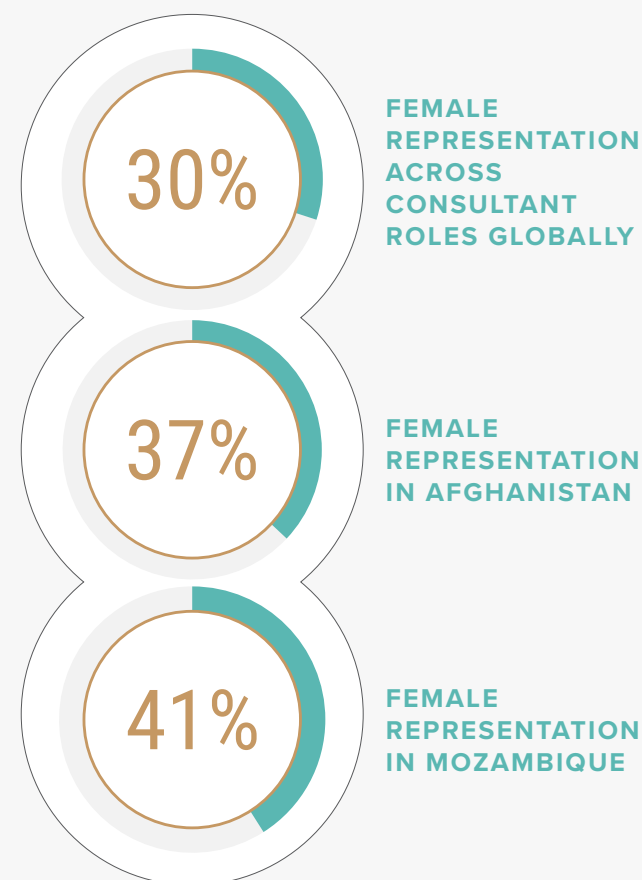


**142**  
SOUTH SUDANESE HUMANITARIAN  
PROFESSIONALS TRAINED IN CV  
AND APPLICATION WRITING

**289**  
INDIVIDUALS TRAINED IN JOB-  
READINESS SKILLS ACROSS 4  
CONFLICT-AFFECTED COUNTRIES.

## WE REACHED AND EXCEEDED OUR FEMALE FIRST GOAL

Having launched our Female First initiative in 2017 with the pledge to improve women's access to decent work in conflict-settings, we are proud to have not only reached our 30% female representation goal 8 years ahead of time, but to have exceeded it. Over the course of this year our female representation has increased by 12.5% and we now manage 3,013 female consultants worldwide. Female First has been ingrained into our company DNA and everyone is committed to this important Shared Value initiative. The same dedication has also been exercised by our clients, who's shared vision has played an integral role in this achievement.



KEY STAFF MEMBERS TRAINED IN DUTY OF CARE, SECURITY AWARENESS AND FIRST AID ACROSS THE UK AND KENYA.

## WE LAUNCHED A WHITE PAPER AT UNGA 77

CTG is honoured to have collaborated with UN Action against Sexual Violence in Conflict (UN Action) to publish a [white paper](#) highlighting how the private sector can help to prevent and respond to Conflict-Related Sexual Violence (CRSV). Launched in New York at an event during the 77th Session of the United Nations General Assembly (UNGA77), the white paper had an excellent response from many UN, Member States, NGOs, and business representatives from across the world.

**151,070**  
CANDIDATES REPRESENTED ON  
CTG'S CANDIDATE DATABASE

LAUNCH OF OUR SAFEGUARDING FOCAL POINT NETWORK

# ENABLING CHANGE



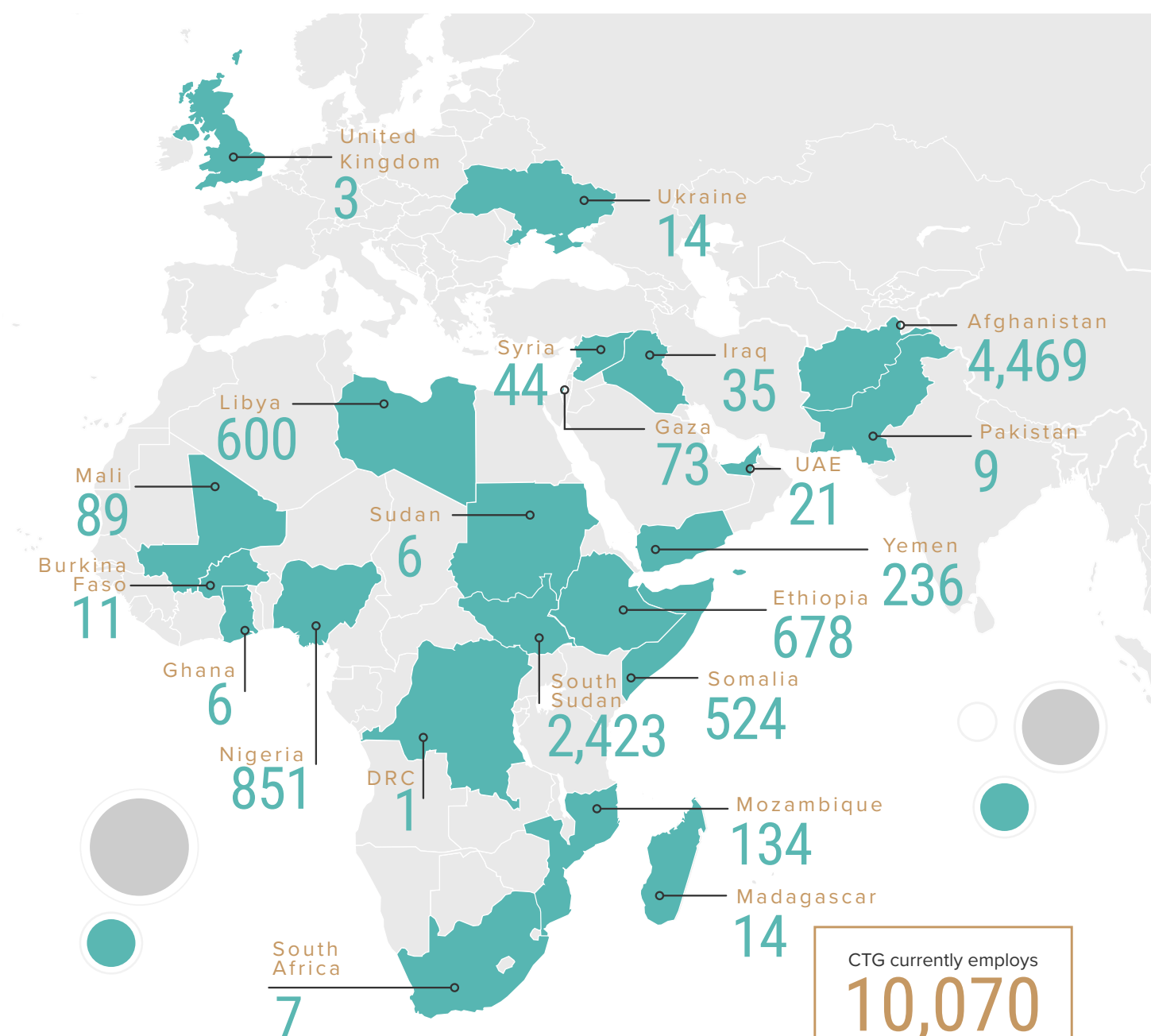
Akandiya, CTG Nutrition Officer driving efforts to eradicate malnutrition in Nigeria.

## CTG at a Glance

2-1, 2-7

CTG (Committed to Good) is a privately held company, owned by The Chelsea Group. Born in Afghanistan in 2006, CTG has since grown to have operational presence and experience across 24 countries. Today, our headquarters are located in Dubai, UAE.

### Location of Operations



CTG currently employs  
**10,070**  
consultants across our  
global sites of operation











## Our Solutions and Services

2-6

CTG offers a range of staffing solutions and Human Resources management services to support clients in the humanitarian and development sectors with the implementation of projects and programmes across 2 different fragile and conflict-affected countries.

### Staffing Solutions and Human Resources Management Services

-  Recruitment
-  Vetting
-  Payroll Services
-  Personnel Management
-  Administration
-  Deployment
-  Contract Management
-  Automated HR

### Our Supply Chain

Our supply chain is diverse, offering key support across all our countries of operation. Our partners range from third party security providers and transport services to office facilities and many more. In 2022, there were no significant changes to our partners or the structure of our supply chain. To read more about how we promote sustainable business practices throughout our supply chain and within our local communities please refer to the [Human Rights](#) section of this report.

### Monitoring & Evaluation (M & E)

CTG offers monitoring, evaluation, assessment, research and learning services to our clients in some of the world's most fragile and conflict affected countries.

### Supply Chain Management, Procurement and Logistics

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

### Election Monitoring and Observation

CTG designs, implements and oversees efficient operational and logistical management to support election missions in conflict-affected countries..

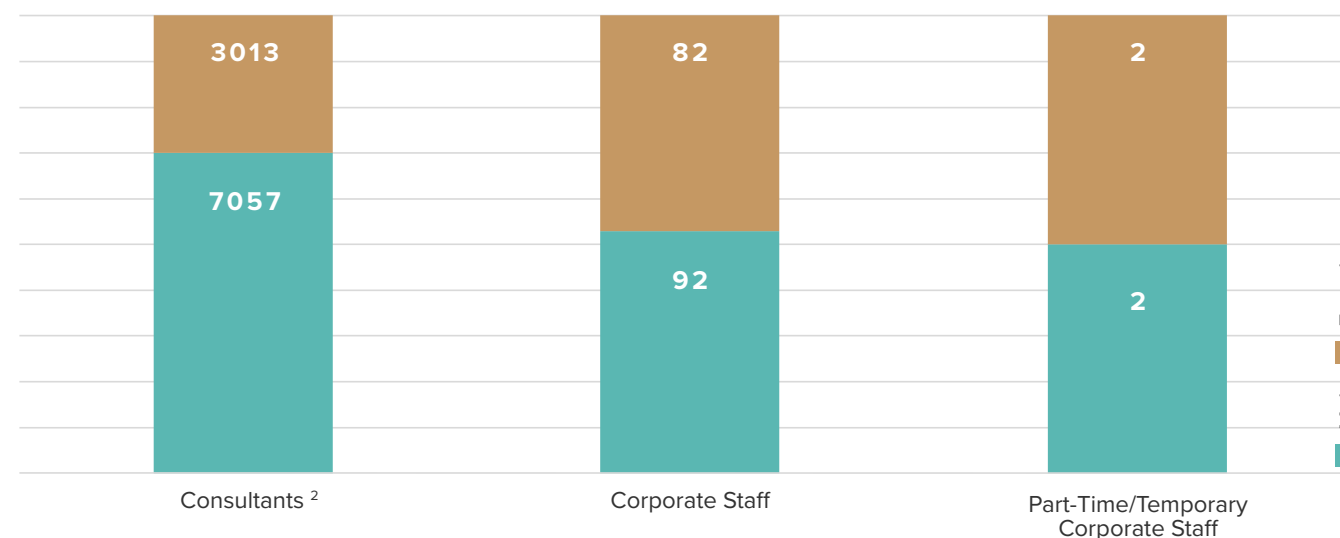


In 2022, a number of CTG staff participated in Security Awareness and First Aid Training across 2 locations, UK and Nairobi. Image shows CTG Management with International Location Safety Facilitator during the training in London.

## Our Humanitarians<sup>1</sup>

2-7, 2-8, 2-27, 2-30, 202-2, 401-1, 401-2, 401-3, 402-1

CTG's people solutions and operational support services enable the successful implementation of humanitarian and development projects in fragile and conflict-affected countries. Humanitarians are at the heart of what we do, and their passion, skills and commitment are laying foundations for making our world a better place for all. This year, CTG has seen substantial growth in its operations, represented through an increase in the number of staff we manage worldwide.



