

# mpact through Innovation

SUSTAINABILITY REPORT 2023





CTG's mission in response to geopolitical crises is to enable social impact by connecting people to purpose in regions that need it most. We do this by recruiting, managing and deploying the right people with the right skills into humanitarian and development projects in environments affected by conflict and histories of being underserved.

We believe that driving gender equality and providing decent, dignified work opportunities for local people in fragile communities will have a powerful ripple effect. We hold ourselves accountable to stringent standards and provide Duty of Care to all those we're charged with servicing, because we

Every person who joins our talent pool – whether they're a Child Protection Officer in South Sudan or a Truck Driver delivering aid in Ukraine, a Field Monitor supporting migrants in Afghanistan or a Demining Team Leader in Iraq – brings us closer to achieving our goals for today and into the future.

Thank you to our remarkable staff, clients and partners for advancing ethical and sustainable business in 2023.



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This 2023 Sustainability Report is CTG's seventh annual report to deliver a transparent account of our performance and management of the material environmental, social and governance issues that apply to our company. It reflects our continued commitment to integrating sustainable business practices into the heart of our operations. 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 countries where we operate.

Except as otherwise noted, this report covers the global operations of CTG (Committed to Good) for the year 2023.

For detailed information on the scope of this report, please see Scope of this Report.

## CEO's Message

Since launching our operations in Afghanistan in 2006, we have supported clients across the world in fragile, conflict-affected countries and disaster environments through our specialised recruitment, HR management, and operational services. In 2023, we run operations with strong local networks in 25 countries and counting.

Seventeen years in and we are as committed as ever to the communities we serve. For many across the globe, 2023 was marked by unexpected resilience and recovery in the wake of a turbulent 2022. Yet, escalating conflicts and humanitarian crises continued to profoundly impact the lives of many. In the face of this, the work of the humanitarian and development community remains critical, particularly that of CTG's thousands of staff who are first-line responders.

This year saw CTG not only maintain but grow our presence, expanding into Niger, Burkina Faso, and Saudi Arabia. This clearly demonstrates the quality of our people, the robustness of our operations, and the trust we've cultivated with our clients. With 97% of our staff being nationals of our countries of operation, we are a proud local employer making a global impact!



By harnessing technology and bringing digitalisation further into our service delivery, we've turned challenges into opportunities – making our services more efficient and accessible than ever. The rollout and increased uptake of our HR system, Tayo, with its accompanying Tayo app, has reconfigured time-consuming and paper processes, allowing our staff and clients to focus more of their time on doing the important work. With close to 10,000 downloads this year, the Tayo app has also significantly enhanced accessibility and safety support for our on-the-ground staff no matter where they are.

CTG has nearly 20 years' experience managing the Duty of Care for thousands of staff in some of the world's most complex environments. In 2023, we called on this unique expertise in launching our own assistance company, Assist360. Specifically tailored to address response needs in high-risk environments, Assist360 not only enhances CTG's pre-existing Duty of Care provision for our staff – it will also enable us to share our applied insights through bespoke assistance, response and risk-management solutions for others working in these contexts.

CTG's vision is to deliver positive impact no matter how challenging the work environment may be.

2023 was also the year we launched our new EPIC corporate values, representing Engage, Pioneer, Improve, Care. These values articulate our unique identity and drive our mission forward. We didn't choose terms like 'customer service', or 'excellence', because we believe those working for CTG should already possess those qualities, and they are outlined in our Code of Conduct. Instead, EPIC captures the shared purpose that drives us. Over the next year, we will bring our project-related staff and wider stakeholders on this EPIC journey, giving us a meaningful blueprint for how we work together every day.

We have also taken steps to re-affirm our commitment to several pressing global issues. We signed the United Nations Global Compact (UNGC) Anti-Corruption Call to Action, and CTG was one of the inaugural companies to join the UN's new Forward Faster Initiative. Gender equality continues to be a matter of great importance for CTG, and under Forward Faster we committed to two new goals in support of SDG 5 for Gender Equality, both of which align closely with our existing Female First programme: to achieve equal representation across all levels of management by 2030, and equal pay for work of equal value by 2030.

Our efforts to Prevent Sexual Exploitation, Abuse and Harassment (PSEAH) have continued to be a major priority for us over the last year. While PSEAH training is a mandatory part of our onboarding process for all staff, over the last 12 months we re-trained 3,500+ individuals. We delivered a range of online and in-person sessions to remind our staff of the critical importance of PSEAH, and what they can do in their day-to-day to contribute to this commitment. We have and will continue to work closely with our clients and other stakeholders across the sector to continually review and strengthen our processes, systems and approaches - to ensure we are doing everything possible to protect vulnerable beneficiaries within our community.

CTG is driven by a deep commitment to create enduring positive change in the communities we serve. We view ourselves as being on a continuous sustainability journey, with 2023 marking significant positive strides for us.

As you turn these pages, see not just our achievements, but our aspirations to create lasting impact. I invite you to explore this report and join us in shaping a sustainable future.

**Alice Laugher, CEO** 



PROJECT-RELATED STAFF

delivering humanitarian and development services globally



316,506 CANDIDATES represented on CTG's candidate database

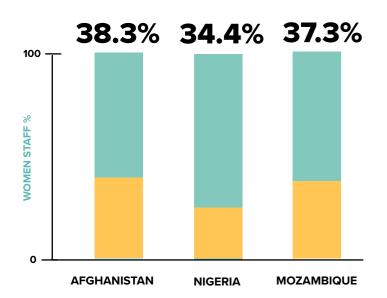
of consultants are nationals of our countries of operation

189 CORPORATE STAFF



30%

**WOMEN REPRESENTATION ACROSS OUR PROJECT-RELATED ROLES GLOBALLY** 









in additional country-specific **PSEAH** training



in the WEPS **Gender Gap** Analysis Tool

**PARTICIPANTS** connected across 2 Regional Workshops

17 INTERNS hosted across 7 countries of operation

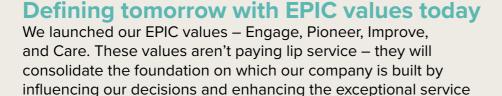












we provide to both clients and consultants. To learn more about our values and see how they shape our operations, press here.



Highlights

Our 2023

#### **Assist360: Elevating Duty of Care worldwide**

CTG founded Assist360 in 2023, a dedicated medical assistance and crisis response organisation, tailored specifically to complex and high-risk environments. Assist360 elevates our Duty of Care in the field where it can be challenging to source the right medical assistance and timely crisis response in these complex locations. Not only does Assist360 support our staff but also offers its services worldwide, setting new standards in care for the sectors we serve. **Explore Assist360's vision and services.** 

## Advocacy: We help drive private-sector influence



#### Sustainable development through business action

Advocating for the private sector's role in advancing the 2030 Agenda is a major priority for CTG. In 2023, we were invited to contribute to various high-level discussions including the United Nations Global Compact (UNGC) Private Sector Forum in New York. At this event, Alice Laugher, CTG's CEO spoke alongside other global business leaders on topics including how we can address barriers preventing progress towards the Sustainable Development Goals (SDGs).

#### **CTG at AIDEX**

2023 was the first year that CTG and Assist360 exhibited at AidEx, the world's leading humanitarian aid and disaster relief event. CTG joined AidEx to engage with leaders in promoting innovative solutions to humanitarian challenges and to drive conversations in topics including Duty of Care in humanitarian operations, prioritising the implementation of the SDGs in business, and the role of multisectoral collaborations in accelerating development progress.



#### Accelerating change, driving equality

As a founding company of the UNGC's Forward Faster initiative, CTG is at the forefront of promoting transparency and accountability in business. Forward Faster calls on companies to publicly declare their commitments and highlight the actions they aim to take to meet the targets they committed to. Through Forward Faster, CTG has committed to:



Equal representation in management by 2030



Equal pay for equal value by 2030





#### 20 years of action against corruption

In alignment with the 20th anniversary of the UN Convention Against Corruption, CTG reaffirmed its stance by endorsing the latest UNGC Anti-Corruption Call to Action, further solidifying our dedication to integrity and transparency.

Learn more about SDG 16.5 efforts here.



**SDG 16.5** Substantially reduce corruption and bribery in all their forms

#### Scaling our human rights' effort

CTG was among the first organisations globally to join the UNGC Business and Human Rights Accelerator in 2023. This six-month programme equipped us with crucial tools to identify and mitigate human rights risks effectively across our operations. This included completing an extensive Human Rights Due Diligence (HRDD) exercise and developing a Human Rights Action Plan which defines our future priorities. To learn more, visit the Human Rights section of this report.

#### Zero-tolerance for sexual exploitation, abuse and harassment

Preventing Sexual Exploitation,
Abuse and Harassment
(PSEAH) in humanitarian
operations continued to be
a key focus for CTG. In 2023
we rolled out additional
PSEAH training to 3,500+ staff
members working closely
with beneficiaries to further
mitigate risk.

