



**Unity Resources Group**

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Unity Resources Group Pte Ltd Communication of Progress (COP) to UN Global Compact

Corporate Social Responsibility & Sustainability

January 2014



## LETTER OF COMMITMENT



Mr Ban Ki-Moon  
Secretary-General of the United Nations  
United Nations  
New York  
NY 10017  
USA

22 December, 2013

Dear Secretary-General,

**Re: Unity Resources Group Pte Ltd Participation in the UN Global Compact.**

I am pleased to confirm that Unity Resources Group Pte Ltd (hereafter "Unity") continues to actively support the ten principles of the UN Global Compact with respect to human rights, labour, environment and anti-corruption. Unity is committed to advancing the ten principles throughout our business. We are dedicated to making the UN Global Compact and its principles part of the strategy, culture and day to day operations of our company. Unity continues to make a clear statement of this commitment to our stakeholders and the general public.

We recognize that a key requirement for participation in the UN Global Compact is the annual submission of a Communication on Progress (COP) that describes our company's effort to implement the ten principles. We support public accountability and transparency, and therefore submit the attached report and commit to report on progress annually according to the UN Global Compact COP policy.

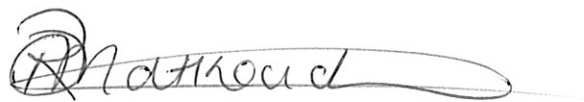
I confirm that this decision has been endorsed by the Board of Directors and Senior Management, as indicated by their signatures below.

Yours sincerely,



**Gordon Conroy – Executive Chairman**  
Unity Resources Group Pte Ltd

Endorsed by:



**Rosemarie Matkovich**  
Chief Financial Officer

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**POINTS OF CONTACT**

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## INTRODUCTION

### Unity Overview

Unity is a trusted and reliable solutions provider of land, sea and air services in complex environments, where dependable infrastructure may not be present.

We work in partnership with our clients to deliver resilience and improved results across their business projects. Our innovative approach to the delivery of tailored support services makes us the partner of choice to our diverse global client base.

Unity's global footprint includes over 1200 staff operating from a network of global offices across Australasia, Africa, the Americas, the Middle East and Europe.

We support a wide range of clients in the public and private sectors including governments, resource sector clients, international organisations, the world's leading commercial brands and public identities, as well as development and not for profit organisations.

### Our Mission

**To ensure our clients' success in complex and unpredictable environments through the delivery of innovative, effective and integrated security, aviation, logistics and medical solutions.**

### Unity Vision

We are:

- A long term business, anchored to well thought out and planned objectives;
- Focused on adding value to clients, delivering on our promises and exceeding expectations;
- Ensuring a reputation with clients and local people built upon trust, reliability and quality; and
- A company that employees are proud to be a part of.

### Unity Values

We employ the following values throughout our business:

- Trust
- Respect
- Integrity
- Accountability/Responsibility
- Courage
- Resilience

### Services

Unity provides a range of services internationally:

- Security Services
- Risk Services
- Aviation Services
- Logistics and Procurement Services
- Medical Services
- Executive and VIP Services
- Engineering and Construction Services
- Maritime Services
- Crisis Response Services

### Ethics

Unity is an ethical leader in expeditionary environments; compliant with all rules, regulations and legislations. We value our people, our clients and respect the countries in which we operate. We believe our commitment to proper ethical and moral practices is reflected in our loyal client base which includes; refugee organizations and non-government organisations.



**Dubai- London –Sydney –Washington DC**

Al Khobar || Baghdad – Basra - Erbil || Juba || Islamabad –Karachi || Kabul - Kandahar || Nairobi ||  
Perth -Brisbane - Canberra–Melbourne

#### Code of Conduct

Unity's Code of Conduct was derived from the Code of Conduct of the International Stability Operations Association (ISOA). Unity is a long standing member of ISOA. The key elements of both codes clearly embrace and reflect good industry practices as supported by the Montreux Document released by the UN in 2008 (UN A/63/467-S/2008/636).



Unity understands the importance of safeguarding the integrity of company personnel and members of local communities. We recognise a commitment to act in a manner consistent with the laws of the countries within which we are present, to be mindful of the highest international standards, and to promote the observance of applicable international law enforcement principles (e.g. the UN Code of Conduct for Law Enforcement Officials and the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials).