### Putting People First

People always come first at CTG and, given the challenging environments we operate in, we go the extra mile to ensure that our staff are protected by our world-class standards of Duty of Care, no matter the location. CTG respects each country's labour laws as a minimum standard but strives to go beyond this where feasible.<sup>3</sup>

- World Class Insurance Coverage
- Superior Maternity and Parental Leave Benefit for Corporate & Field Staff
- Professional Development and Training Opportunities for Corporate & Field Staff

### Account Manager Academy

#### 30 PARTICIPANTS OF OUR ACCOUNT MANAGER ACADEMY

This year we launched the Account Management Academy (AMA), a training programme for all CTG Account Managers to develop their client service skills, organisational abilities, communication, and leadership qualities. This Academy demonstrates our commitment not only to upskilling our staff, but also to quality and delivering the best standards

possible when supporting the humanitarian and development community to carry out their projects in challenging environments. The first training took place in Nairobi, Kenya over 2 days in November 2022 and saw 30 individuals join from our global sites of operation including South Sudan, Somalia and Afghanistan.

### Security Awareness and First Aid (SAFA) Training

Participants of the Account Manager Academy in Nairobi, as well as an additional cohort of 15 individuals in the UK underwent SAFA Training delivered by International Location Safety (ILS). ILS is a global leader in the development and delivery of safety and security risk management services for the Humanitarian and Development communities. This course was delivered by a mixed gender team of professional security advisors and medics, using up-to-date theory and best practice principles on risk mitigation, informed by ILS's ongoing risk advisory field work around the world. Covering three themes of Human Security, Physical Security and First Aid, this course served to strengthen participant's security awareness and application in practice, essential skills when delivering services in high-risk areas.

<sup>1</sup> Staff figures throughout this report represent the headcount of those active at the end of the reporting period unless stated otherwise.

<sup>2</sup> Consultants entail staff that CTG contracts to provide services that support the delivery of our clients' humanitarian or development programmes.

<sup>3</sup> As stated in Code of Conduct, CTG recognises and respects the rights of staff to freely associate, organise and bargain collectively in accordance with the laws of the countries in which they are employed.

## Recruiting Local Talent

CTG aims to leave a lasting impact on the communities where we work, to build national capacity and promote economic growth. We pride ourselves on being a local employer, and as of this year, 97% of our consultants are nationals from our countries of operation. This ensures a large proportion of our turnover filters into the local economy and allows local communities to benefit even further from foreign aid revenues and development projects.

## Labour Management Performance

CTG maintains open dialogue with its staff and is committed to ensuring we meet their needs and expectations, as well as ensuring they are kept apprised of any operational changes. Each year, CTG issues a consultant feedback survey to measure our labour management relations performance. This year we issued our consultant feedback survey in multiple languages to encourage greater engagement. In 2022, 84% of our staff were either 'very satisfied' or 'satisfied' with CTG's services, which represents an increase of 4% compared to 2021.

### Employees

100

FULL-TIME EMPLOYEES  
RECRUITED IN 2022

54  
MALE

46  
FEMALE

50%

FEMALE REPRESENTATION  
IN CTG'S BOARD AND  
SENIOR MANAGEMENT

47%

FEMALE REPRESENTATION IN  
OUR HEADQUARTERS AND  
FIELD MANAGEMENT OFFICES

174

NUMBER OF CORPORATE STAFF  
WITH 38% TURNOVER RATE

35%  
FEMALE  
TURNOVER  
RATE

42%  
MALE  
TURNOVER  
RATE

44%

FEMALE REPRESENTATION  
IN SENIOR AND MIDDLE  
MANAGEMENT POSITIONS

36%

OF MIDDLE AND SENIOR MANAGEMENT  
POSITIONS REPRESENTED BY NATIONALS  
FROM OUR FRAGILE AND CONFLICT-AFFECTED  
COUNTRIES OF OPERATION

### All Staff



12,949

TOTAL NUMBER OF STAFF  
EMPLOYED BY CTG IN 2022

2% CORPORATE &  
TEMPORARY STAFF

97%

OF CONSULTANTS ARE  
NATIONALS FROM OUR  
COUNTRIES OF OPERATION

8,600

CONSULTANTS  
RECRUITED IN  
2022

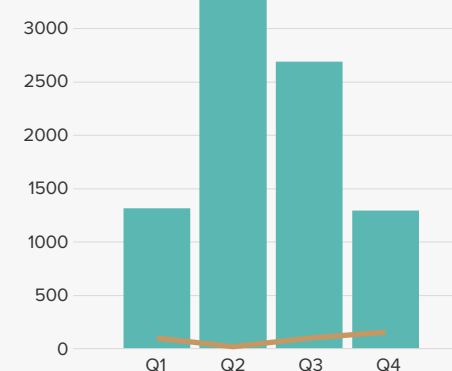


5,661  
MALE

2,939  
FEMALE

34% NEW FEMALE  
RECRUITS

#### NEW JOINERS



Consultants Corporate staff

47 STAFF WENT ON  
PARENTAL LEAVE  
IN 2022



77% OF THESE  
WERE MALE

100%

OF THOSE WHO TOOK LEAVE  
RETURNED TO WORK

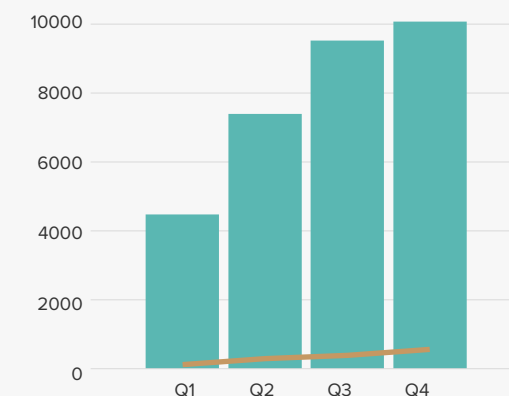
97,900

APPLICATIONS MADE TO  
CTG VACANCIES IN 2022

10,070

CONSULTANTS WITH  
49% TURNOVER RATE<sup>4</sup>

#### TOTAL HEADCOUNT



<sup>4</sup> CTG's turnover is calculated using the average number of consultants across the year. CTG expects to have a high turnover rate given that staff work on project-based humanitarian initiatives that typically offer short-term contracts and opportunities rather than permanent positions.



# OUR STRATEGY AND APPROACH



Participant of CTG's inaugural Female First Job-Readiness Workshop in Gaza, 2019. CTG is deeply committed to advancing the Sustainable Development Goals, especially SDG 5 for Gender Equality.

## Creating Shared Value

As a company operating in fragile and conflict-affected countries, we recognise our responsibility to lead the way in promoting sustainable business practices. We believe that for our business to prosper, our local communities must also prosper, which is why our Shared Value approach has been integrated as an essential part of how we do business. Our strategy aims to mobilise our business to create value for us, and for the communities we serve. Our strategy is informed by stakeholder engagement to ensure that our programmes continue to have a meaningful impact throughout their development and implementation.

### Creating Value Through the Sustainable Development Goals

Our Shared Value Strategy is guided by our commitment to the SDGs. Leveraging our experience and capabilities within the humanitarian and development sectors, CTG has aligned its priorities with four SDGs where we can prevent negative impacts and promote positive change through our business operations: SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth, SDG 16 for Peace, Justice and Strong Institutions and SDG 17 Partnerships for the Goals.



Aishatu, CTG Site Assistant based in Nigeria. Aishatu works to improve the living conditions of displaced people and advocates for durable solutions to end camp life.

# Stakeholder Engagement Through Materiality

2-14, 2-29, 3-1

Materiality and the subsequent stakeholder engagement process helps CTG identify priority sustainability issues across our value chain. We aim to ensure meaningful engagement with our stakeholders by inviting voluntary participation from all stakeholders across our identified groups, covering all our staff, clients and key partners. This process informs the development of our Shared Value Strategy and sustainability priorities, and it helps ensure we report on the issues that matter most to our business and our stakeholders. We update our assessment each year so that it reflects any changes to our business and our external operating environments.

## Methodology

### 1 Issue Identification

Using our 2021 priority topics list as a starting point, CTG performed a review of sustainability trends shaping our operating environment, and topics selected from international standards including:

- Global Reporting Index
- Dow Jones Sustainability Index
- The United Nations Global Compact
- UN Sustainable Development Goals
- Women's Empowerment Principles

The result was a comprehensive list of potential material topics.

### 2 Stakeholder Issue Prioritisation

The topics were condensed and shared with internal stakeholders, representative of all business segments and corporate functions across all our geographic regions. These individuals were requested to prioritise the topics from 1 to 5 (5 being of the highest priority) to determine their importance to CTG. 14 topics were ranked highly and identified as CTG's Material Topics.

### 3 Internal Stakeholder Review

The 14 topics were reviewed by the CTG Executive Leadership Team to guarantee the credibility of the assessment outcome.

### 4 External Stakeholder Engagement

CTG is driven from the field up and we strive to involve stakeholders involved in our business at a global and local level to ensure the continued relevance of our approach to sustainability. Our staff, clients and key partners were all engaged through an online Likert survey to help us understand how they perceive our material issues. Through this, we also provide our external stakeholders with the opportunity to offer additional insights into their understanding of these material topics. Their responses are used to further guide our reporting and strategy development.

### 5 Evaluation and Analysis

We combined the results from the internal components of the assessment and the stakeholder engagement and mapped the topics across each dimension. The matrix below shows the result of the assessment and illustrates the importance of the material topics both to CTG, and our external stakeholders. As a result of this materiality process, CTG adopted 2 new material topics this year: Safeguarding and the Prevention of Sexual Exploitation and Abuse; and Ending Violence Against Women and Girls.



- |  |  |
|--|--|
| • Security                               | • Anti-Corruption                          |
| • Safeguarding & PSEA                    | • Customer Relations & Management          |
| • Business Ethics & Integrity            | • Data Security & Privacy                  |
| • Gender Equality, Diversity & Inclusion | • Conflict-Related Sexual Violence         |
| • Human Rights                           | • Safety, Health & Wellbeing               |
| • Digitalisation                         | • Labour Relations & Employment            |
| • Economic Performance                   | • Local Communities & Community Engagement |



# CTG's Approach to Sustainability Material Topics

3-2, 3-3, 201-1

## Security

Security is of paramount importance to our business because we operate in high-risk areas. Our three point 'inform, respond and prevent' approach to Duty of Care is achieved through the provision of multiple layers of planning, information and response capability. This allows us to understand and assess potential threats to CTG staff, and thus mitigate the risk of intended harm and violence, helping to strengthen the protection of all our staff.



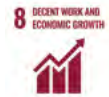
## Human Rights

Commitment to human rights is fundamental when operating in conflict settings. At CTG, we recognise our responsibility for the impact our operations have on our staff and all other stakeholders within our local communities. CTG respects all applicable laws related to human rights and embraces international human rights standards in accordance with our commitment to the United Nations Global Compact, the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Human rights form the foundation upon which all our Shared Value programmes and initiatives are built.



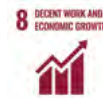
## Data Privacy & Security

As an HR management company, storing data on our staff and prospective staff is a necessary part of our operations, and for maintaining staff safety. CTG recognises its legal and ethical obligations with respect to privacy and security of personal and business data for our staff, clients and global operations, which is why we are committed to the protection of all data that is handled by us or on our behalf.



## Safety, Health & Wellbeing

CTG proactively responds to the needs of our staff to ensure their health, safety and wellbeing needs are met. Our approach is guided by our health and safety policy and supported by services such as [CTG Wellbeing](#) and our [Wellbeing First Aiders](#) network.



## Anti-Corruption

In accordance with our commitment to the tenth principle on anti-corruption of the UNGC, CTG opposes bribery and corruption in all its forms. We adhere to all anti-corruption laws of the local jurisdictions where we operate, conduct extensive internal audits and have a zero-tolerance approach that is outlined in our Anti-bribery and Corruption Policy, our Code of Conduct and our Supplier Code of Conduct. Our approach to anti-corruption, which includes our Whistleblowing Procedure is managed by our Ethics Committee and overseen by our Good Governance Committee.