Learn more about our efforts and ambitions to prevent and respond to PSEAH.

#### **Delivering campaigns with impact**

Raising awareness is key to mitigating risks and ensuring the health and safety of our staff. In 2023, we delivered two global campaigns:



#### **EVERY TRIP, EVERY TIME:**

Promoting responsible driving to reduce accidents and protect the safety of those travelling on the road.



46,500+
STAKEHOLDERS REACHED

through CTG's Digital Platforms



**HEPATITIS B:** Educating our staff on diagnosis, treatment and prevention of Hepatitis B, an infectious disease prevalent in many of CTG's countries of operation.

#### **Leadership, training & development**

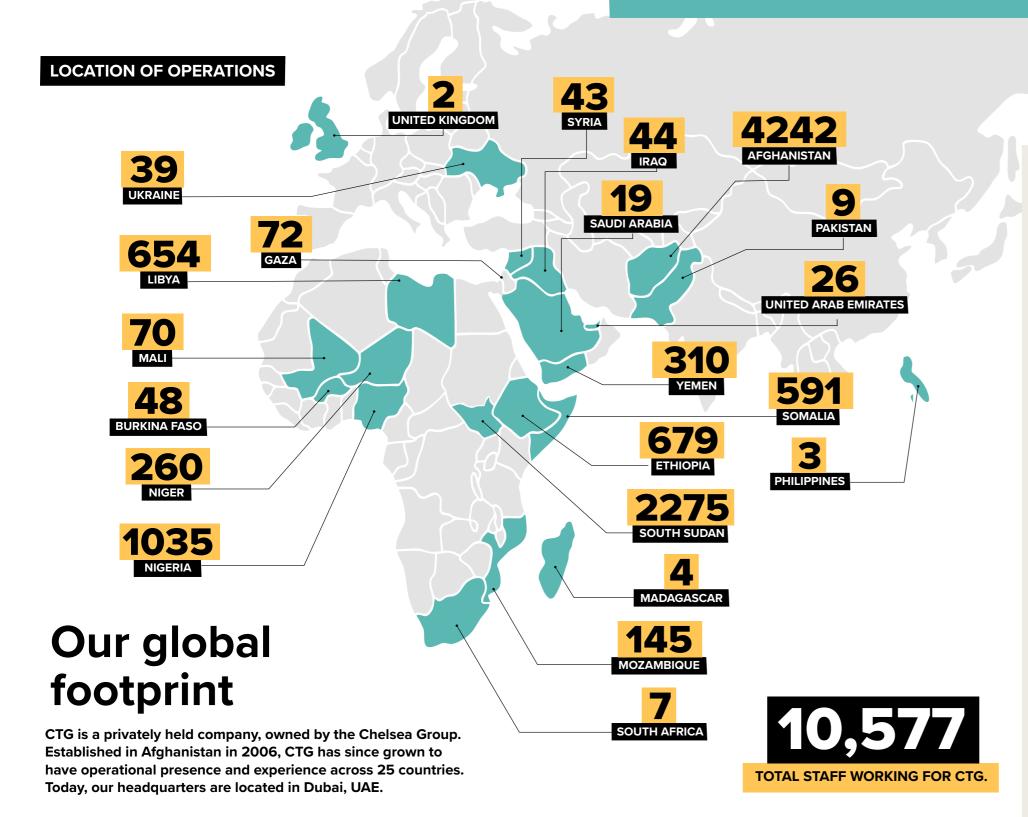
#### Collaboration in regional workshops

As a globally distributed business, we do our best to connect our teams in person. In 2023, we hosted two regional workshops in Tunisia and Nigeria, bringing together 42 participants for interactive sessions. These week-long workshops provided a platform for learning, team building, and fostering a united and informed global team.

#### Our first global management workshop

We hosted our first global management workshop in Cape Town, South Africa, bringing together our senior management team and a select few members from our local offices from their respective corners of the world. Over four productive days, they shared information, gained insights into business traction across our different regions, and put their heads together to brainstorm opportunities for strengthening business efficiency.

## CTG at a Glance



#### How we support humanitarian missions

#### Our solutions and services

CTG offers a range of staffing solutions and Human Resources management services, supporting clients in the humanitarian and development sectors with the implementation of projects and programmes across 25 different fragile and conflictaffected countries.

STAFFING SOLUTIONS AND HR MANAGEMENT SERVICES









Payroll services

Personnel management







Deployment





Contract management

Automated HR

- MONITORING & EVALUATION (M&E)
- FLEET MANAGEMENT & LOGISTICS
- ELECTION MONITORING AND OBSERVATION
- IT PROFESSIONAL SERVICES
- MEDICAL ASSISTANCE

#### 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 2023, there were no significant changes to our partners or the structure of our supply chain. To read more about how we promote good business practices throughout our supply chain please refer to the Human Rights section of this report.

# **Creating Shared Value**

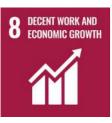
#### Our approach

As a business that operates in fragile and conflict-affected regions, we recognise our duty to make a lasting positive impact. Our Shared Value approach places this commitment at the heart of how we do business. By solving pressing social challenges with business solutions, this strategy not only creates value for our business, but also benefits the communities we serve. Continuous engagement with our stakeholders also ensures that our initiatives are impactful and aligned with their needs and interests. To learn more about how we are creating Shared Value, please visit the Our Communities section in this report.

#### Creating value through the Sustainable Development Goals

Our Shared Value Strategy is guided by our commitment to the SDGs. Leveraging our experience and capabilities, 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.











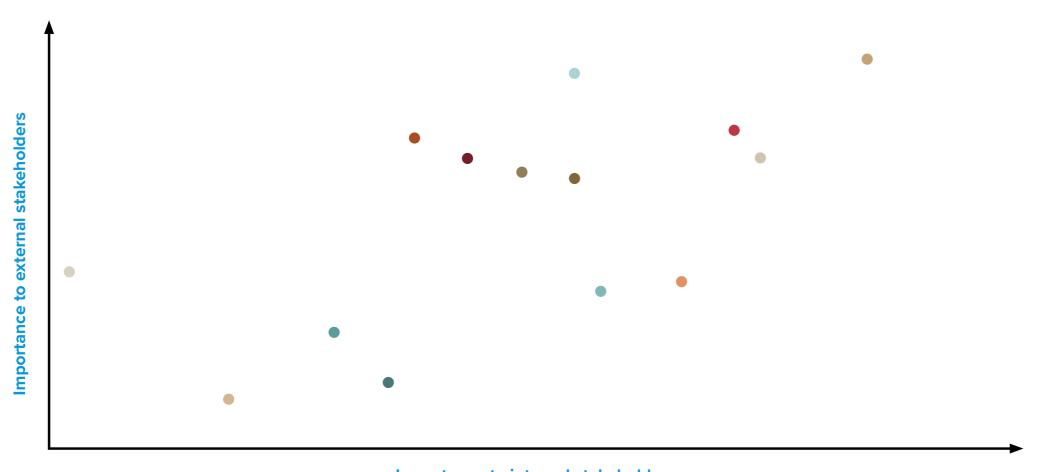
#### More working women, more impact

"When I joined the humanitarian sector in the DTM team, I was one of two women within a predominantly male project. It is important to keep a genderbalanced environment, especially for these types of projects. We find that female migrants are reluctant to open up or provide sensitive information to male field officers despite the gender-sensitive measures we take. It became apparent that the more female field officers there were, the more female migrants were comfortable opening up to provide more information which allows us to improve the quality of assistance they receive".

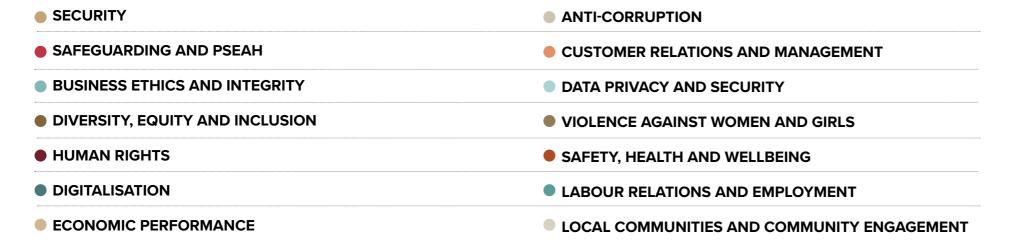
- Esra Bin Saeid, CTG DTM Clerk Libya



## The issues that matter most to our business and stakeholders



#### Importance to internal stakeholders



To learn more about our approach to each of our Material Topics, please visit the respective sections of this report.