#### International Code of Conduct (ICoC)

Unity was actively involved in the International Code of Conduct (ICoC) drafting process. Unity is an inaugural signatory to this code, a display of our commitment to fulfilling our humanitarian responsibilities towards all those affected by our business activities.

#### Unity Community Relations Policy

Unity is well aware of the impact that the companies activities may have on local communities, as well as the benefits of our presence. We recognise the value of engaging with civil society, as well as host governments to contribute to the welfare of the local community.

#### Local Industry Participation / Local Content

**'Putting the Unity in CommUnity'** is Unity's global indigenous employment strategy that aims to promote the development and growth of local industry through increased local employment, training and career development opportunities across its worldwide operations. It also embraces local procurement solutions where these values add to the local economy and do not materially risk the quality or timeline of project deliverables.



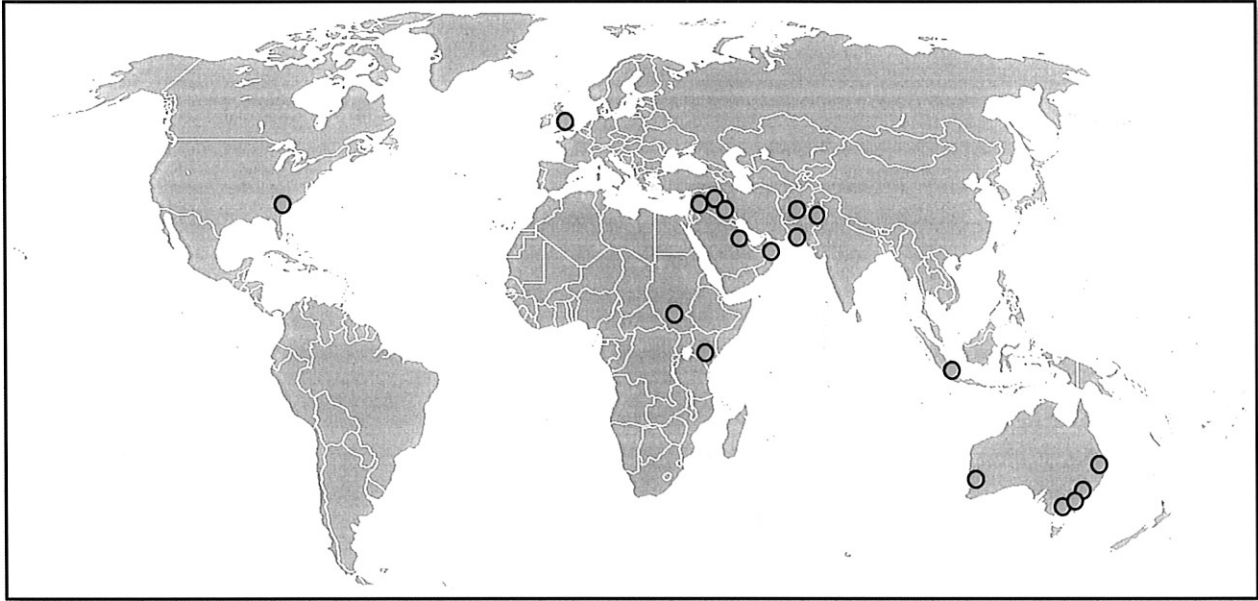
#### Corporate and Social Responsibility (CSR) Working Group

Unity's dedicated Corporate Social Responsibility Working Group ("CSR-WG") drive's the company's corporate and social responsibility programme. The CSR-WG meets on a regular basis to ensure that all personnel, suppliers and clients are engaged and doing the utmost to adhere to the high standards of Unity's CSR programme, which includes the Ten Principles. All Country Managers and Senior Management are responsible for the provision of a quarterly report, as well as regular meetings to discuss what we are doing and how we can do more.

#### Our Promise

*To provide full, fair and reasonable opportunity for local industry to contribute to client projects and maximise local industry participation where it is capable and competitive on the basis of health, safety and environment, quality, cost and delivery.*

UNITY RESOURCES GROUP LOCATIONS



**Dubai- London –Sydney –Washington DC**

Al Khobar || Baghdad – Basra - Erbil || Juba || Islamabad –Karachi || Kabul - Kandahar || Jakarta || Nairobi || Perth -Brisbane - Canberra–  
Melbourne

THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

CSR Measurement and Communication

Unity's CSR-WG actively seeks to engage all employees across the organisation. Each employee is asked to fill out a quarterly questionnaire (also available upon request), which enables the collation of the Groups many CSR related initiatives. Employees are also encouraged to provide ideas to contribute towards the Group's CSR programme and ensure continual development and progression.