## Gender Equality, Diversity & Inclusion

Gender mainstreaming and SDG 5 remains a priority for CTG and we continue to be committed to the principles of equality, diversity and inclusion. We recognise that the rights to equality and non-discrimination are core principles enshrined in the Universal Declaration of Human Rights, which makes our commitment both a business and moral imperative. Our initiative, Female First, brings to life our dedication to gender equality and improving women's access to decent work in conflict-affected countries.



## Customer Relations & Management

CTG's ability to maintain our reputation and exceed the expectations of our clients is not only critical to our ongoing operations, but it is also integral to our business strategy and financial sustainability. Our dedicated Global Account Leads, Account Managers and Field Liaison Officers are integral to how we provide an unrivaled standard of customer relations and management to our clients and our consultants. Doing so allows us to continue offering employment opportunities to local communities and support in the delivery of aid and development projects, and through this we recognise our contribution to shaping a more peaceful and sustainable future.



## Business Ethics & Integrity

Business ethics and integrity are essential to CTG's success and sustainability. We always hold ourselves to the highest ethical standards by being transparent, accountable and communicative. We conduct business that adheres to relevant laws, regulations and our Code of Conduct, and we expect our staff to do the same. Our governance team guides this commitment and it is expressed in our professional standards, internal systems and practices.



## Economic Performance

Our economic performance facilitates our growth and in turn enhances our ability to create shared value for our local communities, partners and staff. CTG invests 100% of its profits into research and development as a means to boost financial success and strengthen our sustainability so we can continue to create valuable positive impact over the long term in communities that need it the most. CTG's Economic Performance is monitored and managed by the Advisory Board and Executive Leadership Team.



Labour Relations & Employment

CTG respects the International Declaration on the Fundamental Principles and Rights at Work as a minimum standard for all our staff. We conduct regular reviews on local labour laws and legislation of the countries where we operate. We work closely with our clients and retain local legal advisors to ensure understanding of these laws and to guarantee our continued compliance. Despite the challenging environments, we aim to go beyond fundamental rights and always look to develop opportunities, engagement and fair practices.



Local Communities & Community Engagement

CTG aims to strengthen our local communities not only by providing decent work opportunities to nationals of our countries of operation, but also by offering community engagement programmes to empower the people within them. These include through programmes such as our Job-Readiness Workshops and Women in Aid Internship Programme, both of which engaged women from our local communities this year. Advocacy underpins our engagement with these communities. By championing causes such as gender equality, human rights and anti-corruption, and increasing awareness of the SDGs, we aim to contribute to the positive transformation some of the world's most challenged countries.



Digitalisation

CTG embraces the transformative power of digitalisation. We continually adopt and develop new technologies to enhance operational efficiency and productivity, improve data accuracy, and most importantly to foster effective connectivity across our global operations. This year, CTG launched its new online HR Management System, Tayo, across all our countries of operation.



Safeguarding and the Prevention of Sexual Exploitation and Abuse

In conflict-affected countries, safeguarding and sexual exploitation and abuse risks multiply. This applies to CTG staff and consultants who work in humanitarian and development settings, often in close contact with programme participants. Accusations of breaches to safeguarding can result in a risk to life for victims and those accused and threatens the integrity of humanitarian and development programming. CTG's approach to safeguarding is driven by our commitment to minimise these risks, and is guided by four focus areas: awareness, prevention, reporting and response.



Ending Violence Against Women and Girls

Violence against women and girls in conflict-affected countries persists in many forms and poses severe short and long-term consequences. As a private sector organisation operating within these contexts, CTG recognises existing opportunities for the private sector to address sexual violence, including Conflict-Related Sexual Violence through both prevention and response measures. In 2022, CTG launched a project dedicated to advocating for the elimination of such violence and to provide support for at-risk individuals and communities.



Our Material Topics and Links to the Sustainable Development Goals

| Topic  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|
| Security   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Human Rights   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Data Privacy and Security  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Safety, Health and Wellbeing                                     |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Anti-Corruption  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Gender Equality, Diversity and Inclusion                         |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Customer Relations and Management                                |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Business Ethics and Integrity                                    |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Economic Performance   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Labour Relations and Employment                                  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Local Communities and Community Engagement                       |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Digitalisation   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Safeguarding and the Prevention of Sexual Exploitation and Abuse |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
| Ending Violence Against Women and Girls                          |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |



Akandiya, CTG Nutrition Officer driving efforts to eradicate malnutrition in Nigeria.



# Governance

2-9, 2-23, 2-24, 410-1

## Our Approach

CTG's Governance principles, policies and practices have been designed to ensure effective leadership in the promotion of CTG's long-term sustainable success and to deliver long-term value for all our stakeholders. Our robust governance mechanisms ensure that CTG is able to continue delivering shared value for our business, our shareholders and our local communities.

## Our Governance Policies & Procedures

First and foremost, our Code of Conduct sets out how we, CTG Stakeholders, demonstrate the highest standards of integrity and ethical behaviour through our day-to-day activities and interactions with others. This includes our policy commitment to respect Human Rights, especially those of vulnerable groups, across a range of areas from discrimination and treatment of others to child labour. This Code of Conduct is also underpinned by a range of additional policies, all of which can be found on our website, including:

|   |                                    |   |   |   |                     |
|---|------------------------------------|---|---|---|---------------------|
|  | Supplier Code of Conduct           |  | Safeguarding  |  | Privacy Policy      |
|  | Anti-Bribery & Corruption          |  | Health & Safety                                     |  | Social Media Policy |
|  | Risk Management Policy & Procedure |  | Whistleblowing & Whistleblower Protection Procedure |   |                     |

Our Code of Conduct and supplementary policies are communicated with and acknowledge by all our staff as a mandatory part of the staff onboarding process. This includes a mandatory Code of Conduct training module, hosted on our CTG Learning Platform. Our Code of Conduct and other policies are reviewed on an annual basis, and any changes or updates are approved by the Good Governance Committee.

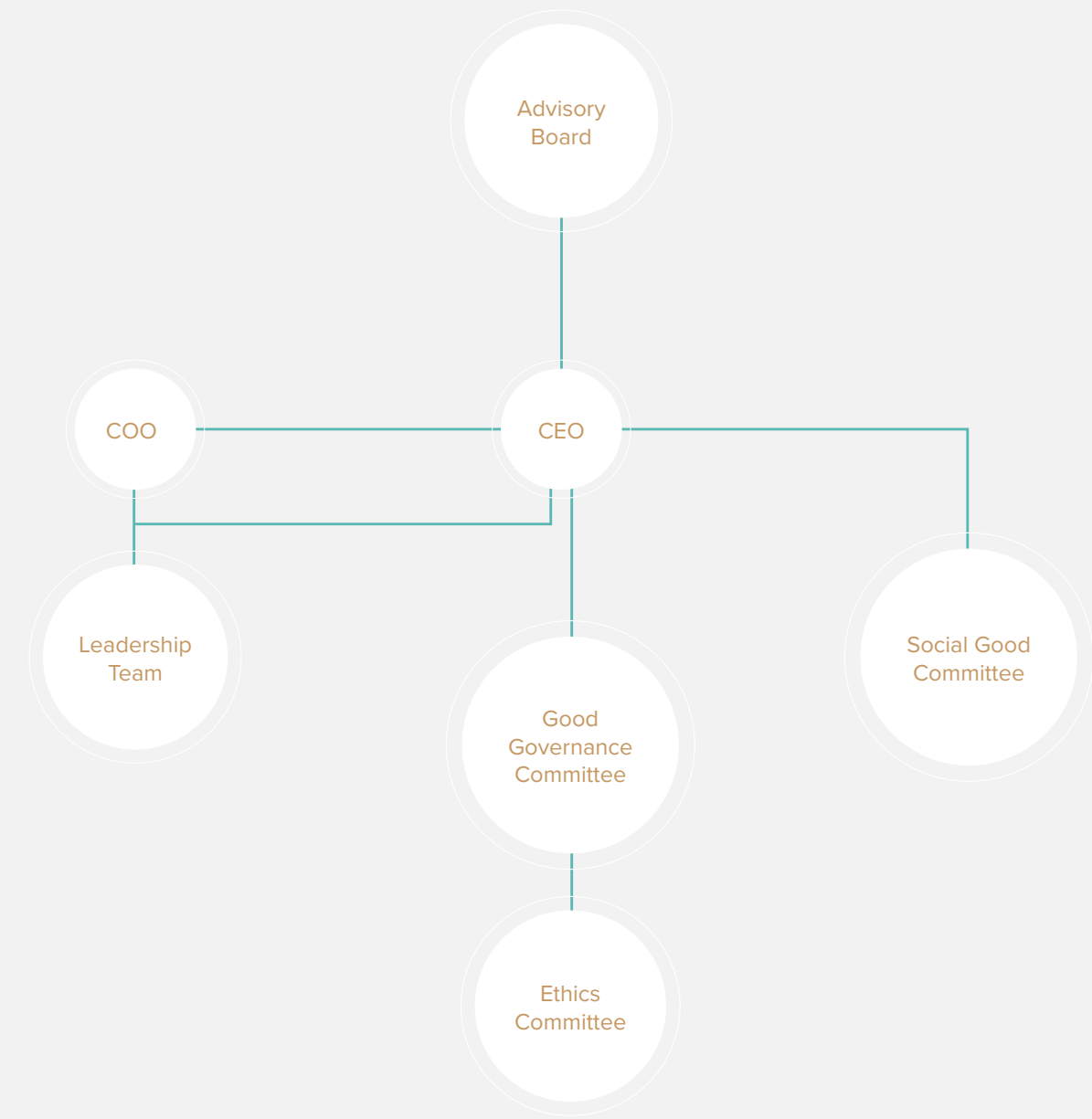
## Our Values

Our corporate values are important to us and are inspired by our staff on the ground. In 2022, we began the process of reviewing our corporate values. We are engaging with our staff company-wide to understand what is important to them, and what attributes enable them to perform their job to the best of their abilities. We won't be making qualities like integrity, 'caring', 'excellence', 'honesty', or 'great customer service' their own stand-out values. This is because we believe CTG staff should already possess these qualities, behaviours and deliverables and they are already outlined in our Code of Conduct. Instead, we will be focusing on what makes us uniquely us and the qualities we need to drive our business forward. Our reimagined values will be launched in 2023.



Aladdin Saad, Case Worker, Libya

## Governance Structure



## Governance Bodies and Management

2-9, 2-10, 2-11, 2-12, 2-13, 2-25, 2-26, 205-1, 205-3, 405-1

### Advisory Board

Composed of industry experts, CTG's Advisory Board meets bi-annually and leads corporate governance by building CTG's financial performance and promoting long-term sustainable success. The board maintains oversight of our strong commitment to social good and our creation of Shared Value for CTG stakeholders by supporting in the development of, and approving related policies, strategies and activities. Information and updates regarding CTG's Shared Value Progress is shared with the Advisory Board on a quarterly basis.

35%

Female  
Representation  
on the Advisory  
Board

### Good Governance Committee

Chaired by CTG's CEO, the Good Governance Committee meets quarterly to ensure CTG's Shared Value Strategy is being followed, tracked, measured and communicated. It assesses commercial and community stakeholder risks to allow for minimum negative impacts through our operations. It is also responsible for evaluating risks and tracking critical concerns and incidents, such as those related to corruption across all CTG operations. All critical concerns and impacts are communicated to the Advisory Board by the Good Governance Committee. In 2022, there were no substantiated incidents of corruption identified by CTG across our operations.

### Ethics Committee

The Ethics Committee is chaired by CTG's General Counsel and is responsible for initiating and overseeing best practice in ethical behaviour, ensuring integrity is instilled in the culture beyond compliance. This includes managing our whistleblowing and whistleblower policy and procedure and investigating any ethical issues, from corruption to harassment, in an impartial, confidential and swift manner.