## Stakeholder engagement through materiality

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 staff, clients and key partners. This process informs the development of our Shared Value strategy and sustainability priorities, while also helping us ensure we report on the issues that matter most to our business and our stakeholders. This year, we conducted a review of last year's materiality assessment and the resulting material topics remained consistent. For more detailed insight on our materiality assessment, please view our

2022 Sustainability report.



1. Issue Identification



2. Stakeholder Prioritisation



3. Internal Stakeholder Review



4. External Stakeholder Engagement



5. Evaluation and Analysis

# Good Governance: Setting high standards for long-term value creation



CTG's Governance principles, policies, and practices have been designed to ensure effective leadership in promoting the company's long-term sustainability and in delivering value for all stakeholders. Consistently maintaining the highest operational standards is fundamental to this. CTG conducts business that adheres to relevant laws, regulations and our Code of Conduct, and we expect all our staff to do the same. Our governance bodies guide this commitment and it is reflected in our professional standards, internal systems and practices.

#### **Setting the standard: Code of Conduct**

Our Code of Conduct is the cornerstone of our governance system, detailing our commitment to the highest standards of behaviour and conduct. It guides our interactions and requires staff to always act with integrity and uphold ethical principles. This includes respecting human rights, particularly for vulnerable groups, and addressing issues from discrimination to child labour.

All staff at CTG are introduced to our Code of Conduct and its supporting policies through a mandatory training module during the onboarding process, ensuring everyone understands and commits to our high standards from day one. The Code and additional policies are reviewed and updated annually with approval from our Good Governance Committee to maintain their relevance and effectiveness. All policy commitments are integrated throughout associated corporate procedures and each respective department maintains responsibility for this. For a comprehensive overview of our Code of Conduct and policies, **please visit our website**, or read on to learn more about our commitment to Ethics and Integrity at CTG.

#### Governance bodies and management

#### **Governance Structure**

AB

**ADVISORY** 

**BOARD** 

Good governance depends on effective quality management, and quality control is an important part of our service delivery – ensuring our clients 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 standard. Our Quality Management Policy sets out our commitment to quality and customer satisfaction, and defines our Quality Mangement System which incorporates the below:

- · Document Control System: Manages and controls all documents and records in relation to Quality.
- · Internal Controls: Encompasses quality reviews and internal and external audits to evaluate our business processes and control systems.
- Corrective Actions: Our process for identifying and addressing non-conformities to prevent reoccurence.

#### **Advisory Board**

Our Advisory Board, comprising industry experts, convenes bi-annually to guide CTG's corporate governance. Their role is crucial in enhancing our financial performance and ensuring our operations uphold our commitment to ethical business practices and sustainability. The board actively participates in the development and approval of policies, strategies, and activities that drive our commitment to shared value creation. Updates on CTG's Shared Value Progress are presented quarterly.





#### **CEO** COO **SGC GGC LEADERSHIP** SOCIAL GOOD **TEAM** COMMITTEE GOOD GOVERNANCE COMMITTEE

EC

**ETHICS** 

COMMITEE

#### **RISK MANAGEMENT**

**QUALITY MANAGEMENT** 

Effective risk management enables better commercial decisions and promotes CTG's resilience and long-term sustainability. We aim

to identify material risks across all our global operations and develop appropriate mitigation controls to limit the impact of these risks on our future performance. Risk is reviewed continuously by the Leadership Team and as part of our operations and Duty of Care management. This covers all geographical operations and all Environmental, Social, Governance (ESG), Commercial, and Security and Safety risks. Assessments are reviewed and approved by the Board.



#### **COMPLIANCE WITH LOCAL LAWS**

Our ongoing research and close collaboration with our field teams

and local partners helps us to understand the operational landscape in our countries of operation and ensures continued compliance with local laws and regulations. Regarding local labour law, a key focus for CTG is determining the best type of benefits and entitlements for our staff so that they have optimal contracts and a positive experience when working with CTG.

#### **Good Governance Committee**

Chaired by CTG's CEO, the Good Governance Committee meets quarterly to oversee and ensure the effective implementation of CTG's Shared Value strategy. This committee plays a key role in assessing risks and tracking performance, ensuring our operations minimise negative impacts and uphold ethical standards. This includes for critical concerns and impacts, such as those related to corruption, all of which are communicated to the Advisory Board. In 2023, there were no substantiated incidents of corruption identified across CTG's operations, reflecting our strong compliance framework.

#### **Investigations Division**

ID

**INVESTIGATIONS** 

**DIVISION** 

The Investigations Division is vital in maintaining the company's commitment to ethical behaviour and effective operations. With the authority to conduct administrative investigations into allegations of serious misconduct, the division ensures compliance with both contractual obligations to clients and the company's ethical responsibilities. This includes investigating serious violations such as Sexual Exploitation, Abuse and Harassment (SEAH), fraud, corruption, discrimination, conflicts of interest, and misuse of company or client resources. By addressing issues throughout our global operations, the Investigations Division helps ensure integrity, accountability, and trust.

#### **Social Good Committee**

The Social Good Committee is chaired by our Shared Value Manager and comprises 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

## **Ensuring ethics** and integrity

#### **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 procedure and investigating any ethical issues, from corruption to discrimination, in an impartial, confidential and swift manner. The committee is also responsible for issuing frequent communications and reminders on pressing ethics issues with all staff.



#### WHISTLEBLOWING

We uphold a firm commitment to addressing and remediating any

adverse impacts we might cause or contribute to. We empower all CTG stakeholders – including staff, clients, and third parties – to seek advice and report any unethical behavior, malpractice, or conflicts of interest through our confidential Whistleblowing procedure. Each report is thoroughly investigated, and when necessary, escalated to independent external investigators. Substantiated allegations lead to appropriate disciplinary actions to ensure accountability and resolution of issues.



#### **ANTI-CORRUPTION**

Alianed with the UNGC's 10th principle, CTG firmly opposes all forms of bribery

and corruption. We rigorously adhere to the anti-corruption laws of each jurisdiction in which we operate, conduct detailed internal audits, and enforce a zero-tolerance policy as outlined in our Anti-bribery and Corruption Policy, Code of Conduct, and Supplier Code of Conduct. Our comprehensive anticorruption efforts are managed by our Ethics Committee and closely monitored by our Good Governance Committee to ensure integrity across all operations. In 2023, CTG publicly re-affirmed its commitment to anti-corruption by signing the UNGC's latest Call to Action alongside over 500 other companies.



16.5 Substantially reduce corruption and bribery in all their forms

## Our People

CTG's people solutions and operational support services enable the implementation of humanitarian and development projects in fragile and conflict-affected countries. Humanitarian and development professionals are at the heart of what we do, and their passion, skills and commitment are laying foundations to make our world better for all.

CTG respects the International Declaration on the Fundamental Principles and Rights at Work as a minimum standard for all our staff. We respect each country's labour laws as a minimum standard, but we strive to go beyond fundamental rights by looking to develop opportunities, engagement, and fair practices where feasible.¹ We conduct regular reviews on local labour laws and legislation, work closely with our clients, and retain local legal advisors to ensure understanding of and continued compliance with these laws.



#### **Putting people first**

Operating in challenging environments compels us to go beyond conventional measures to ensure our staff are supported by our exceptional Duty of Care standards and employee benefits, regardless of their location.

- Extensive Duty of Care package including world class insurance and medical assistance
- · Allowances and leave entitlement in line with local labour law
- Professional development and training opportunities for corporate & field staff
- Access to CTG Wellbeing, a counselling support network
- Access to hundreds of online courses via CTG Learning
- Automated administrative processes through Tayo, our HR Management platform
- $\bullet$  Access to a dedicated in-country Account Manager for 24/7 support

#### Visit the **Duty of Care section** of this report for more.

- <sup>1</sup> As stated in our 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.
- <sup>2</sup> Staff figures throughout this report represent the headcount of those active at the end of the reporting period unless stated otherwise.
- <sup>3</sup> Project-related staff entail staff that CTG contracts to provide services that support the delivery of our clients' humanitarian and development programmes





#### Investing in growth, building success

"Attending the Investigator Qualification Training Scheme (IQTS) Tier 2 has significantly enhanced my investigative skills, leading to improved client satisfaction with our administrative investigations. The continued certification and training of the rest of the team in IQTS Level 1 has ensured that we maintain the highest standards of professionalism and efficiency. I am grateful to CTG for investing in our professional development and I look forward to further growth with pursuing Tier 3 in 2024."

- Lourdes Gonzáles-Candiani, CTG Ethics and Quality Manager



# Driving local growth and capacity

#### **Recruiting local talent**

By focusing on building national capacity and stimulating economic growth, our aim is to help transform the local communities where we operate. We take pride in employing local talent; this year, 97% of our project-related roles are filled by nationals from the countries where we operate. CTG has also made it a strategic priority to shift our management capacity from headquarters into the field, ensuring we can provide better support to our staff and clients in high-risk areas. By strengthening access to employment opportunities in our countries of operation, a substantial portion of our revenue is reinvested into the local economies, further amplifying the benefits from foreign aid revenues and development projects.