HUMAN RIGHTS		
	Approach	Practical Implementation
<b>PRINCIPLE 1</b> <i>Businesses should support and respect the protection of Internationally proclaimed human rights within their sphere of influence</i>	<p>Unity is an ethical leader in expeditionary environments. We have made it our policy to remain compliant with all rules, regulations and legislations in areas where we operate. We value our people, our clients and respect the countries in which we operate.</p> <p>Before engagement with suppliers, vendors and clients Unity carries out an exhaustive due diligence process designed to ensure compatibility with Unity's compliance policies, including the Ten Principles.</p> <p>Unity actively supports the humanitarian requirements, defence and reconstruction of communities in areas of the world that suffer from conflict and natural disaster. With in-house capabilities to manage all aspects of shipping, aircraft and trucking as well as providing other support services, we offer clients a close partnership that addresses their particular needs in fulfilling complex multi-disciplined projects in suffering communities.</p>	<p>Unity offers emergency medical care and shelter in areas that have endured natural disaster. In situations where a natural risk remains, we also offer an emergency evacuation service.</p> <p>We recruit Local National personnel without discrimination against gender or ethno-religious background. As an example across sixteen admin staff in Iraq, eight are women, including two Christians. This is further amplified in the mix of Kurdish, Shia and Sunni personnel employed on our projects. No set religious faction is recruited; rather, we embrace a 'strength comes from the sum of all parts' approach, with the ability to understand and operate in Kurdish, Sunni and Shia areas by embracing the knowledge and backgrounds of our employees.</p> <p>Another example is our clinic in Juba, South Sudan, where we employ two South Sudanese doctors, three lab technicians, one chef and five cleaning staff. The clinic also employs a Pilipino finance manager and receptionist alongside a German general manager. This diverse team has achieved great results working together.</p>
<b>PRINCIPLE 2</b> <i>Make sure they are not complicit in human rights abuses</i>	<p>Unity takes workplace relations seriously. All constituents of Unity follow the appropriate labour laws for all countries of operation. Where we believe local labour laws do not meet our high standards, we strive to offer employees greater working conditions and benefits. Unity has a comprehensive Group-wide Occupational Health and Safety Policy and additionally the Group has formal specific policies covering areas such as: Staff Welfare, Risk Management, Health and Safety, Environment, and Alcohol and Drugs abuse. Any or all of these are available to staff and all staff are to be fully conversant with these as a condition of their Employment Contract.</p>	<p>Unity's Whistle Blower policy allows employees to draw the attention of Senior Management to any perceived human rights abuse.</p> <p>All expats have background checks prior to completing Unity contracts. Similarly, Local National personnel are cleared through the Ministry of Interior (or appropriate government department) who check for any background of terrorist or human rights abuses.</p> <p>The welfare of Local National employees is constantly reviewed. Many of the Local Nationals working on projects do so at significant risk to themselves and their families. Accordingly, respect of their privacy and a large degree of anonymity is afforded. Where an employee indicates they are threatened or are facing hardship, all efforts are made to assist them wherever possible.</p>



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LABOR STANDARDS

	Approach	Practical Implementation
<p><b>PRINCIPLE 3</b></p> <p><i>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</i></p>	<p>The Unity executive team are committed to building an organisation that people want to be a part of.</p> <p>Our goal is to have a professional, engaged and flexible workforce operating in a successful and positive environment.</p> <p>The responsibility for this is shared by all personnel, suppliers and clients.</p>	<p>Unity has a consultation arrangement which encourages cooperation and engagement of employees and management. This enables all Unity employees to voice any concerns over working conditions and rights. Recently this initiative led to employees receiving additional leave time, above local labour law requirements, in order to respect religious holidays from a variety of cultures.</p> <p>Unity understands and respects our employees' rights in relation to freedom of association and the right to representation at work, including actively allowing our employees to be able to make a free and informed choice about whether to join a union and be represented at work.</p> <p>Our projects, through promotion of inclusion and active engagement, seek feedback from the Local National Staff regularly, particularly on issues of potential sensitivity. A key element of this is our Situational Awareness Team who act as a compass on cultural and protocol issues in countries of operation.</p> <p>Staff are also encouraged to provide feedback via their chain of command, or if there is an issue of a sensitive nature, then they can approach the Project Manager directly. A weekly meeting is held where all Staff are present and any questions for an open forum response / discussion are raised. Similar "Tool-box" meetings are held by each individual project team.</p> <p>Our Aviation Department employs highly qualified and skilled people and pay market rates equivalent</p>