## Social Good Committee

The Social Good Committee is chaired by our Shared Value Manager and comprises of staff who play a role in executing our sustainability strategy. Composed of several different working groups, this committee channels the interests and expertise of all our employees into positive action.

20

Members of the  
Social Good  
Committee in 2022

### Quality Management

Good governance depends on effective quality management and quality control is an important part of our service delivery, ensuring that our clients can trust us to consistently provide services that enhance customer satisfaction and meet applicable statutory and regulatory requirements. CTG is certified according to ISO 9001, a globally recognised quality management system. As part of this commitment, CTG conducts audits to evaluate business processes and associated control systems. CTG's Internal Audit team carry out three internal audits per year, in addition to one conducted by an external auditor.



### Whistleblowing

CTG is committed to remediating any negative impacts that it may have caused or contributed to. It is the duty of all CTG stakeholders to report any concerns regarding unethical behaviour, malpractice, wrongdoing or conflicts of interest. Our [Whistleblowing and Whistleblower Protection Procedure](#) can be used by any of CTG's staff, clients or third parties to raise concerns or grievances confidentially. All allegations are investigated and where it may be deemed necessary, escalated to independent external investigators. Where any allegations are substantiated appropriate disciplinary and corrective actions are taken.

### Risk Management

Effective risk management enables better commercial decisions and promotes CTG's resilience and long-term sustainability. We aim to identify material risks and develop appropriate mitigation controls to limit the impact of these risks on our future performance. CTG conducts an annual risk assessment which covers all geographical operations, and all Environmental, Social, Governance (ESG) and Commercial risks that may be applicable. This assessment is reviewed and approved by the board.



Mohammed Al-Asbahi, WASH Facilitator, Yemen



Andrii Safronov, Truck Driver, Ukraine





# DUTY OF CARE

CTG Account Managers, Yasmin and Daoule at the Account Manager Academy training hosted in Kenya. They are practicing CPR as part of a wider programme of Security Awareness and First Aid delivered by ILS.

## Duty of Care

403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

Working in a healthy and safe environment is a human right, recognised globally by the International Labour Organisation, The Organisation for Economic Co-Operation and Development (OECD) and the World Health Organisation (WHO).

“

The security situation in Yemen is filled with uncertainty mainly due the threats posed by the conflict. The civil war has caused critical levels of violence, with armed conflict, artillery shelling, and air strikes, persisting throughout the country. Because CTG's consultants predominantly work in humanitarian action supporting vulnerable populations, much of their time is spent in high-risk areas where sometimes threats can be unavoidable. CTG's emphasis is therefore on mitigating and managing risks to limit threats through a variety of ways. Some examples include providing our consultants with comprehensive security inductions and guidance, movement tracking, sharing security alerts and conducting regular risk assessments.”

MAIN, CTG FIELD SECURITY OFFICER, YEMEN

The nature of our business means most of our staff are operating in conflict and high-risk environments. Because of this, maintaining a strong commitment to Duty of Care (DOC) and to always protect the security, safety and wellbeing of all our staff, everywhere, is an integral part of our operations. Our commitment also gives our consultants confidence in their safety which helps reduce additional stresses associated with operating in a fragile environment.

### Strengthening our Duty of Care Provisions

In 2022, CTG engaged the organisation International Location Safety (ILS) to conduct a comprehensive audit on CTG's DOC coverage. ILS is a global leader in the development and delivery of safety and security risk management services for the Humanitarian and Development communities. This audit assessed CTG's current DOC position and has highlighted a range of areas for improvement which have helped set a new strategic direction that will see changes implemented to ensure CTG provides the highest level of DOC for its staff. One such example will see CTG's increased investment in technology and the development of stronger DOC functionalities in our Tayo system.

### Our New Risk Management Committee

CTG's Duty of Care Audit was supplemented with the launch of CTG's new Risk Management Committee, made up of CTG's regional leads and key members of the senior management team. This team will be responsible for overseeing CTG's integrated and comprehensive risk management system, a system that meets all legal and regulatory requirements at a minimum standard. This system will aim to prevent incidents by proactively identifying and managing risks to staff and reputation. Furthermore, the Risk Management Committee will also ensure that CTG continuously works to improve the organisation's security stance.



## Prevention

A central part of incident management is prevention and CTG focuses attention on awareness and education to help reduce the number of incidents.

- Location-specific safety and security training on deployment
- Compulsory online BSAFE Security Awareness Training
- In-country Awareness & Education Campaigns.

## Security Awareness and First Aid Training

In 2022, 40 CTG staff members were trained in Security Awareness and First Aid by ILS across 2 cohorts hosted in London and Nairobi. Some of the topics covered included:



Security Profiles and Situational Awareness



Accommodation Safety and Security



Kidnap and Detention



Field Resilience



First Aid

## Health and Safety

Each year CTG conducts a review on our incidents and outcomes to assess and continually improve the effectiveness of our systems. CTG's Health and Safety Policy outlines our health and safety standards, response and investigation procedures, and approach to risk management that staff are required to adhere to, while also encouraging staff to take measures to avoid risk.

Externally, CTG's Supplier Code of Conduct sets out the Health and Safety standards that we expect those with which we engage in business relationships to adhere to in order to mitigate further health and safety impacts. Moving forward, CTG will supplement this by introducing Health and Safety Training for all employees.

# 4,102

Number of SafeTrips Executed

SafeTrip is CTG's movement monitoring system to reduce risk for our staff who are travelling.

# 57

Number of Injuries

Types of Injury: Road Traffic Accidents Blast and Explosive Related-Injuries

# 0

Number of Fatalities



CTG supports humanitarian operations across 25 fragile and conflict-affected countries across Africa, the Middle East and Central Asia.



Aishatu Saleh Gimba, Site Assistant (Camp Coordination and Camp Management), Nigeria

## Wellbeing

CTG  WELLBEING

Ensuring staff wellbeing is also an integral component of our Duty of Care provision. CTG Wellbeing is a wellness support network for CTG staff during times of anxiety and periods of high stress. This service is a huge value add to CTG staff, especially those working in high-risk and conflict-affected environments. Each year, staff are entitled to up to six one-hour remote counselling sessions at any time and for any reason, and they are also eligible to access up to six additional one-hour remote sessions following any critical incidents.

# 100%

CTG Staff eligible for CTG Wellbeing

# 147

CTG Wellbeing Sessions delivered to CTG staff in 2022

# 35

Staff who have used the CTG Wellbeing service in 2022

# 6

Wellbeing First Aiders





# SOCIAL IMPACT



A participant of CTG's Female First Job-Readiness Workshop in Juba, South Sudan.

## Social Impact

405-1, 406-1, 413-1

CTG is guided by our purpose to leave a lasting impact in the countries where we operate. In line with our commitment to the SDGs our social impact reaches from the staff we employ to how we engage with our local communities in our impact initiatives.

### Gender Equality

Gender equality and the empowerment of women is a priority for CTG and we have committed to gender mainstreaming and achieving gender parity across our entire global workforce. With more than 10,000 staff working across 25 countries, CTG represents a large number of different nationalities and cultures. For CTG and the work of our consultants, it is essential to employ local staff and engage a workforce representative of the communities we serve. Our company-wide gender parity ambitions are built on our commitment to Sustainable Development Goal (SDG) 5 and driven by Female First.

Since its launch in 2017, Female First has been guided by the pledge to improve women's access to decent work in conflict-settings, and the goal to achieve 30% female representation across our consultant roles by 2030. In 2022, CTG both reached and exceeded this goal 8 years ahead of time.

Over the course of this year our female representation has increased by 12.5% and we now manage 3,013 female consultants worldwide. Female First has been ingrained into our company DNA and everyone is committed to this important Shared Value initiative. The same applies for our clients, with whom our shared vision has played an integral role in this achievement.

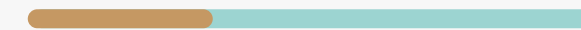
## We reached and exceeded our goal

### OUR PLEDGE



TO IMPROVE WOMEN'S ACCESS TO DECENT WORK IN FRAGILE AND CONFLICT-AFFECTED COUNTRIES.

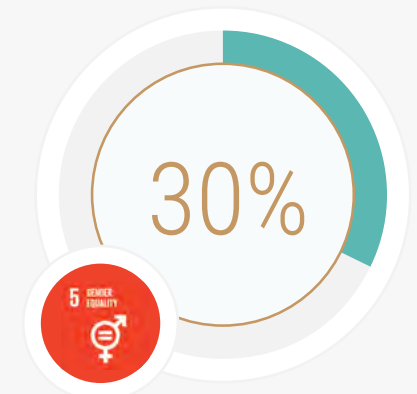
### OUR GOAL



30%

OF OUR PROJECT RELATED ROLES WILL BE REPRESENTED BY WOMEN BY 2030.