#### Labour management performance

We maintain open communication with our staff, ensuring their needs and expectations are met, and keeping them informed about operational changes. To gauge our effectiveness in labour management relations, we issue multiple annual feedback survey to our staff. Expanding our survey languages to include Dari and Pashto alongside English and Arabic has deepened engagement, particularly in Afghanistan and Arab states. In 2023, 84% of our staff reported being 'very satisfied' or 'satisfied' with CTG's services, maintaining the high satisfaction levels seen in 2022.



"As a working mother, your mind is compartmentalized into two things: meeting your work deadlines and giving your baby the attention they deserve. I cannot emphasise enough how much CTG has helped me rejoin the workforce. From giving me parenting advice, to being flexible at the workplace; my team and the company leadership have been extremely thoughtful and understanding as I try to take on this new journey. CTG gives mothers access to growth, and that's what more workplaces need to learn."

- Noor Chaudhry, CTG Legal Counsel

#### **Corporate Staff**



33 WOMEN

**30** MEN

41%
WOMEN REPRESENTATION
ON CTG'S BOARD AND
SENIOR MANAGEMENT

42.3%

WOMEN REPRESENTATION
IN OUR HEADQUARTERS AND
FIELD MANAGEMENT OFFICES

48%

WOMEN REPRESENTATION
IN MIDDLE MANAGEMENT
POSITIONS







REPRESENTED BY NATIONALS OF OUR FRAGILE AND CONFLICT-AFFECTED COUNTRIES OF OPERATION

#### All staff

13,648

TOTAL NUMBER OF STAFF EMPLOYED BY CTG THROUGHOUT 2023; 1% CORPORATE STAFF OF PROJECT-RELATED STAFF
ARE NATIONALS FROM OUR
COUNTRIES OF OPERATION

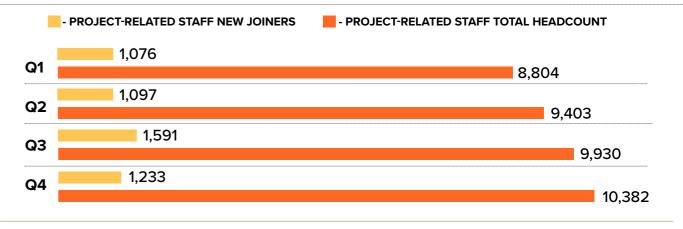
PROJECT-RELATED STAFF RECRUITED
IN 2023; 3,407 MEN; 1,590 WOMEN;
32% NEW RECRUITS
THAT ARE WOMEN

STAFF WENT ON PARENTAL
LEAVE IN 2023; 44% OF THOSE
WERE MEN; 95% OF THE
WOMEN WHO TOOK LEAVE
RETURNED TO WORK

**126,302**APPLICATIONS MADE TO CTG

**VACANCIES IN 2023** 

NUMBER OF ACTIVE PROJECT-RELATED STAFF AT THE END OF 2023 WITH A 51%\* TURNOVER RATE



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 and development initiatives that typically offer short-term contracts and opportunities rather than permanent positions.

# Our EPIC Values



#### At the heart of every mission: our EPIC team

People are our business. Sourcing the right people for the right jobs in humanitarian operations and looking after them throughout is what we do. At CTG, we hire EPIC individuals not only to execute vital humanitarian and development programmes but also to provide the necessary support behind the scenes.

#### Core values that define us

At CTG, fundamental qualities like 'customer service,' and 'excellence' are not highlighted as separate values because we believe these are intrinsic traits people at CTG should already possess. These standards are also already embedded in our Code of Conduct. Instead, we've chosen to spotlight the unique attributes that define CTG's identity and enhance our operational effectiveness.

#### Inspired by our staff

Our new values were born from comprehensive engagement with our staff across all levels. We conducted a series of engaging and interactive workshops that provided a platform for us to listen to and understand what matters most to our staff, the attributes that enable them to excel and the qualities essential for driving our mission forward. The outcome of this collaboration? EPIC – a set of values inspired by and for our people, ensuring we continue to thrive and make a difference where it counts.





#### ENGAGE

To participate or get involved in

We all play our part so we can get the job done well

Commitment is in our name, setting a strong foundation for our dedication to our work. At CTG we all get involved and actively engage with our stakeholders and local communities. We understand that by supporting humanitarian or development programmes, what we do contributes to a bigger picture – the part we play, and doing it well, improves lives. It's what we call the ripple effect.



#### **PIONEER**

To take part in the development of something, to be the first to do so

We lead with courage and conviction to drive ourselves and CTG forward.

CTG was created to be an implementation partner to the humanitarian community. As pioneers in what we do, we strive to be ground breaking and original in our ideas. We take initiative, and own our actions, but recognise that we cannot accomplish anything in silo. We are guided by integrity and honesty, and strive to always do the right thing. We take initiative, and own our actions, but recognise that we cannot accomplish anything in a silo. We are guided by integrity and honesty and strive to always do the right thing.



#### **IMPROVE**

To make something better

We take on the challenge to better ourselves, the work we do and ultimately our business.

Growth and seeking to continuously

improve your service delivery is important for any organisation, but at CTG, our growth and improvement means our positive ripple effect spreads wider. For CTG to enable the delivery of extraordinary programmes, each member of CTG must be extraordinary. This requires continuously building our skills and knowledge and embracing new ways of working. Our curiosity is what unearths our greatest discoveries...



#### CARE

To feel concern, attach importance to, and provide for the needs of

We're "people" people – what motivates us is a genuine regard for everyone we work with and come across.

People are at the heart of CTG and always come first. We care about and look after ourselves and others. Being a humanitarian is a core part of our identity: we always prioritise the quality and impact of our work, knowing that what we do is making the world a better place.

# Celebrating our first EPIC Ambassadors

Our EPIC Ambassadors are nominated by their peers for bringing EPIC to life. They embody the qualities, behaviours and attributes that underpin our values and serve as role models for their peers.



#### **Amel,** Engaging for Impact

Amel is our Operations Manager for Libya and KSA and is a key player on Team CTG. Amel manages complex client accounts, handles payroll and recruitment, and ensures our projects stay on track through stellar communication with clients and project-related staff. Amel was nominated by her peers for her exceptional commitment. More than just a manager, Amel is a mentor and motivator, who shares her expertise to inspire and elevate her team's performance.



#### **Zia,** a CTG Pioneer

Zia is our proactive Regional Account Manager for the Western Region of Afghanistan. His peers nominated him for his outstanding initiative and leadership. When our EPIC values launched, Zia championed their incorporation into local Town Hall meetings, which he runs across Afghanistan. These meetings provide platforms for engaging staff with CTG's policies, Code of Conduct, and values, ensuring a cohesive and informed team.



#### Amino, Improve

Amino has charted an impressive path during her time at CTG.

Having joined us in an intern in Somalia, Amino applied a blend of skill and determination that saw her quickly progress to an Account Manager. She has pushed through uncertainties and developed her capabilities in strategic client management and team leadership – crucial not just for her own career development, but also for CTG's operational success in Somalia.

What's next?

The launch of EPIC is just the beginning. CTG teams worldwide are eager to weave these values into every facet of our operations. In 2024, we're set to energise and educate our extensive network of staff by uniting them to deepen connections and discover how they can actively embody EPIC in their daily work. Stay tuned.

# Upholding our promise: Duty of Care

#### **Our Duty of Care**

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 nature of our business means that most of our staff are working in high-risk environments. Because of this, prioritising their security, safety, and wellbeing forms a core part of our operations and service delivery. Maintaining a full commitment to Duty of Care not only protects our team but also bolsters their confidence, alleviating the stress associated with working in fragile conditions.

#### **Risk Management**

CTG's Risk Management Committee oversees the integrated and comprehensive Duty of Care risk management system, a system that meets all legal and regulatory requirements at a minimum standard. This system aims to prevent incidents by proactively identifying, managing and responding to risks to staff and reputation. Furthermore, the Risk Management Committee also ensures that CTG continuously improves the organisation's security practices.

#### Security

Security is paramount to our business. Our three-pronged approach to Duty of Care – inform, respond and prevent – 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 mitigate the risk of intended harm and violence, helping to strengthen the protection of all our staff. To learn more about Duty of Care, visit our website here.

We set high standards for our team and partners, ensuring a safe environment for everyone involved.



## Introducing



**ASSIST**360

In 2023, CTG launched **Assist360**, a specialised medical emergency and crisis response company. Leveraging close to 20 years' of Duty of Care expertise, Assist360 was developed to handle the complex challenges faced by our staff in high-risk areas globally. Our deep-rooted networks and thorough understanding of local systems, cultures, and geographies allow Assist360 to deliver swift, effective solutions during time-critical incidents – not just for our team but for others in need as well.

Assist360 operates around the clock with a 24/7 Global Response Centre and is bolstered by our dedicated in-house medical professionals, ensuring that our staff receive the best possible care during medical or security emergencies.