		<p>of airline or corporate aviation operations. Communication is open and honest. Feedback is welcomed and acted on.</p>
<p><b>PRINCIPLE 4</b></p> <p><i>Elimination of all forms of forced and compulsory labour</i></p>	<p>Unity takes a strong standpoint against inhumane labour practices. In all countries of operation Unity employs staff in accordance with or above local Labour Laws and is fully compliant with the relevant labour codes. Unity maintains policies and procedures including Employee Relations Management Plans and Industrial Relations Plans. Our Grievance Policy and Whistleblower Policy also enables any person to report incidents of concern.</p>	<p>In each country of operation, the Unity Country or Programme Manager is required to report any incident involving labour irregularities. Our Group Human Resources and Legal teams oversee the employment and contract process for each and every member of staff. We also employ specialists to further enhance our commitment to maintaining fair labour practices. We are dedicated to being a best practice employer.</p> <p>Unity is confident that its processes have ensured that all personnel are employed at the will of both the employee and Unity, in accordance with, or above, local labour laws.</p>
<p><b>PRINCIPLE 5</b></p> <p><i>Effective abolition of child labour</i></p>	<p>Unity is against the exploitation of children, through direct employment or indirectly. Our wider policies 'flow down' to all sub-contractors and consultants.</p>	<p>Country Management Teams are required to conform to our Code of Conduct and policies for recruitment. Unity's screening and vetting procedures ensures that all staff are of legal employment age. This is confirmed by national ID card checks in the country of operation. This process is overseen by Unity's group Human Resource and Legal teams.</p> <p>For example, in Iraq we ensure that each candidate undergoes a compliance check with the Ministry of Labour who set a higher minimum age for employment. Documents are then further checked by our Human Resources and in-house Legal team before contractual and employment terms are approved.</p> <p>Our contracts in Iraq abide by the Iraqi Ministry of Interior Laws of not employing Local Nationals under the age of twenty-five. We are proud to ensure that all government labour requirements are met and embraced with strict vigilance.</p> <p>No employee comes onto a contract without an appropriate level of experience and training.</p>
<p><b>PRINCIPLE 6</b></p> <p><i>Eliminate discrimination in respect of employment and occupation</i></p>	<p>Unity believes in equal opportunities and outcomes regardless of nationality or gender. This involves the removal of discrimination and structural inequalities in access to resources, opportunities and services, and the promotion of equal rights. Promoting equality, Unity will take into account and recognize employee differences and background/experience for diverse roles and needs, and takes these into account in development planning and programmes.</p>	<p><b>'Putting the Unity in CommUnity'</b> is Unity's global indigenous Employment Strategy that aims to promote the development and growth of local industry through increased indigenous employment, training and career development opportunities. This embraces local procurement solutions where these values add to the local economy and do not risk the quality or timeline of project deliverables.</p> <p>We actively follow a stringent recruitment policy which is built around the absolute avoidance of discrimination of all kinds. For example, we employ over 50 women in various roles across ten countries,</p>

		<p>which we believe is significantly higher than industry norms. We also have a number of women in our Senior Management team, who provide a central role in the strategy and decision making process.</p> <p>For example, the recruitment process for aviation positions is based on skills, qualifications, experience on aircraft type and security clearance/assessment. The process is therefore performance based and is blind to issues of gender, sexuality, race, religious beliefs etc.</p> <p>All of our staff employed in Pakistan are Locally employed Pakistanis.</p>
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THE ENVIRONMENT