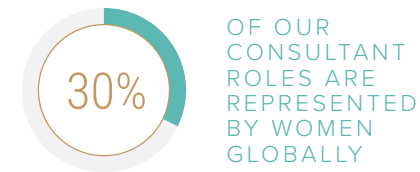
### OUR ACHIEVEMENT



FEMALE REPRESENTATION ACROSS CONSULTANT ROLES GLOBALLY



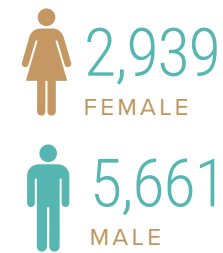
## Gender Equality in Progress



3 WOMEN IN AID INTERNS



NEW CONSULTANT HIRES IN 2022

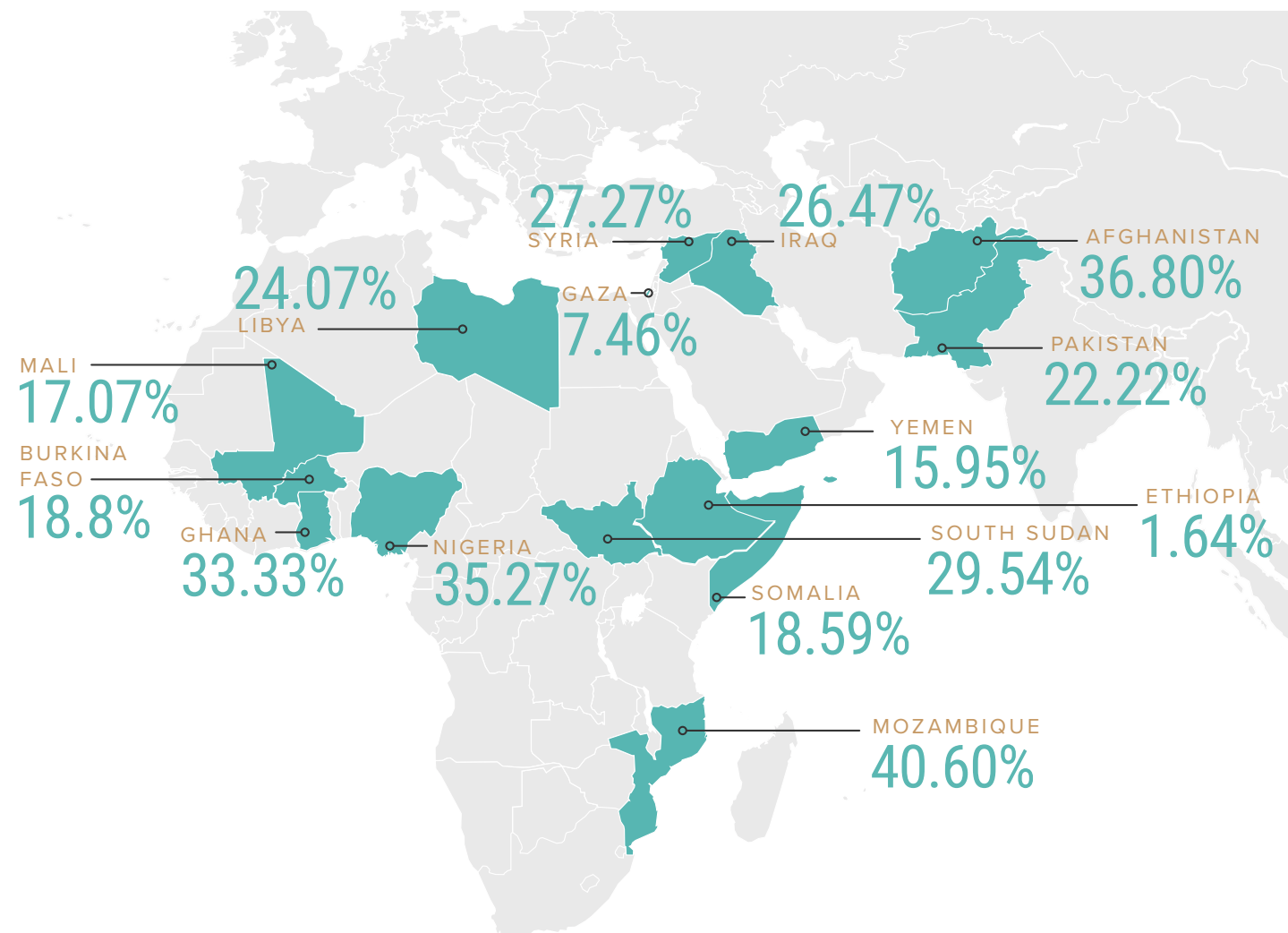


0 INCIDENTS OF DISCRIMINATION RELATED TO SEX OR GENDER

38 WOMEN PARTICIPANTS OF CTG'S FEMALE FIRST WORKSHOP

9,608 APPLICATIONS MADE BY WOMEN TO CTG VACANCIES IN 2022

30,530 NUMBER OF FEMALE CANDIDATES ON THE DATABASE



## Improving Women's Access to Decent Work in Conflict Settings

## International Women's Day Job-Readiness Workshop South Sudan

To mark five years since the launch of Female First and International Women's Day 2022, CTG delivered a 2-day Female First Job-Readiness Workshop to 38 young women in Juba, South Sudan. Originally, CTG planned to host only 20 women, but as a result of overwhelming interest we were pleased to be able to accommodate almost double. By teaching them key job-readiness skills, CTG aims to assist them in laying foundations for strong future careers and to promote greater women's economic empowerment across the country.

This workshop was guided by the Committed to Good Curriculum, a series of 7 educational modules expertly designed by key CTG stakeholders. Using an array of different activities, this curriculum was designed to be interactive, offering an engaging and fun experience for all those who take part.

Each module covers a range of important job-readiness skills including:

- ☆ Overcoming challenges
- + Recognising your strengths and weaknesses
- ✍ How to write a CV & Cover Letter
- 💬 How to approach an interview
- 🔗 Utilising the power of networking

“

There are women who are talented, but they feel shy and cannot show up due to lack of confidence. We want to gain that confidence in us so we can be in the position where we can impact other people around us.

KONINEE, FEMALE FIRST WORKSHOP PARTICIPANT

“

I pledge to carry out awareness in the community about the equality of men and women, regardless of their gender, towards work, responsibility and education.

MERCY, FEMALE FIRST WORKSHOP PARTICIPANT



CTG was delighted to host 38 participants during its job-readiness workshop. Image shows CEO Alice Laughier with workshop participants, and facilitators Mia and Coline.



## The Private Sector's Role in Advancing the WPS Agenda

CTG is a strong believer in the role the private sector can play in advancing global sustainable development. This is especially true of the Women Peace and Security (WPS) Agenda, where businesses can adopt practices that help create an environment conducive to advancing the agenda.

The aims outlined in the WPS Agenda, were captured in the Sustainable Development Goals (SDGs), 5 Gender Equality, SDG 8 Decent Work and Economic Growth and SDG 16 Peace, Justice and Strong Institutions. As an organisation that has already aligned itself with these three SDGs, CTG recognises its responsibility to continue advocating for these SDGs and similar gender equality frameworks. In doing so we hope to galvanise wider contributions to the Agenda within the wider business communities of fragile and conflict-affected countries.



### Addressing CRSV: Private Sector Opportunities for Engagement

This year promoting multi-stakeholder collaboration in advancing the agenda has continued to be a priority for us. CTG is honoured to have collaborated with [UN Action against Sexual Violence in Conflict \(UN Action\)](#) to publish a white paper highlighting how the private sector can help to prevent and respond to Conflict-Related Sexual Violence (CRSV). This white paper is the first of its kind, setting out 7 practical suggestions and sharing ideas that can be adopted by the private sector to help eliminate this crime against humanity. Launched in New York at an event during the 77th Session of the United Nations General Assembly (UNGA77), the white paper had an excellent response from many UN, Member States, NGOs, and business representatives from across the world.

Read more about and access the paper [here](#).



CTG's Alice Laughher, CEO and Mia Zickerman-White, Shared Value Manager in attendance at the launch event for the White Paper at UNGA 77.

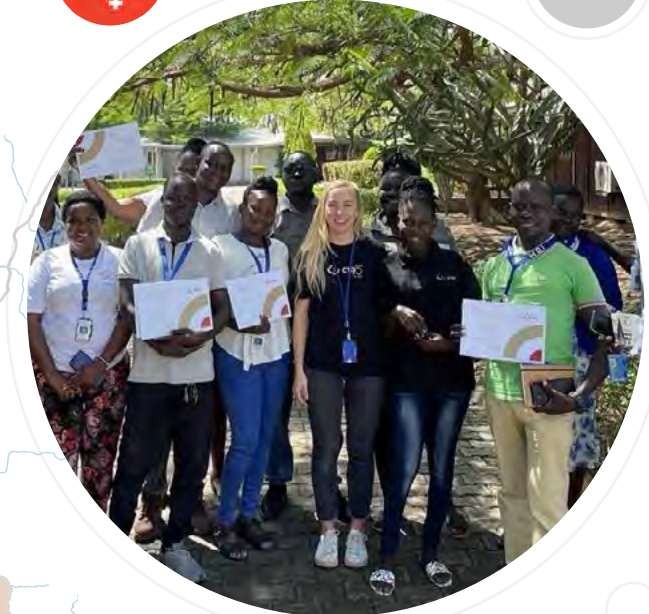
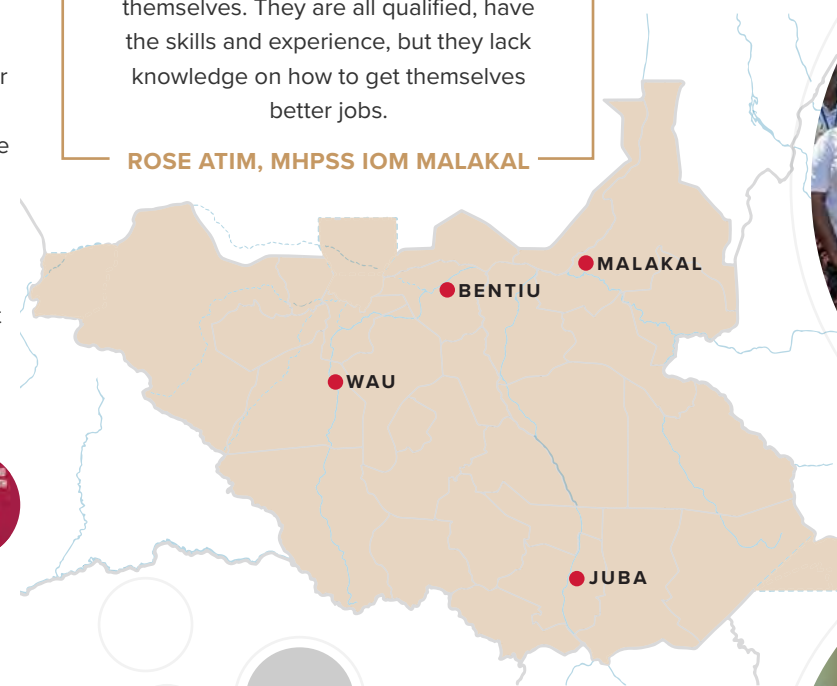
## Supporting Career Mobility in South Sudan

In November 2022, CTG travelled to 4 different locations across South Sudan to support the career mobility of 142 national staff working for the International Organisation for Migration (IOM) through the delivery of CV and Application Training. IOM has been a global client of CTG's since 2007 and when they engaged CTG to deliver this training series we were more than happy to support. CTG leveraged its technical experience and expertise to create a bespoke programme, tailored to meet the needs of their staff. Their training covered everything from CV and cover letter writing, to interview preparation, navigating online application forms and much more.

“

People don't know how to market themselves. They are all qualified, have the skills and experience, but they lack knowledge on how to get themselves better jobs.

ROSE ATIM, MHPSS IOM MALAKAL



CTG delivering training to IOM staff across multiple locations in South Sudan to help promote career mobility.



# Human Rights

410-1, 413-2, 414-1, 414-2

Human Rights are not only extremely important to CTG, but they are also an essential part of our commitment to the United Nations Global Compact. We are dedicated to creating safe environments for all and have a zero-tolerance approach to abuse, bullying, exploitation, discrimination and harassment. We take allegations of human rights violations seriously, and all CTG staff are expected to report any misconduct or wrongdoing to the Ethics Committee. CTG's commitment to human rights and how we understand our responsibility to protect them is outlined in our Code of Conduct. Our approach to Human Rights is rooted in the principle of prevention, where we focus efforts on minimising risks across our global operations and value chain. All our staff are required to undergo compulsory trainings on their obligations under our Code of Conduct and other key Human Rights-related topics. CTG is currently in the process of enhancing its approach to identifying significant human rights risks through a dedicated Due Diligence process. More information on this will be available in 2023.

## Mandatory Human Rights-Related Training

- Code of Conduct
- The Prevention of Sexual Exploitation and Abuse (PSEA)
- Prevention on Sexual Harassment and Abuse of Authority (UNICEF)
- Equality, Diversity and Inclusion
- Safeguarding Essentials



CTG Consultants in Mali make site visits to Waste Water Management project's across the country.

## Human Rights in our Supply Chain

As a company operating in conflict-affected countries, human rights risks can also arise in our supply chain. Our supply chain will become a key focus of our Human Rights priorities moving forward. Both our comprehensive due diligence process and our supplier Code of Conduct, which sets the minimum social, ethical and environmental standards that we expect our suppliers to comply with, help us manage these supply chain Human Rights risks.

## Helping Suppliers Assess Their Social Impact

After a successful launch in Somalia in 2022, CTG will be extending its promotion of a sustainable supply chain by taking action to mainstream its supplier self-assessment as a core part of its procurement process. In doing so, the assessment will ensure that all our partners are encouraged to consider the human rights risks that their operations pose. This assessment uses a methodology based on several international frameworks and standards including the UN Guiding Principles on Business and Human Rights (UNGPs). Using a range of indicators covering key topics from labour rights and gender equality to child labour and protection, it aims to highlight areas where CTG suppliers can improve their human rights performance.

Following the results and analysis of these assessments, CTG aims to create educational resources to support capacity development and guide suppliers on how they can protect human rights and adopt sustainable business practices.

# Safeguarding and the Prevention of Sexual Exploitation and Abuse

CTG is fully committed to ensuring we do no harm to any beneficiary or community. In conflict-affected countries, safeguarding risks multiply and have significant consequences for some of the world's most vulnerable. This applies to CTG staff and consultants who work in humanitarian and development settings, often in close contact with programme participants.

CTG's Safeguarding Think Tank, made up of key internal stakeholders with extensive experience in the topic, govern CTG's comprehensive three-year strategy to enhance our efforts to minimise safeguarding risks across our global operations. This strategy focuses on the four key areas of awareness, prevention, reporting and response.