Assist360's services include:



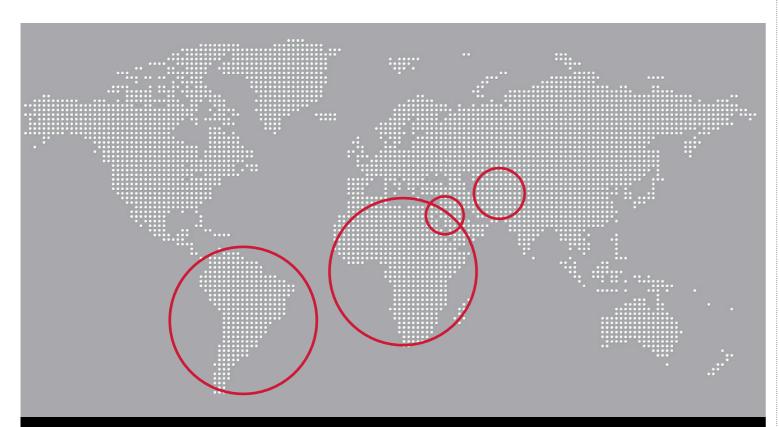
**AND RESPONSE** 





**MANAGEMENT** 

#### At home in high-risk locations



20+ years of operating in complex, fragile or conflict-affected regions has resulted in a tapestry of connections, networks and local teams with local understandings.

Assist360 operates across Africa, the Middle East, Central Asia and Latin America.



"When compared to other assistance companies, Assist360 has shown time after time that they have a deeper understanding of our countries of operation and the challenges we face."

- Mary Ellen Havlik, Regional Manager

#### 24/7 Global Response Centre

In 2023, Assist360 opened its Global Response Centre in Cape Town, South Africa, dedicated to providing round-the-clock support 365 days a year. Our team of in-house medical professionals and responders hold years of experience to match their dedication. With a deep understanding of complex and remote environments, they provide care and assistance that is both competent and compassionate, whenever and wherever Assist360's global members need it.

#### Assist360 in action

#### Putting people first during times of crises

The safety of CTG's 870 project-related staff was paramount during the Taliban takeover of Afghanistan in August 2021. We implemented swift measures to protect their wellbeing, which not only ensured their safety in that critical time but also laid the groundwork for a secure working environment throughout 2023. This allowed their team, including 1,000 women, to continue their humanitarian work uninterrupted.



#### Leading effective responses to severe injuries

An electrical engineer working at a remote airbase in Mopti, Mali, suffered a severe back injury while pulling cables. Immediate neurological symptoms suggested urgent surgery to prevent permanent damage. While an initial recommendation involved a medevac and surgery in Nairobi for a significant cost, Assist360 identified a qualified surgeon in Bamako, Mali. The successful surgery, completed within 72 hours, resulted in a full recovery for the engineer and significant cost savings.







### Enabling business as usual in challenging locations

Despite the onset of increased security challenges, CTG's work in Gaza continued uninterrupted thanks to the establishment of a Forward Operating Base (FOB) in Cairo alongside our partners. This FOB provided a secure environment for project-related staff, allowing them to effectively address project needs on the ground.

#### Health, safety and wellbeing

At CTG, we are committed to actively responding to and fulfilling the health, safety, and wellbeing needs of our staff. Our annual review of incidents and outcomes allows us to assess and continuously enhance the effectiveness of our safety systems.

Our Health and Safety Policy defines the standards, response protocols, and risk management approaches that our staff must follow. Internally, this dedication to safety is reinforced by our training and induction programmes delivered during the staff onboarding process.

Externally, our Supplier Code of Conduct mandates that our business partners adhere to equally stringent Health and Safety standards to prevent additional risks. This integrated approach ensures that safety is a priority across all our operations and collaborations.



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

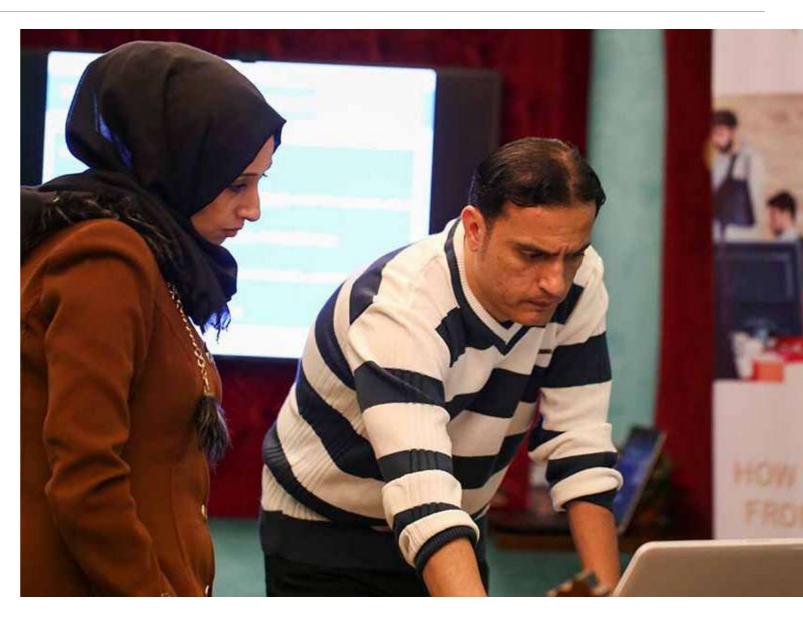


This figure is based on available data. CTG does not distinguish between work-related accidents or injuries and those that occur outside of the workplace, nor does it collect information on the type of injury apart from road traffic accidents.



This incident comprised of a serious road traffic accident. CTG has since launched its 'Every Trip, Every Time' seatbelt campaign encouraging all stakeholders to always travel in vehicles safely.







Ensuring staff wellbeing is an integral component of our Duty of Care. CTG Wellbeing is a counselling 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 environments. Each year, staff are entitled to six one-hour remote counselling sessions at any time and for any reason, and they are also eligible to access six additional one-hour remote sessions in the event of a critical incident.



100%
OF CTG STAFF
ARE ELIGIBLE TO USE
CTG WELLBEING







# Social impact and community engagement

CTG is guided by our purpose to leave a lasting impact in the countries and communities where we operate. Underpinned by our commitment to the SDGs, our social impact extends from local employment to community engagement initiatives.

We support local growth by offering decent work opportunities to nationals of our countries of operation, and empowering community members through programmes like our Job-Readiness Workshops and Women in Aid Internship Programme. Our advocacy efforts focus on promoting gender equality, human rights, anti-corruption, and a broader awareness of the SDGs, all aimed at fostering positive change.

#### Diversity, Equity, and Inclusion (DEI): Progress toward gender parity

Continuing our commitment to gender mainstreaming and SDG 5, CTG upholds the principles of DEI. 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 <u>Female First</u> initiative brings to life our dedication to enhancing women's access to decent work in conflict-affected regions. Since its inception in 2017, Female First has aimed to achieve 30% women representation in our consultancy roles. We surpassed this target in 2022, 8 years ahead of our target deadline for 2030. Now we are moving on to the next phase of our gender parity efforts. In addition to ensuring we maintain 30% women's representation across our operations, CTG has also embraced the UNGC's Forward Faster initiative. Through this initiative, CTG has committed to new goals that increase accountability and transparency, and publicly outline our actions to meet these ambitious targets. These goals are:





## A snapshot of our gender progress

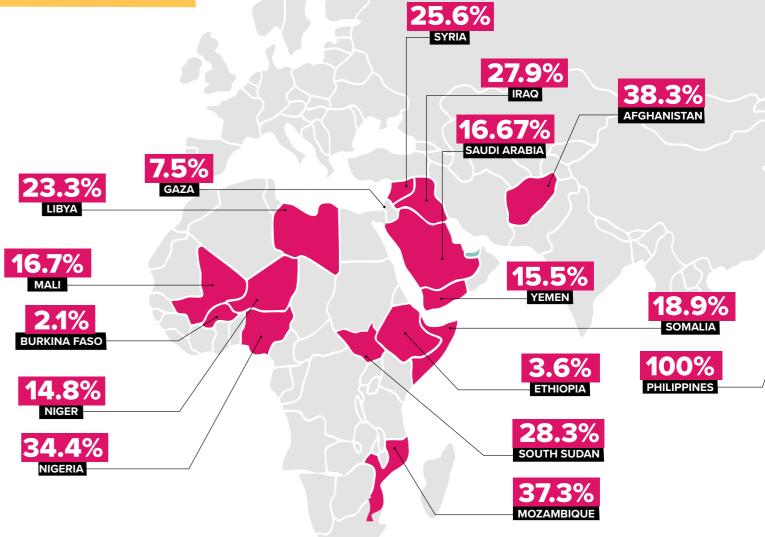


### Female representation across CTG's

The project-based nature of the positions for which CTG recruits means that CTG's women representation fluctuates significantly. Despite this, we continue to drive our efforts to strengthen women's representation across our project-related roles as well as advocating for our stakeholders to do the same.