	Approach	Practical Implementation
<p><b>PRINCIPLE 7</b></p> <p><i>Businesses should support a precautionary approach to environmental challenges</i></p>	<p><b>Unity Community Relations Policy</b></p> <p>Unity is well aware of the impact that the companies activities may have on local communities. As such we recognise the value of engaging with civil society and host and home governments to contribute to the welfare of the local community while mitigating any potential for conflict where possible.</p>	<p>Unity maintains an Environmental Policy that provides guidance for our programmes and projects. We give strong emphasis to EHS Policies and Plans on all Projects.</p> <p>For example, our medical programme in South Sudan has strict European waste disposal procedures in place (this includes medical waste procedures). This high level of waste disposal is not a requirement in South Sudan; however, Unity strives to ensure the highest environment standards in all areas it operates within.</p> <p>Our aviation programme confirms to best industry standards. We are constantly reviewing this procedure to ensure that it remains up to date.</p> <p>Unity has received ISO 14001:2004 Environmental Management Systems accreditation.</p> <p>The operating environment in Iraq is not overly conducive to good environmental practices. The culture of the Country is not one of recycling, ethical waste removal or even the most basic of environmental education. The Country has seen conflict since early 2003 and still operates on less than four hours of Government provided electricity each day. Unity's contracts in this region try to lead by example by recycling and practicing environmentally friendly waste disposal.</p>
<p><b>PRINCIPLE 8</b></p> <p><i>Undertake initiatives to</i></p>	<p>Unity is committed to appropriate on-going monitoring of Environmental impacts in performance of its personnel, activities,</p>	<p>Unity ensures that any individual performing tasks for Unity (or on Unity's behalf) are competently educated and experienced in the appropriate</p>

<p><i>promote greater environmental responsibility</i></p>	<p>resources, equipment and implementation of improvements where necessary.</p> <p>Unity supplies its products and services within the Scope of its Certification to ISO 14001:2004 Environmental Management Systems Standard.</p> <p>Quality Assurance is also a high priority for Unity and as such, it conforms to the certification requirements of the ISO 9001:2008 Quality Management Systems Standard.</p>	<p>environment.</p> <p>Unity keeps track of its training needs associated with environmental aspects and will provide continuing training to meet these needs.</p> <p>We have introduced a policy to ensure that all our operations recycle waste where possible. We have advised all operations to print only when absolutely necessary. Unity seeks to only use paper companies that are ISO 14001 endorsed, seeking to reduce the organisations carbon footprint. Unity has achieved this by promoting a culture of printing only when absolutely necessary. Unity is also part of the "Thinkbeforeyouprint" campaign.</p> <p>In our Juba clinic in South Sudan, the pest control products we use are certified by Rentokil &amp; classified as environmentally friendly.</p>
<p><b>PRINCIPLE 9</b></p> <p><i>Encourage the development and diffusion of environmentally friendly technologies</i></p>	<p>Our approach will always consider the environment and community through culturally integrated solutions such as engaging local resources and staff, where possible, in order to have a positive effect on the local economy and community as well as to minimise our carbon footprint. We provide training and mentoring for local staff to provide project support which, in turn, leads to a skilled, experienced and self-sufficient workforce for future employment.</p>	<p>Innovative technologies are considered at our project design stage. We can provide solar photovoltaic, solar water heating, portable water condenser technology and biomass digesters to our clients in order to reduce the negative impact on the local environment.</p> <p>For example, our construction business in Sudan ensures that clients are informed and briefed on our capability to deliver green energy options from the first engagement. We possess the necessary capability to offer an entirely solar generated energy system for all construction projects we undertake.</p> <p>Our Aviation Department is currently researching biofuel use for our aircrafts.</p>
<p><b>ANTI-CORRUPTION</b></p>		
<p><b>PRINCIPLE 10</b></p> <p><i>Businesses should work against corruption in all its forms, including extortion and bribery</i></p>	<p><b>Approach</b></p> <p>Unity has a clear policy on unethical behaviours and improper actions and each employee is required to sign a Code of Conduct.</p>	<p><b>Practical Implementation</b></p> <p>All staff have signed the Unity Code of Conduct and are aware of the effect that unethical behaviour has on the fragile operating environments in which Unity works.</p> <p>Unity has ensured that transparency and compliance is a central theme in the way that we conduct business. For example, we are currently being audited by one of the "big five" accounting firms as part of our bid to ensure that our business can demonstrate complete financial transparency.</p> <p>By nature of the Clients we work for, anti-corrupt practices are at the forefront of our Operations. Unity has a 'no gifts' policy which extends to our personnel and their interaction with local authorities. We do not exchange gifts or favours to local agencies or any other party.</p>