## Safeguarding Focal Point Network



OF STAFF REQUIRED TO UNDERGO SAFEGUARDING ESSENTIALS TRAINING



12 SAFEGUARDING FOCAL POINTS

## Our Approach to Safeguarding

### Awareness

All staff, representatives and third parties associated with CTG should be aware of the high standards of behaviours and conduct expected of them to protect programme participants from any form of abuse and exploitation

### Prevention

CTG staff strive to minimise risks to programme participants with whom CTG staff work with or are in contact with.

### Reporting

All staff, representatives and third parties associated with CTG know and understand their specific reporting responsibilities, the steps to take and whom to contact when concerns arise regarding the safeguarding of programme participants.

### Response

CTG staff take actions that support and protect programme participants when concerns arise regarding their well-being; support those who raise concerns; investigate or cooperate with investigations and take necessary and appropriate corrective actions.

2022 saw the introduction of our Safeguarding Focal Point Network. This network is made up of trained in-country representatives dedicated to implementing our Safeguarding commitments and activities on a country level. In addition to designing and rolling out localised communications and awareness strategies, these focal points will lead CTG's commitment to re-train all our 10,000 consultants in Safeguarding throughout the year and beyond. In doing so, these individuals will play an integral role in enabling CTG's dissemination of critical messaging and information related to safeguarding and the prevention of sexual exploitation and abuse.

# PERFORMANCE AND OPERATIONS



Algene Suria, Director of Support Services at CTG. Algene has played a pivotal role in leading our teams through the creation and roll out of Tayo across our global operations.

## Customer and Relations Management

CTG's approach to Customer Relations and Management plays an integral role in enhancing the implementation of aid and development projects in some of the world's most challenging locations. By offering a seamless customer experience and steadfast on-the-ground support to all those in the field, we enable our clients to focus on their important task at hand.

CTG's approach to Customer Relations is integrated into our business strategy and is supported by multiple mechanisms to ensure its continued effectiveness. Our Global Account Leads direct our approach by maintaining oversight of reporting to our clients using our project performance dashboards, and ensuring we are meeting our Key Performance Indicators and contractual commitments. On the other hand, our Account Managers and Field Liaison Officers support the needs of all our consultants on the ground.

We request feedback from clients on our performance every six months and put in place improvements based on their response. Receiving extensive engagement with the survey has posed a challenge, and CTG is exploring other channels to maintain continued open dialogue with our clients on our performance and how we can improve. For example, with our biggest clients we now have monthly touch points and reporting mechanisms in place, and we are looking at how we can expand this to our smaller scale operations too. Despite this, in our last Client Feedback Survey, 80% of clients responded saying they were satisfied with our service.



Isack, Monitoring & Evaluation Consultant, Somalia



## Digitalisation

CTG continually strives to harness the power of changing technologies and digitalisation. This allows us to continue to enhance and improve our operations and the service we provide to our clients and staff in the field. Following the launch of our bespoke HR Management system, Tayo, we are continuing to develop the platforms functionalities and user experience:

### Our 2022 Digital Developments

- Tayo Mobile Application
- Incident Reporting
- Performance Evaluations
- Online Medical Claims
- Equipment Management
- Recruitment Pre-Screening Questionnaires
- Staff Check-Ins
- Data Privacy

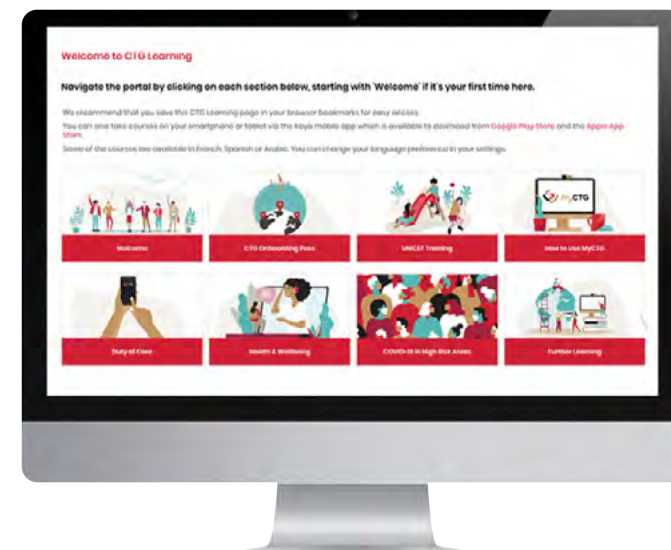
### 2023's Planned Developments

- Enhanced Mobile App Duty of Care Functionalities
- Vacancy Broadcasting
- Contract Management
- Mass E-mail Communications
- And many more!



### CTG Learning

All our staff have access to CTG Learning, an online learning portal launched to keep our teams informed and inspired. CTG Learning is part of the respected e-learning platform Kaya, developed by the Humanitarian Leadership Academy. This platform hosts the CTG Onboarding Pass, covering key onboarding information such as our Code of Conduct in addition to our mandatory pre-deployment trainings. It also provides CTG staff with easy access to the wider Kaya platform which holds a catalogue of over 300 free courses designed specifically for staff working for international humanitarian and development organisations in fragile and conflict-affected countries.



## Data Privacy and Security

418-1

As an HR management company operating in fragile and conflict-affected countries, storing data on our staff and prospective staff is a necessary part of our operations. CTG recognises its legal and ethical responsibilities with respect to privacy and security of personal business data for our staff, clients and global operations, which is why we are committed to the protection of all data that is handled by us or on our behalf.

In 2022, CTG had no identified substantiated complaints received concerning breaches of customer privacy.

Our Chief Operations Officer maintains oversight of Data Protection and Security and is supported by our Legal and Compliance team. This approach is set out in our Code of Conduct and Privacy Policy. We include confidentiality provisions in all our agreements with suppliers or third-party contractors, and our Supplier Code of Conduct also includes a data privacy section. CTG expects all stakeholders to ensure they are aware of and comply with our Code of Conduct, Privacy Policy and relevant confidentiality agreements, as well

as all applicable laws regarding data protection and privacy, such as the EU's General Data Protection Regulation of 2018. Where there are no applicable laws in place or where those laws are basic or out of date, all stakeholders are expected to conform to the United Nations Global Pulse's Privacy and Data Protection Principles.

All personnel information is kept in CTG's secure and auditable HR system, Tayo, to manage the entire employee lifecycle for all CTG staff. Each of our staff is provided with their own secure access to the system, and we also ensure that users' permission rights are in place to control what user can access and maintain data privacy and security of all information.

In 2022, CTG has continued to work to enhance its approach to Data Privacy and Security. We have been working closely with both internal and external stakeholders to design a training that will be rolled across our global operations. This training will cover areas such as what constitutes personal data and information, data privacy principles and their obligations as a CTG employee to protect any personal data they handle.



# PROTECTING OUR ENVIRONMENT



Jovany John Mayik, Administrator, South Sudan  
© Anthony Jouannic

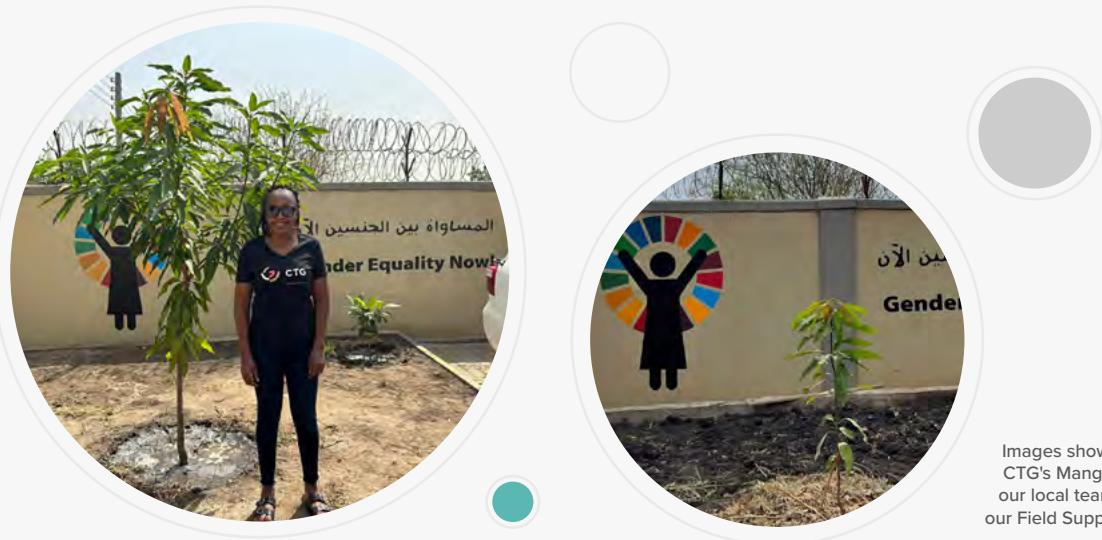
## Protecting our Environment

CTG recognises that threats to our environment are becoming increasingly urgent, especially within the fragile and conflict-affected environments where we operate. Our approach to protecting the environment is guided by our Environmental Sustainability Policy, through which we have adopted practices across our business to minimise our environmental risk.

| CTG'S Head Quarters Energy And Water Performance |        |   |        |   |        |   |        |   |
|--|--------|---|--------|---|--------|---|--------|---|
| INDICATOR  | 2019   | 2019 CO <sub>2</sub> Emissions <sup>5</sup> | 2020   | 2020 CO <sub>2</sub> Emissions <sup>2</sup> | 2021   | 2021 CO <sub>2</sub> Emissions <sup>7</sup> | 2022   | 2022 CO <sub>2</sub> Emissions <sup>8</sup> |
| ENERGY USAGE (GJ) <sup>4</sup>                   | 440.67 | 52.12 TCO <sub>2</sub> e                    | 617.68 | 72.28 TCO <sub>2</sub> e                    | 213.29 | 23.87 TCO <sub>2</sub> e                    | 440.26 | 49.04 TCO <sub>2</sub> e                    |
| WATER CONSUMPTION (M <sup>3</sup> ) <sup>6</sup> | 180.03 | 2.29 TCO <sub>2</sub> e                     | 139.56 | 1.24 TCO <sub>2</sub> e                     | 172.02 | 1.52TCO <sub>2</sub> e                      | 162.02 | 2.12TCO <sub>2</sub> e                      |

### Reducing Our Environmental Footprint in South Sudan

This year in South Sudan, our local team identified an opportunity to reduce the impact of our offices' energy consumption by introducing Solar Panels. These Solar Panels are now responsible for powering everything in the office apart from our air conditioning units. Despite this, our team has also planted a number of trees to promote cooling in the office by increasing shade, which has ultimately reduced the need for air conditioning. As a result of the success of these activities, CTG will now take action to explore similar options across our offices in other countries of operation.