#### Shifting the paradigm

CTG recognises that gender equality is a journey, and that there are always opportunities for us to improve. In 2023, CTG onboarded a number of staff from prior incumbents. In countries such as Ethiopia, women only represent 3% of this group of project-related staff. As a result, CTG's leadership has mandated that for future contracts of this nature, we will enter into dialogue with our clients to challenge bias and advocate for the importance of hiring women across all types of projects.



#### **Women in Aid Internship Programme**

CTG's Women in Aid Internship Programme forms part of Female First. This programme offers tangible work experience to young women to help them kickstart successful careers in the aid and development sectors, and beyond. While opportunities are also open to young men, CTG strives to ensure that at least 50% of interns are represented by young women. In 2023, CTG more than doubled its intake of interns compared to the previous year.





67% OF INTERNSHIPS COMPLETED IN 2023 CONVERTED TO FULL-TIME EMPLOYMENT POSITIONS



"I sought an internship opportunity with CTG because it is a prestigious organisation and I knew when working there that I would get the right guidance, skills, experience and support from my mentors. From the start, I didn't know what to expect. I was nervous, but very excited. As a Finance Intern, I support the finance department with various accounting projects. These have already developed my skills in areas such as problem solving, organisation, analysis, accounting

and client relations. This internship will help shape my career... it is a great privilege to have this opportunity to learn from professionals in the field and to have the opportunity to work on projects that matter."

- Linda, CTG Finance Intern in Nigeria



# Our actions to protect women and girls in conflict settings

Violence against women and girls remains a critical issue in conflict-affected regions, manifesting in various forms. As an organisation active in these contexts, CTG recognises existing opportunities for the private sector to help combat sexual violence, including Conflict-Related Sexual Violence (CRSV), through prevention and response measures.

In collaboration with UN Action Against Sexual Violence in Conflict, CTG launched a white paper at the UN General Assembly 77. The paper presents seven clear actions that businesses can take to aid in ending CRSV. One of those included "Raising Local, National, and Global Awareness to Increase Understanding of CRSV." In light of this action, in 2023, CTG conducted an informative training session to develop our staff's awareness and understanding of CRSV and its profound impacts.

126
STAFF MEMBERS
PARTICIPATED IN AN
INTRODUCTION TO
CONFLICT-RELATED
SEXUAL VIOLENCE
TRAINING SESSION

#### **Human Rights**

Commitment to human rights is fundamental when operating in conflict settings. We recognise our responsibility for the impact our operations have on our staff and other stakeholders within our local communities. CTG respects all applicable human rights laws and embraces international human rights standards in accordance with our commitment to the UNGC, 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.

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 and Human Rights Policy. Beyond this, human rights also form the foundation upon which our Shared Value approach is built.

All staff are required to undergo compulsory trainings on their obligations under our Code of Conduct and other key human rights-related topics.

#### MANDATORY HUMAN RIGHTS-RELATED TRAINING

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

#### **UNGC Business and Human Rights Accelerator**

In 2023, CTG was one of the first organisations globally to participate in the UNGC Business and Human Rights Accelerator. This 6-month programme is led by UN Partners and experts who support companies by equipping them with the tools and knowledge to identify, mitigate and respond to salient human rights risks across their operations. A key outcome of this programme was the development of a Human Rights Action Plan with key activities that will help CTG improve human rights performance across our value chain.

#### Human Rights in our supply chain Beyond the business human rights risks can also arise in

Beyond the business, human rights risks can also arise in our supply chain. Our due diligence process and our supplier Code of Conduct, which sets out the minimum social, ethical and environmental standards that we expect our suppliers to comply

with, help us manage these risks. In 2023, CTG increased the number of human rights- related disclosures required as part of our Supplier Due Diligence Process. These disclosures are based on several international frameworks and standards including the UN Guiding Principles on Business and Human Rights (UNGPs). These disclosures cover key topics from labour rights and gender equality to child labour and protection. We also advocate for our suppliers to commit to the UNGC Ten Principles and UN Women's Women's Empowerment Principles. By integrating human rights considerations into our procurement process, we aim to raise awareness of the importance of human rights and to identify opportunities for us to work with our partners to improve their performance.



#### Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH)

In conflict-affected countries, PSEAH risks multiply and have significant consequences for some of the world's most vulnerable. CTG is fully committed to ensuring we, nor any of our staff, harm any beneficiary or community. Accusations of sexual exploitation, abuse and harassment can have severe implications for survivors and those accused, and threatens the integrity of humanitarian and development programming.

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

#### **OUR APPROACH TO PSEAH**







PREVENTION



REPORTING RESPONSE

In 2023, CTG's focus was to elevate our awareness-raising activities around PSEAH to instil an even greater understanding amongst our staff of what they can do to prevent it. We worked closely with our clients to roll out additional country-specific training to over 3,500 staff who interact with beneficiaries to supplement our existing mandatory PSEAH trainings. This has been supported by the introduction of additional internal controls across the recruitment and onboarding process, and the regular dissemination of messages and information on PSEAH. CTG will continue driving these efforts throughout 2024.

3,500+

STAFF TOOK PART IN
ADDITIONAL COUNTRY-SPECIFIC
PSEAH TRAINING.

## Our Planet

Threats to our environment are becoming increasingly urgent, especially within the contexts 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 HQ's Energy and Water Performance**

CTG HEAD QUARTERS' ENERGY AND WATER PERFORMANCE										
India	Indicator		019 <sup>5</sup> 2020 <sup>6</sup>		2022 <sup>8</sup>	2023 <sup>9</sup>				
FNEDOV	Usage (GJ) <sup>10</sup>	440.67	213.29 617.68		440.26	457.70				
ENERGY	CO <sub>2</sub> Emissions	52.12 TCO <sub>2</sub> E	72.28 TCO <sub>2</sub> e	23.87 TCO <sub>2</sub> e	49.04 TCO <sub>2</sub> e	51.30 TCO2e				
WATER	Consumption (M <sup>3)11</sup>	180.03	139.56	172.02	162.02	178.02				
WATER	CO <sub>2</sub> Emissions	2.29 TCO <sub>2</sub> e	1.24 TCO <sub>2</sub> e	1.52TCO <sub>2</sub> e	2.12TCO <sub>2</sub> e	2.39 TCO <sub>2</sub> e				

#### **Climate Action in Humanitarian Contexts**

Climate action is crucial in conflict-affected countries. In these contexts the impacts of climate change exacerbate existing vulnerabilities and hinder the effectiveness of recovery and response efforts. By helping to address climate change, we can build more resillient communities and mitigate environmental factors that increase risks of conflict and violence.



Our approach to protecting the environment is guided by our Environmental Sustainability Policy

#### **Rapid Response to Environmental Catastrophes**

In September 2023, intense rain caused two major dams to burst in Derna, Libya, resulting in catastrophic damage and thousands of deaths. CTG had staff working in the region and swiftly acted to ensure their safety and respond to their needs following the crisis. Fortunately, all our staff survived, however many of their relatives were impacted. Our on-the-ground presence in Derna meant we were well placed to support our clients by identifying suitable storage facilities needed for urgent aid and humanitarian assistance in the aftermath of the crisis. Our teams succeeded in identifying these facilities within a couple of days, and these facilities went on to play an integral role in the Derna flooding response and housed aid for multiple international agencies.

<sup>5</sup>CO, 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 CO,eq/m3.

<sup>&</sup>lt;sup>6</sup> CO<sub>2</sub> 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 CO<sub>2</sub>eq/m3.

<sup>&</sup>lt;sup>7</sup> CO<sub>2</sub> 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 CO<sub>2</sub>eq/m3.

<sup>&</sup>lt;sup>8</sup> CO<sub>2</sub> 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 CO<sub>2</sub>eq/m3.

<sup>&</sup>lt;sup>9</sup> CO<sub>2</sub> emissions were calculated using DEWA's 2022 grid emission factor for electricity 0.4035 tCO2e/MWh and Abu Dhabi Environment Agency 2020 emission factor for Water 13.4 kg CO<sub>2</sub>eq/m3.

<sup>&</sup>lt;sup>10</sup> Energy usage has been calculated using standard conversion factor of kWh/0.0036 GJ. Consumption includes electricity and cooling

<sup>&</sup>lt;sup>11</sup> Water consumption has been calculated using standard conversion factor of IG/0.00454609 m3.



# Our Performance and Operations

# Driving Economic Performance through Quality Assurance, Control and Reporting

Our economic performance facilitates our growth and in turn enhances our ability to create Shared Value for our local communities. partners and staff. CTG's economic performance is monitored and managed by the Advisory Board and Executive Leadership Team. Consistently delivering high quality services and reporting on our progress to our clients is central to how we drive our economic performance.

#### **Customer and Relations Management**

CTG's ability to maintain our reputation and exceed the expectations of our clients is critical to our ongoing operations and is integral to our business strategy and financial sustainability. Our approach to Customer Relations and Management is key to ensuring the efficient implementation of aid and development projects in 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 tasks at hand. Customer Relations considerations are integrated into our business strategy and are supported by multiple mechanisms to ensure continued effectiveness.