		<p>Furthermore, a culture of being a "good corporate citizens" is encouraged. By abiding by local rules and laws, completing correct and proper paperwork, following all steps in application processes, and only paying applicable fees as opposed to any unexplained 'add on', we minimise corrupt practices and being unwittingly a party to it.</p> <p>Unity's Group Legal Team is also in the process of releasing a briefing note and formal policies to all personnel regarding the UK Bribery Act (2010) and the US Foreign Corrupt Practices Act (1977).</p>
<b>Additional Initiatives</b>	<p>The CSR Working Group has seen a great level of participation across the Group and a number of ideas and initiatives have sprung from various sections of the organisation.</p> <p>A selection of examples have been provided to give an idea of the many exciting initiatives currently going on or being planned at Unity.</p>	<p><b>'Lights for Learning' Project- Northern Kenya</b></p> <p>Unity has sponsored the Nancy Ellen Crook's Foundation "Light for Learning" Project in Northern Kenya. The Nancy Ellen Crooks Foundation identifies the unique variety of hardships and shortfalls of basic human existence on the African continent and as such, seeks to improve the lives of women and children in impoverished areas.</p> <p>Unity has specifically been involved in the Chumvi Village School project. The school is situated in an incredibly impoverished rural area of Northern Kenya with no electricity. Unity provides solar powered lamps to the children, to assist with their nightly homework.</p> <p>The children receiving the lights will be monitored throughout the school year to assess the impact the lights have on their ability to study and the effect on their end of term test scores.</p> <p>For more information on this project, visit: <a href="http://www.nancyellencrooksfoundation.org">http://www.nancyellencrooksfoundation.org</a></p> <p><b>Medical Mentoring Programme</b></p> <p>In 2008, Unity launched a structured mentoring program for doctors in East Africa. By providing employment opportunities for local nationals at our South Sudan clinic, we have been able to provide on the job training for local doctors supported by a team with international expertise. The program includes the promotion of international standards of treatment and clinic management skills including stock ordering, inventory, storage and management, information technology, correct use of medical records, handling of hazardous waste and lab quality control.</p> <p>Furthermore, Unity is currently exploring establishing a residency program for Aga Khan University Hospital in Nairobi.</p> <p><b>Women's Health Education Programme</b></p> <p>Unity is currently developing a programme in Africa to help raise awareness and standards of women's health in developing nations. We believe that</p>



		<p>maternal mortality ratios can be reduced, cervical cancer screening programmes should be established and basic hygiene education should be available; even in the most remote locations. We are actively putting in place a programme to help address these problems in East Africa.</p> <p><b>"Kids of Conflict"</b></p> <p>Kids of Conflict is a not for profit organisation that supports homeless children in South Sudan. Unity provides first aid training and medical first aid kits to volunteers.</p>
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#### Measurement and Outcomes

All Country Managers and Senior Managers must achieve a Board endorsed Key Performance Indicator ("KPI"), concerning the active implementation of Unity's Corporate Social Responsibility programme, including the Ten Principles. Each manager must submit a quarterly report each year outlining how they have sought to implement this programme and how successful this has been. This process also highlights shortfalls and areas for improvement. Guidelines for Corporate Social Responsibility targets are formulated at Board level with the input of the CSR-WG and circulated accordingly.

The CSR-WG also releases a quarterly questionnaire to all personnel to assist us in measuring our success against our overall CSR target. All personnel are welcome to join the CSR-WG.

The results of our quantitative/qualitative assessment is communicated to all stakeholders annually so that the organisation and other interested parties can track our performance. This enables us to foster a corporate environment of transparency and accountability.

#### Conclusion

Unity values being a participant in the UN Global Compact. We believe that our active participation reflects our commitment to align operations and strategies with universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Unity continually measures its activities and those of its personnel, suppliers, vendors and clients against the Ten Principles as part of our wider CSR Programme. This is done through regular reporting from Country Managers and Senior Managers and a questionnaire sent to our entire staff. The results help to identify areas of improvement.

Overall, our corporate ethos is integrally structured towards minimising negative influence and maximising positive impact in the areas in which we operate.

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