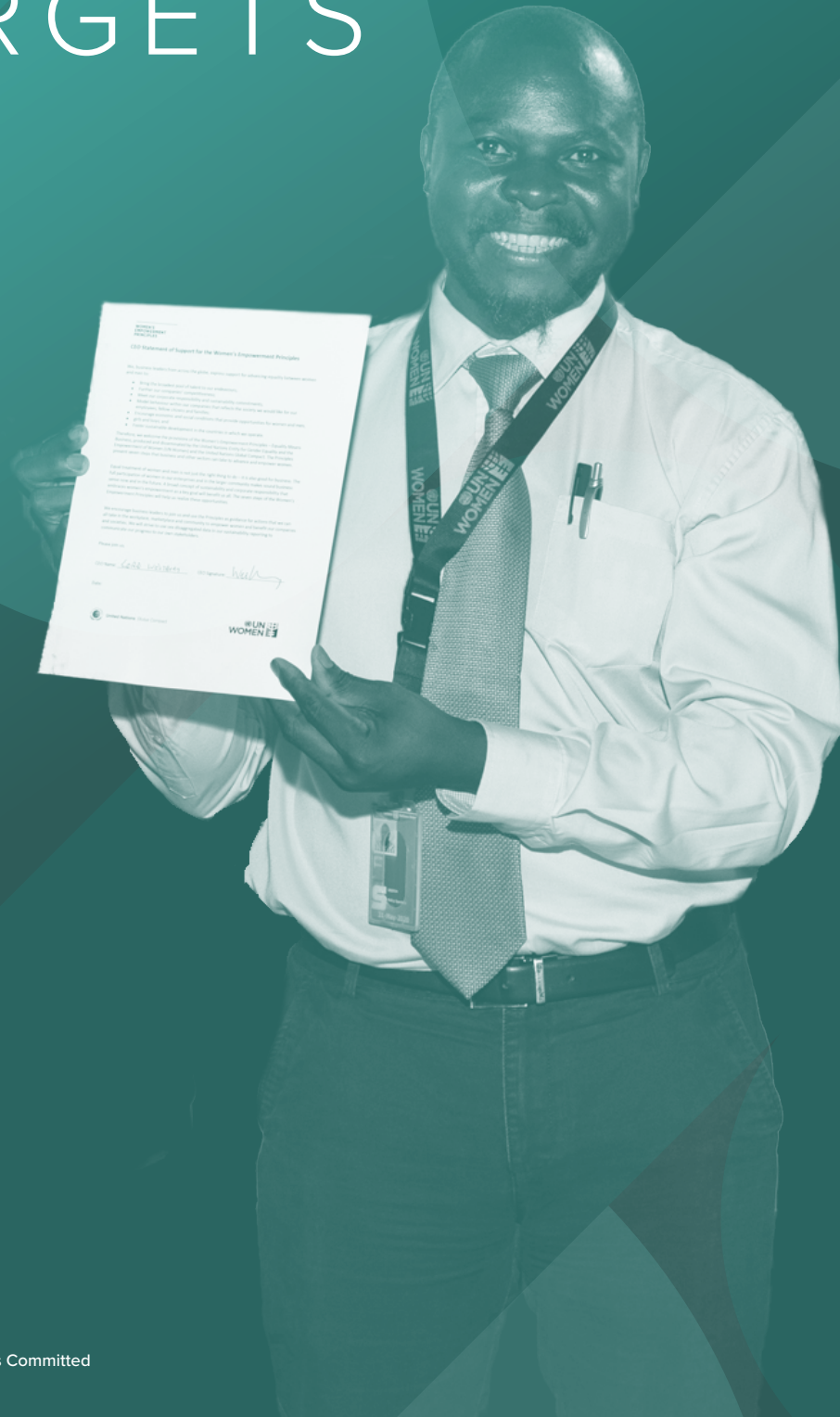


Images showing the growth of CTG's Mango Tree, planted by our local team in the garden of our Field Support Office in Juba, South Sudan.

5 CO2 emissions were calculated using DEWA's 2018 grid emission factor for electricity 0.4258 tCO2e/MWh and Abu Dhabi Environment Agency emission factor for Water 12.74 CO2eq/m3.  
6 CO2 emissions were calculated using DEWA's 2019 grid emission factor for electricity 0.4178 tCO2e/MWh and Abu Dhabi Environment Agency emission factor for Water 8.878 kg CO2eq/m3.  
7 CO2 emissions were calculated using DEWA's 2020 grid emission factor for electricity 0.4041 tCO2e/MWh and Abu Dhabi Environment Agency emission factor for Water 8.878 kg CO2eq/m3.  
8 CO2 emissions were calculated using DEWA's 2021 grid emission factor for electricity 0.4010 tCO2e/MWh and Abu Dhabi Environment Agency emission factor for Water 13.096 kg CO2eq/m3.  
9 Energy usage has been calculated using standard conversion factor of kWh/0.0036 GJ. Consumption includes electricity and cooling.  
10 Water consumption has been calculated using standard conversion factor of IG/0.00454609 m3.



# 2023 GOALS AND TARGETS



Julius Otim of UN Women at CTG's Committed to Good Summit in Somalia, 2019.

## 2022 Goals and Targets

CTG was delighted to achieve many of the goals it set for 2022. Below sets out our goals for 2023.

1

Continue to work closely with our stakeholders to drive Female First and our gender equality ambitions within our value chain and beyond, focusing specifically on our Female First Job-Readiness Workshops and Women in Aid: Internship Programme.

2

Continue driving our enhanced Safeguarding and PSEA ambitions, including through training and localised awareness campaigns to further our protection of programme participants and members of our local communities.

3

Work with our supply chains to encourage sustainable business practices that promote adherence to international human rights standards and promote gender equality

4

Continue expanding our outreach to local national candidates in our countries of operation.

5

Maintain the growth of our workforce of local national consultants from our countries of operation to support local economic development and promote peace and prosperity.



CTG is committed to advancing the Sustainable Development Goals (SDGs), and has integrated SDGs 5 Gender Equality, 8 Decent Work and 16 Peace, Justice and Strong Institutions into the core of our business operations.

## Sustainable Development Goals

Our commitment to the SDGs is both a moral and business imperative, as we recognise that our business success is interconnected with the prosperity of the communities where we operate. We monitor our contributions towards the SDGs by setting tangible ambitions that align with specific targets under our priority SDGs.

### Measuring our Performance Against Our Priority SDGs

#### OUR GOAL

Build gender diversity in employment within the aid and development sectors of fragile and conflict-affected countries by increasing women's representation across our consultant roles globally.

| KPI                                     | 2020 | 2021  | 2022 | 2023 TARGET | 2030 TARGET |
|---|------|-------|------|-------------|-------------|
| % consultant roles represented by women | 16%  | 17.4% | 30%  | 35%         | 45%         |

#### OUR GOAL

Strengthen women's access to CTG's job vacancies by increasing the number of female candidates on the CTG database.

| KPI                                     | 2020   | 2021   | 2022   | 2023 TARGET | 2030 TARGET |
|---|--------|--------|--------|-------------|-------------|
| # female candidates on the CTG database | 10,822 | 25,753 | 30,530 | 40,000      | 100,000     |

#### OUR GOAL

Equip young women in conflict-affected countries with job-readiness skills and knowledge to support their entry into the formal labour market.

| KPI                              | 2020 | 2021 | 2022 | 2023 TARGET | 2030 TARGET |
|----------------------------------|------|------|------|-------------|-------------|
| # women trained in job-readiness | -    | -    | 38   | 100         | 450         |

#### OUR GOAL

Offer tangible work experience opportunities to young women as part of our Women in Aid internship programme to help them establish strong careers in the aid and development sectors and beyond.

| KPI                    | 2020 | 2021 | 2022 | 2023 TARGET | 2030 TARGET |
|------------------------|------|------|------|-------------|-------------|
| # women in aid interns | 2    | 6    | 7    | 20          | 100         |

**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.



#### OUR GOAL

Improve people's access to decent work opportunities in the aid and development sectors of fragile and conflict-affected countries by increasing the number of new employment opportunities that CTG offers each year to nationals of our countries of operation.

| KPI                                 | 2020  | 2021  | 2022  | 2023 TARGET | 2030 TARGET |
|-------------------------------------|-------|-------|-------|-------------|-------------|
| # new local national hires per year | 1,586 | 2,522 | 8,600 | 10,000      | 15,000      |

**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.



2022 marked CTG's 15th Birthday which teams celebrated across our many offices including Libya and Somalia pictured here. CTG has grown significantly over the last 15 years and is proud to be a key partner to the humanitarian and development sectors across many fragile and conflict-affected countries.



# GRI CONTENT INDEX

CTG hosted mandatory Enhancing Community Resilience Project (ECRP) training for 40 CTG Community Outreach Consultants in South Sudan.



# GRI Content Index

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

|                                 |  |
|---------------------------------|--|
| STATEMENT OF USE                | CTG (Committed to Good) has reported in accordance with the GRI Standards for the period Jan 2022 – December 2022. |
| GRI 1 USED                      | GRI 1: Foundation 2021   |
| APPLICABLE GRI SECTOR STANDARDS | None   |

| GRI STANDARD/OTHER SOURCE       | DISCLOSURE   | LOCATION   | OMISSION              |        |             | GRI SECTOR STANDARD REF. NO | SDG ALIGNMENT | UNGC PRINCIPLE | WEPS PRINCIPLE |
|---------------------------------|--|--|-----------------------|--------|-------------|-----------------------------|---------------|----------------|----------------|
|                                 |  |  | REQUIREMENTS OMMITTED | REASON | EXPLANATION |                             |               |                |                |
| GRI 2: GENERAL DISCLOSURES 2021 |  |  |                       |        |             |                             |               |                |                |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details   | CTG at a Glance (p. 6)                             |                       |        |             |                             |               |                |                |
|                                 | 2-2 Entities included in the organization's sustainability reporting             | About this Report (p. 3)                           |                       |        |             |                             |               |                |                |
|                                 | 2-3 Reporting period, frequency and contact point                                | About this Report (p. 3)                           |                       |        |             |                             |               |                |                |
|                                 | 2-4 Restatements of information  | About this Report (p. 3)                           |                       |        |             |                             |               |                |                |
|                                 | 2-5 External assurance   | About this Report (p. 3)                           |                       |        |             |                             |               |                |                |
|                                 | 2-6 Activities, value chain and other business relationships                     | Our Solutions and Services (p. 7)                  |                       |        |             |                             |               |                |                |
|                                 | 2-7 Employees  | CTG at a Glance (p. 6); Our Humanitarians (p. 7-8) |                       |        |             |                             | 8             |                |                |
|                                 | 2-8 Workers who are not employees  | Our Humanitarians (p. 7-8)                         |                       |        |             |                             | 8             |                |                |
|                                 | 2-9 Governance structure and composition   | Governance (p. 13)                                 |                       |        |             |                             |               |                |                |
|                                 | 2-10 Nomination and selection of the highest governance body                     | Governance Bodies and Management (p. 14)           |                       |        |             |                             |               |                |                |
|                                 | 2-11 Chair of the highest governance body  | Governance Bodies and Management (p. 14)           |                       |        |             |                             |               |                |                |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | Governance Bodies and Management (p. 14)           |                       |        |             |                             |               |                |                |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | Governance Bodies and Management (p. 14)           |                       |        |             |                             |               |                |                |
|                                 | 2-14 Role of the highest governance body in sustainability reporting             | Stakeholder Engagement through Materiality (p. 10) |                       |        |             |                             |               |                |                |



|                                 |   |   |         |                             |   |  |  |   |   |
|---------------------------------|---|---|---------|-----------------------------|---|--|--|---|---|
| GRI 2: General Disclosures 2021 | 2-15 Conflicts of interest  | Governance Bodies and Management (p. 14)                    |         |                             |   |  |  |   |   |
|                                 | 2-16 Communication of critical concerns                           | Governance Bodies and Management (p. 14)                    |         |                             |   |  |  |   |   |
|                                 | 2-17 Collective knowledge of the highest governance body          | Governance Bodies and Management (p. 14)                    |         |                             |   |  |  |   |   |
|                                 | 2-18 Evaluation of the performance of the highest governance body |   | OMITTED | Information incomplete      | Policy and process undergoing review.   |  |  |   |   |
|                                 | 2-19 Remuneration policies  |   | OMITTED | Confidentiality constraints | CTG is a privately-owned company and does not publicly disclose this information. |  |  |   |   |
|                                 | 2-20 Process to determine remuneration                            |   | OMITTED | Confidentiality constraints | CTG is a privately-owned company and does not publicly disclose this information. |  |  |   |   |
|                                 | 2-21 Annual total compensation ratio                              |   | OMITTED | Confidentiality constraints | CTG is a privately-owned company and does not publicly disclose this information. |  |  |   |   |
|                                 | 2-22 Statement on sustainable development strategy                | Letter from the CEO (p. 4)                                  |         |                             |   |  |  |   | 1 |
|                                 | 2-23 Policy commitments   | Governance (p. 13)  |         |                             |   |  |  |   |   |
|                                 | 2-24 Embedding policy commitments                                 | Governance (p. 13)  |         |                             |   |  |  |   |   |
|                                 | 2-25 Processes to remediate negative impacts                      | Governance Bodies and Management (p. 14)                    |         |                             |   |  |  |   |   |
|                                 | 2-26 Mechanisms for seeking advice and raising concerns           | Governance Bodies and Management (p. 14)                    |         |                             |   |  |  |   |   |
|                                 | 2-27 Compliance with laws and regulations                         | Our Humanitarians (p. 7-8)                                  |         |                             |   |  |  |   |   |
|                                 | 2-28 Membership associations                                      | About this report (p. 3)                                    |         |                             |   |  |  |   |   |
|                                 | 2-29 Approach to stakeholder engagement                           | Stakeholder Engagement through Materiality (p. 10)          |         |                             |   |  |  |   |   |
|                                 | 2-30 Collective bargaining agreements                             | Our Humanitarians (p. 7)                                    |         |                             |   |  |  | 3 |   |
| MATERIAL TOPICS                 |   |   |         |                             |   |  |  |   |   |
| GRI 3: Material Topics 2021     | 3-1 Process to determine material topics                          | Stakeholder Engagement through Materiality (p. 10)          |         |                             |   |  |  |   |   |
|                                 | 3-2 List of material topics                                       | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                             |   |  |  |   |   |