In 2023, CTG introduced a new and dedicated headquarters team who ensure our clients receive an exceptional service and who support throughout the contract lifespan. Quality control and quality assurance for our clients is of paramount importance. This team manage oversight of CTG's performance against contractual commitments, KPIs and drive consistency in service delivery, complementing the activities of our operational management teams on the ground. In addition, this team shares comprehensive and tailored monthly reports with our clients to keep them updated and informed. Where CTG formally requests feedback from our clients every six months, this offers a continued and open dialogue with our customers to enable continued improvement. In our last Client Feedback Survey, our formal feedback mechanism, 83% of clients responded saying they were satisfied or very satisfied with our service. This is an increase of 3% compared to 2022.

#### **Quality Guaranteed**





RESPONSIVE ENGAGEMENT AND DIALOGUE



CUSTOMISED REPORTING



PROBLEM-SOLVING

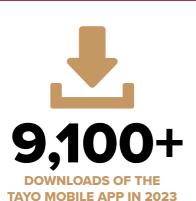


#### Digitalisation

CTG strives to harness the power of changing technologies. Digitalisation enhances operational efficiency and productivity, improves data accuracy, and most importantly, fosters effective connectivity across our global operations. Digital innovation allows us to continue improving 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.



Digitalisation enhances operational efficiency and productivity, improves data accuracy





14%

INCREASE IN ACTIVE TAYO USERS IN 2023

Some of our 2023 digital developments



TAYO APP INTEGRATED
DUTY OF CARE FUNCTIONS

- o SafeTrip & SafeTrack
- o Security alerts
- o Medical claims
  - o Insurance



**VACANCY MAPPING** 



**INTERVIEW SCHEDULING** 



ENHANCEMENT OF EXISTING FUNCTIONS

Some of our 2024 planned developments



FURTHER MOBILE APP ENHANCEMENTS



TIMESHEET & PAYROLL AUTOMATION



MULTI-LINGUAL FEATURES FOR WEB AND MOBILE APP



TRAINING MANAGEMENT FEATURES



UPDATING OF SECURITY CONTROLS





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 e-learning platform Kaya, developed by the Humanitarian Leadership Academy. This platform hosts the CTG Onboarding Pass, which covers key onboarding information and mandatory pre-deployment training modules. It also provides CTG staff with easy access to the wider Kaya platform which holds a catalogue of over 300 free courses designed for staff working in the humanitarian and development sectors.

#### **CTG Onboarding Pass Mandatory Courses**

- ► Policies for your Protection
- Safeguarding Essentials
- Prevention of Sexual Exploitation and Abuse
- ► Equality, Diversity and Inclusion
- BSAFE

#### **Data privacy and security**



CORPORATE STAFF TRAINED IN DATA PRIVACY AND SECURITY

As an HR management company operating in fragile and conflict-affected countries, storing data on our staff and prospective staff is a necessary part 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.

Our Good Governance Committee maintains oversight of Data privacy and security. 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.

In 2023, CTG had no identified substantiated complaints received concerning breaches of customer privacy.

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

In 2023, CTG delivered a mandatory Data Privacy and Security training to all its corporate staff. This training covered topics 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.



# Reporting Appendix

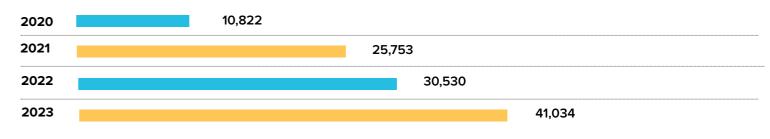
#### Our goals and progress

- 1. Roll out our EPIC company values to all our staff, making them feel connected, motivated and engaged with what it means to be part of CTG.
- 2. Take concerted action on Women, Peace and Security in our countries of operation through advocacy, supporting women's meaningful participation and leadership in humanitarian action, and by tapping into our network of women peacebuilders to increase visibility on the ground.
- 3. Continue advocating for women's access to decent work in conflict-settings and maintain 30% women's representation across our project-related roles.
- 4. Develop action plans to set in motion progress towards our new UNGC Forward Faster pledges.
- 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.

#### **Sustainable Development Goals**

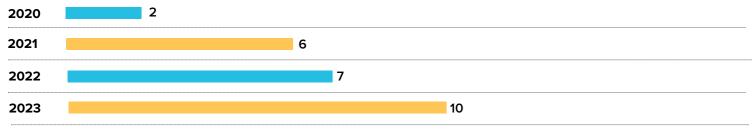
Our commitment to the SDGs is both a moral and business imperative, as we recognise that our business success is interconnected with the prosperity of the communities where we operate. We monitor our contributions towards the SDGs by setting ambitious goals that align with specific targets under our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

STRENGTHEN WOMEN'S ACCESS TO CTG'S JOB VACANCIES BY INCREASING THE NUMBER OF WOMEN CANDIDATES ON THE CTG DATABASE.



The project-based nature of the positions for which CTG recruits means that CTG's female representation fluctuates significantly. Despite this, CTG continues to drive its efforts to strengthen female representation across its project-related roles as well as advocating for our stakeholders to do the same.

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.



#### **UN SDG ALIGNMENT**

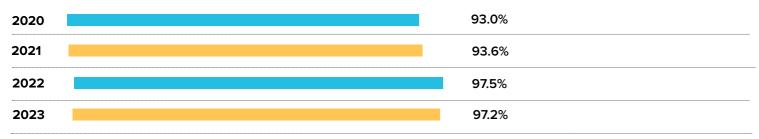


**5.1** End all forms of discrimination against all women and girls everywhere.



**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.

IMPROVE ACCESS TO DECENT WORK IN COUNTRIES AFFECTED BY CONFLICT BY ENSURING A SIGNIFICANT PORTION OF OUR POSITIONS ARE OFFERED TO NATIONALS OF OUR COUNTRIES OF OPERATION.



#### **UN SDG ALIGNMENT**



**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.

#### **Scope of this Report**

#### **Contents overview**

The contents of this report are guided by a materiality assessment. This process enables the identification of social, economic and governance issues deemed significant to CTG's business and the wider communities in which we operate. CTG not only reports on the resulting material topics within this report, but also uses them to guide the development of our Shared Value Strategy.

A comprehensive materiality process is conducted every two years, whereby CTG engages external and internal stakeholders to ensure a diverse range of perspectives are included. Within this period, CTG also conducts an annual review of its material topics to ensure they remain consistent with operational and stakeholder priorities. The last comprehensive assessment was conducted as part of last year's 2022 reporting cycle, and reflected 14 topics that CTG deems material to the business and reflects CTG's economic, social and environmental impacts. This year's review reaffirmed the relevance of the 14 topics identified in the 2022

reporting cycle, making comparability possible. These topics are defined the contents of this report and can be seen in our Materiality Matrix on page 10.

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.

#### United Nations Global Compact (UNGC)

The UNGC is the world's largest corporate sustainability initiative. CTG has been a signatory of the UNGC since 2014, a membership that reflects CTG's continued dedication to sustainability and social responsibility.

As part of this commitment, CTG upholds the UNGC's Ten Principles, which are 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 supports the new United Nations Global Compact Communication on Progress submission and is the seventh year we are publishing a report as part of our membership. This year, our submission will also be supplemented by the new Communication in Progress questionnaire. This report outlines the extent each of the UNGC's Ten Principles have been addressed during 2023 and actions taken to expand on them from previous years.

#### Global Reporting Initiative (GRI)

CTG reported in accordance with the GRI Standards from 1 January 2023 to 31 December 2023.

GRI provides the world's most widely used global sustainability reporting framework and this is the sixth consecutive year in which CTG has used this framework to disclose its sustainability performance. By reporting against the latest versions of the GRI standards, CTG ensures that it is meeting global standards of good reporting practice across the range of economic, social and environmental issues included within the standards.

Beyond reporting on performance indicators as required by GRI, CTG reports on additional indicators that reflect progress against topics deemed material 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.

#### **Sustainable Development Goals**

CTG is a strong believer in the role the private sector can play to advance global development, especially in fragile and conflict-affected contexts. This includes being a key contributor to advancing the United Nations' Sustainable Development Goals (SDGs). 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.

#### **Women's Empowerment Principles**

CTG signed its commitment to the WEPs in 2017, and in 2018 CTG's CEO Alice Laugher 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.

CTG's primary gender equality objective is to strengthen women's economic empowerment in the workplace, marketplace and community through its flagship programme, Female First. In accordance with the principles, Female First aims to foster equality and inclusivity across the humanitarian and development sectors through a range of community initiatives and advocacy that improve women's access to decent work opportunities.

Internally, CTG continues to review its WEPs implementation performance through the Gender Gap Analysis Tool and has achieved 94% implementation which corresponds to 'Leader' status. More information on our efforts to implement the WEPs can be found in the Materiality Matrix on page 10 of this report. This report observes WEPs Principle 7, 'Measure and publicly report on progress to achieve gender equality'.

#### Feedback and collaboration

Your input is invaluable to us, and we are keen to hear from stakeholders interested in advancing sustainability efforts. If you have feedback, questions or are interested in discussing potential partnerships, please contact us directly at csr@ctg.org. Let's make an impact together.

#### **GRI Content Index**

STATEMENT OF USE

CTG (Committed to Good) has reported in accordance with the GRI Standards for the period 1 Jan 2023 – 31 December 2023.

GRI 1 USED

GRI 1: Foundation 2021

APPLICABLE GRI SECTOR STANDARDS

None

				OMISSION					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENTS OMMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO	SDG ALIGNMENT	UNGC PRINCIPLE	WEPS PRINCIPLE
GRI 2: GENERAL DISCLOSURES	2021								
	2-1 Organizational details	CTG at a Glance (p. 8)							
	2-2 Entities included in the organization's sustainability reporting	About this Report (p. 4)							
	2-3 Reporting period, frequency and contact point	Scope of this Report (p. 27)							
	2-4 Restatements of information	Scope of this Report (p. 27)							
	2-5 External assurance	Scope of this Report (p. 27)							
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	CTG at a Glance (p. 8)							
	2-7 Employees	CTG at a Glance (p. 8); Our People (p. 13-14); Diversity, Equity & Inclusion (p. 21)					8		
	2-8 Workers who are not employees	Our People (p. 13-14)					8		
	2-9 Governance structure and composition	Governance at CTG (p. 12)							
	2-10 Nomination and selection of the highest governance body	Governance at CTG (p. 12)							
	2-11 Chair of the highest governance body	Governance at CTG (p. 12)					_		

	2-12 Role of the highest governance body in overseeing the management of impacts	Governance at CTG (p. 12)					
	2-13 Delegation of responsibility for managing impacts	Governance at CTG (p. 12)					
	2-14 Role of the highest governance body in sustainability reporting	Creating Shared Value (p. 10)					
	2-15 Conflicts of interest	Governance at CTG (p. 12)					
	2-16 Communication of critical concerns	Governance at CTG (p. 12)					
	2-17 Collective knowledge of the highest governance body	Governance at CTG (p. 12)					
	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 disclose this information.		
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration		OMITTED	Confidentiality constraints	CTG is a privately- owned company and does not disclose this information.		
	2-21 Annual total compensation ratio		OMITTED	Confidentiality constraints	CTG is a privately- owned company and does not disclose this information.		
	2-22 Statement on sustainable development strategy	CEO's Message (p. 5)					
	2-23 Policy commitments	Governance at CTG (p. 11-12)					
	2-24 Embedding policy commitments	Governance at CTG (p. 11-12)					
	2-25 Processes to remediate negative impacts	Governance at CTG (p. 12)					
	2-26 Mechanisms for seeking advice and raising concerns	Governance at CTG (p. 12)					
	2-27 Compliance with laws and regulations	Our People (p. 13); Governance at CTG (p. 11-12)					

	2-28 Membership associations	Scope of this Report (p. 27)					
	2-29 Approach to stakeholder engagement	Creating Shared Value (p. 10)					
	2-30 Collective bargaining agreements	Our People (p. 13)				3	
MATERIAL TOPICS							
GRI 3: Material	3-1 Process to determine material topics	Creating Shared Value (p. 10)					
Topics 2021	3-2 List of material topics	Creating Shared Value (p. 10)					
ECONOMIC PERFORMANCE							
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Performance and Operations (p. 24)					
	201-1 Direct economic value generated and distributed	Our Performance and Operations (p. 24)				8	
GRI 3: Material	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.		
Topics 2021	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	Our People (p. 13 - 14)					
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 People (p. 14)				8	

ANTI-CORRUPTION							
GRI 3: Material	3-3 Management of material topics	Governance at CTG (p. 11-12)					
Topics 2021	205-1 Operations assessed for risks related to corruption	Governance at CTG (p. 12)			16	10	
GRI 205:	205-2 Communication and training about anti-corruption policies and procedures	Governance at CTG (p. 12)			16	10	
Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Governance at CTG (p. 12)			16	10	
EMPLOYMENT							
GRI 3: Material Topics 2021	3-3 Management of material topics	Our People (p. 13)					
	401-1 New employee hires and employee turnover	Our People (p. 14)			8		
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People (p. 13)			8		
	401-3 Parental leave	Our People (p. 14)			5 & 8		
LABOUR/MANAGEMENT REL	ATIONS						
GRI 3: Material Topics 2021	3-3 Management of material topics	Our People (p. 13)					
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Our People (p. 14)			8		
OCCUPATIONAL HEALTH AN	D SAFETY						
GRI 3: Material Topics 2021	3-3 Management of material topics	Duty of Care (p. 17-19)					
	403-1 Occupational health and safety management system	Duty of Care (p. 17-19)			3, 8 & 16		
GRI 402: Labor/ Management Relations 2016	403-2 Hazard identification, risk assessment, and incident investigation	Duty of Care (p. 17)					
	403-3 Occupational health services	Duty of Care (p. 19)			3 & 8		

	1							
	403-4 Worker participation, consultation, and communication on occupational health and safety	Duty of Care (p. 17)				3 & 8		
	403-5 Worker training on occupational health and safety	Duty of Care (p. 19)				3 & 8		
	403-6 Promotion of worker health	Duty of Care (p. 19)				3 & 8		
GRI 402: Labor/ Management Relations 2016	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Duty of Care (p. 19)				3 & 8		
	403-8 Workers covered by an occupational health and safety management system	Duty of Care (p. 17)				3 & 8		
	403-9 Work-related injuries	Duty of Care (p. 19)				3 & 8		
	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			
DIVERSITY AND EQUAL OPPO	ORTUNITY							
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Communities (p. 20)						
	405-1 Diversity of governance bodies and employees	Governance at CTG (p. 12); Our People (p. 13-14); Diversity, Equity and Inclusion (p. 21)				5	6	2
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men		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.			
NON-DISCRIMINATION								
GRI 3: Material Topics 2021	405-2 Ratio of basic salary and remuneration of women to men	Governance at CTG (p. 11- 12); Human Rights (p. 22)				5		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Social Impact and Community Engagement (p. 20)				 5	6	2

SECURITY PRACTICES							
GRI 3: Material Topics 2021	3-3 Management of material topics	Duty of Care (p. 17)					
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Governance at CTG (p. 11)			16	1	
LOCAL COMMUNITIES							
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact and Community Engagement (p. 20-21)					
GRI 3: Material	413-1 Operations with local community engagement, impact assessments, and development programs	Social Impact and Community Engagement (p. 20-22)			5	1	5
Topics 2021	413-2 Operations with significant actual and potential negative impacts on local communities	Human Rights (p. 22)				2	5
SUPPLIER SOCIAL ASSESSM	MENT						
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights (p. 22)					
GRI 414: Supplier Social	414-1 New suppliers that were screened using social criteria	Human Rights (p. 22)			5	1	5
Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Human Rights (p. 22)				2	5
CUSTOMER PRIVACY							
GRI 3: Material Topics 2021	3-3 Management of material topics	Data Privacy and Security (p. 25)					
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security (p. 25)			8		
ORGANISATION SPECIFIC M	ATERIAL TOPIC						
GENDER EQUALITY							
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity & Inclusion (p. 20 - 21)					

	Percentage of women employed	Diversity, Equity & Inclusion (p. 20 - 21)			5	6	2
Gender Equality	Programs supporting Global Goal 5	Social Impact and Community Engagement (p. 20); Diversity, Equity & Inclusion (p. 20 - 21)			1, 5, 8, 11, 16 & 17	6	6
BUSINESS ETHICS							
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance at CTG (p. 11-12)					
Business Ethics	Programs supporting Global Goal 5	Governance at CTG (p.11)			11		
DIGITALISATION							
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalisation (p. 25)					
Digitalisation	Description of digital platforms or initiatives	Digitalisation (p. 25)			12, 13 & 16		
CUSTOMER RELATIONS AND	MANAGEMENT						
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Relations and Management (p. 24)					
Customer Relations and Management	Client Satisfaction	Customer Relations and Management (p. 24)					
SAFEGUARDING AND THE PI	REVENTION OF SEXUAL EXPLO	OITATION AND ABUSE					
GRI 3: Material Topics 2021	3-3 Management of material topics	Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) (p.22					
Safeguarding and the Prevention of Sexual Exploitation and Abuse	Staff training on the Prevention of Sexual Exploitation and Abuse	Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) (p.22			5 & 16		
ENDING VIOLENCE AGAINST	WOMEN AND GIRLS						
GRI 3: Material Topics 2021	3-3 Management of material topics	Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) (p.22					
Ending Violence Against Women and Girls	Activities to support the elimination of violence against women and girls	Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) (p.22			1, 5 & 16		