| ECONOMIC PERFORMANCE               |  |   |         |                             |   |  |    |    |  |
|------------------------------------|--|---|---------|-----------------------------|---|--|----|----|--|
| GRI 3: Material Topics 2021        | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                             |   |  |    |    |  |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed                                | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                             |   |  | 8  |    |  |
|                                    | 201-2 Financial implications and other risks and opportunities due to climate change |   | OMITTED | Information unavailable     | CTG does not have a system in place to measure the financial implications of climate change.  |  |    |    |  |
|                                    | 201-3 Defined benefit plan obligations and other retirement plans                    |   | OMITTED | Confidentiality constraints | CTG does not publicly disclose this information.  |  |    |    |  |
|                                    | 201-4 Financial assistance received from government                                  |   | OMITTED | Not applicable              | CTG is a privately-owned company and has not received any governmental financial assistance.  |  |    |    |  |
| MARKET PRESENCE                    |  |   |         |                             |   |  |    |    |  |
| GRI 3: Material Topics 2021        | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                             |   |  |    |    |  |
| GRI 202: Market Presence 2016      | 202-1 Ratios of standard entry level wage by gender compared to local minimum wage   |   | OMITTED | Information unavailable     | CTG complies with all local legislation in relation to minimum wages, however does not collect information on this at a global level. |  |    |    |  |
|                                    | 202-2 Proportion of senior management hired from the local community                 | Our Humanitarians (p. 7-8)                                  |         |                             |   |  | 8  |    |  |
| ANTI-CORRUPTION                    |  |   |         |                             |   |  |    |    |  |
| GRI 3: Material Topics 2021        | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                             |   |  |    |    |  |
| GRI 205: Anti-corruption 2016      | 205-1 Operations assessed for risks related to corruption                            | Governance Bodies and Management (p. 14)                    |         |                             |   |  | 16 | 10 |  |
|                                    | 205-2 Communication and training about anti-corruption policies and procedures       | Governance (p. 13)  |         |                             |   |  | 16 | 10 |  |
|                                    | 205-3 Confirmed incidents of corruption and actions taken                            | Governance Bodies and Management (p. 14)                    |         |                             |   |  | 16 | 10 |  |
| EMPLOYMENT                         |  |   |         |                             |   |  |    |    |  |
| GRI 3: Material Topics 2021        | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                             |   |  |    |    |  |



|  |   |   |         |                         |   |  |           |  |   |
|--|---|---|---------|-------------------------|---|--|-----------|--|---|
| GRI 401: Employment 2016                     | 401-1 New employee hires and employee turnover  | Our Humanitarians (p. 7-8)                                  |         |                         |   |  | 8         |  |   |
|  | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees            | Our Humanitarians (p. 7-8)                                  |         |                         |   |  | 8         |  |   |
|  | 401-3 Parental leave  | Our Humanitarians (p. 7-8)                                  |         |                         |   |  | 5 & 8     |  |   |
| LABOUR/MANAGEMENT RELATIONS                  |   |   |         |                         |   |  |           |  |   |
| GRI 3: Material Topics 2021                  | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                         |   |  |           |  |   |
| GRI 402: Labor/Management Relations 2016     | 402-1 Minimum notice periods regarding operational changes  | Our Humanitarians (p. 7-8)                                  |         |                         |   |  | 8         |  |   |
| OCCUPATIONAL HEALTH AND SAFETY               |   |   |         |                         |   |  |           |  |   |
| GRI 3: Material Topics 2021                  | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                         |   |  |           |  |   |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system  | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3, 8 & 16 |  | 3 |
|  | 403-2 Hazard identification, risk assessment, and incident investigation  | Duty of Care (p. 15-16)                                     |         |                         |   |  |           |  | 3 |
|  | 403-3 Occupational health services  | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-4 Worker participation, consultation, and communication on occupational health and safety                       | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-5 Worker training on occupational health and safety   | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-6 Promotion of worker health  | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-8 Workers covered by an occupational health and safety management system  | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-9 Work-related injuries   | Duty of Care (p. 15-16)                                     |         |                         |   |  | 3 & 8     |  | 3 |
|  | 403-10 Work-related ill health  |   | OMITTED | Information unavailable | CTG does not differentiate between worker-related ill health and injuries so is unable to provide accurate information on this indicator. |  |           |  |   |
| DIVERSITY AND EQUAL OPPORTUNITY              |   |   |         |                         |   |  |           |  |   |
| GRI 3: Material Topics 2021                  | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12) |         |                         |   |  |           |  |   |

|  |  |  |         |                                    |  |  |          |       |   |
|--|--|--|---------|------------------------------------|--|--|----------|-------|---|
| <b>GRI 405: Diversity and Equal Opportunity 2016</b> | 405-1 Diversity of governance bodies and employees   | Governance Bodies and Management (p. 14); Social Impact (p. 17-18) |         |                                    |  |  | 5        | 6     | 2 |
|  | 405-2 Ratio of basic salary and remuneration of women to men                                       |  | OMITTED | Information unavailable/incomplete | Given the complexity of CTG's operations we do not currently collect this information on a global level. |  |          |       |   |
| <b>NON-DISCRIMINATION</b>                            |  |  |         |                                    |  |  |          |       |   |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12)        |         |                                    |  |  | 5        |       |   |
| <b>GRI 406: Non-discrimination 2016</b>              | 406-1 Incidents of discrimination and corrective actions taken                                     | Social Impact (p. 17-18)   |         |                                    |  |  | 5        | 6     | 2 |
| <b>SECURITY PRACTICES</b>                            |  |  |         |                                    |  |  |          |       |   |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12)        |         |                                    |  |  |          |       |   |
| <b>GRI 410: Security Practices 2016</b>              | 410-1 Security personnel trained in human rights policies or procedures                            | Governance (p. 13); Human Rights (p. 20).                          |         |                                    |  |  | 16       | 1     |   |
| <b>LOCAL COMMUNITIES</b>                             |  |  |         |                                    |  |  |          |       |   |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12)        |         |                                    |  |  |          |       |   |
| <b>GRI 413: Local Communities 2016</b>               | 413-1 Operations with local community engagement, impact assessments, and development programs     | Social Impact (p. 17-18)   |         |                                    |  |  | 4, 5 & 8 | 1 & 2 |   |
|  | 413-2 Operations with significant actual and potential negative impacts on local communities       | Human Rights (p. 20)   |         |                                    |  |  |          | 2     |   |
| <b>SUPPLIER SOCIAL ASSESSMENT</b>                    |  |  |         |                                    |  |  |          |       |   |
| <b>GRI 3: Material Topics 2021</b>                   | Explanation of the material topic and its Boundary   | CTG's Approach to Sustainability Material Topics (p. 11-12)        |         |                                    |  |  |          |       |   |
| <b>GRI 414: Supplier Social Assessment 2016</b>      | 414-1 New suppliers that were screened using social criteria                                       | Human Rights (p. 20)   |         |                                    |  |  | 5        | 1     | 5 |
|  | 414-2 Negative social impacts in the supply chain and actions taken                                | Human Rights (p. 20)   |         |                                    |  |  |          | 2     | 5 |
| <b>CUSTOMER PRIVACY</b>                              |  |  |         |                                    |  |  |          |       |   |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics  | CTG's Approach to Sustainability Material Topics (p. 11-12)        |         |                                    |  |  |          |       |   |
| <b>GRI 418: Customer Privacy 2016</b>                | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | Data Privacy and Security (p. 22)                                  |         |                                    |  |  | 8        |       |   |



| ORGANISATION SPECIFIC MATERIAL TOPIC                             |   |  |  |  |  |  |                      |   |   |
|--|---|--|--|--|--|--|----------------------|---|---|
| GENDER EQUALITY  |   |  |  |  |  |  |                      |   |   |
| GRI 3: Material Topics 2021                                      | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12)              |  |  |  |  |                      |   |   |
| Gender Equality  | Percentage of women employed  | Social Impact (p. 17-18)   |  |  |  |  | 5                    | 6 | 2 |
|  | Programs supporting Global Goal 5   | Social Impact (p. 17-20)   |  |  |  |  | 1, 5, 8, 11, 16 & 17 | 6 | 6 |
| BUSINESS ETHICS  |   |  |  |  |  |  |                      |   |   |
| GRI 3: Material Topics 2021                                      | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12)              |  |  |  |  |                      |   |   |
| Business Ethics  | Code of Conduct Commitment  | Governance (p. 13)   |  |  |  |  | 11                   |   |   |
| DIGITALISATION   |   |  |  |  |  |  |                      |   |   |
| GRI 3: Material Topics 2021                                      | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12)              |  |  |  |  |                      |   |   |
| Digitalisation   | Description of digital platforms or initiatives                           | Digitalisation (p. 22)   |  |  |  |  | 12, 13 & 16          |   |   |
| CUSTOMER RELATIONS AND MANAGEMENT                                |   |  |  |  |  |  |                      |   |   |
| GRI 3: Material Topics 2021                                      | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12)              |  |  |  |  |                      |   |   |
| Customer Relations and Management                                | Client Satisfaction   | Customer and Relations Management (p. 21)                                |  |  |  |  |                      |   |   |
| SAFEGUARDING AND THE PREVENTION OF SEXUAL EXPLOITATION AND ABUSE |   |  |  |  |  |  |                      |   |   |
| GRI 3: Material Topics 2021                                      | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12)              |  |  |  |  |                      |   |   |
| Safeguarding and the Prevention of Sexual Exploitation and Abuse | Staff training on the Prevention of Sexual Exploitation and Abuse         | Safeguarding and the Prevention of Sexual Exploitation and Abuse (p. 20) |  |  |  |  | 5 & 16               |   |   |
| ENDING VIOLENCE AGAINST WOMEN AND GIRLS                          |   |  |  |  |  |  |                      |   |   |
| GRI 3: Material Topics 2021                                      | 3-3 Management of material topics   | CTG's Approach to Sustainability Material Topics (p. 11-12)              |  |  |  |  |                      |   |   |
| Ending Violence Against Women and Girls                          | Activities to support the elimination of violence against women and girls | The Private Sector's Role in Advancing the WPS Agenda (p. 19)            |  |  |  |  | 1, 5 & 16            |   |   |



Thank you for taking the time to read our 2022 Sustainability Report. If you would like to partner with us, or find out more about any of our Shared Value programmes and delivering social impact in fragile and conflict-affected countries, please reach out to [mia@ctg.org](mailto:mia@ctg.org)

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TO MAKE A DIFFERENCE.**

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