



## GLOBAL COMPACT ANNUAL COMMUNICATION ON PROGRESS: 1<sup>st</sup> Report, 2014

ShiftIN Partners – Consulting Firm

*Co-enabling your strategy. From withIN*

CONFIDENTIAL

# Statement of Continuous support

---



It is with prodigious honor that I confirm **ShiftIN Partners** continuous commitment to the ten principles of Global Compact with respect to human rights, labor, environment and anti-corruption.

With this communication **ShiftIN Partners** conveys and manuscripts its determination in evolving those principles within its sphere of impact. **ShiftIN Partners** has embedded Global Compact's principles within the company's Strategy, Culture and day to day operations.

Furthermore, we plan to engage in collaborative projects that will advance the broader development goals of the United Nations particularly the Millennium Development Goals. **ShiftIN Partners** has made an announcement to its stakeholders and general public adhering to this commitment statement.

In recognition to the key requirement for being part of the Global Compact, **ShiftIN Partners** submits this Communication on Progress (COP) that illustrates its efforts in implementing the ten principals.

Moreover, as per our original commitment and according to Global Compact COP Policy, **ShiftIN Partners commits** through its culture of public transparency and submits this report within one year of joining.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amancio'.

Mr. Amancio Torres

**CEO, ShiftIN Partners**



## **1. Our CSR Policy**

- 2. Our Commitment to GC
- 3. Our Next Steps

*Have you ever thought about how the shift key changes everything?*

*ShiftIN Partners is the leading boutique consulting in the GCC solely focused on helping clients develop Strategy Execution Capabilities that enable the organization to achieve the necessary Shift, working from withIN.*

## Preferred Strategy Partners in Middle East

- **50+ client relationships** with blue chip Organizations in **Government and Private** sector across GCC in the last 2 years
- Our team has **20+ years** experience in strategy consulting
- HQ in **Abu Dhabi**, with offices in **Dubai, Riyadh, Doha and Kuwait**

## Thought Leadership

- ShiftIN **Learning Solutions**, our training arm, has trained more than **550 managers across 60+ organisations in the Middle East**
- Co-authors of **Strategy Execution Heroes** by **Jeroen de Flander**
- Several **white papers and articles** published on Strategy Execution
- The **world's largest survey and benchmark** in Strategy Execution

## The ShiftIN way

- **Collaboration**: Our team integrates seamlessly with our clients
- **Capability building**: focus on knowledge transfer and development
- **Flexibility**: if client's requirements change, we adapt.
- **Excellence in delivery**: all our engagements are led by our Partners ensuring quality and results.

# Our Values



*These values are what make ShiftIN's professionals the people they are. They unite us and inspire us to go above and beyond ...*

## Putting the Client First

Our clients' challenges are our obsession. We constantly strive to do what's best for them. First and foremost, that means ensuring that they obtain the greatest possible return on their investment. Where appropriate, we will demonstrate our conviction by linking our compensation to client performance. Putting the client first also means having the flexibility to be able to adapt our direction to our clients' changing needs and realities—because a rapidly changing environment is among clients' greatest challenges.

## Fellowship

ShiftIN's partnership approach imbues every facet of our working environment and working relationships, not only with our clients but also internally within our team. We believe that achievement requires an environment of cooperation, collaboration, camaraderie—and strong personal and professional relationships. All are critical to success, and make work rewarding for everyone.

## Creativity

Talent, versatility, and the insights derived from wide-ranging experience are a given. To that mix of ShiftIN qualities, we add creativity. Among our professionals, we encourage the free flow of knowledge and ideas, encourage our people to challenge existing paradigms, and believe in approaching issues with a fresh perspective and new ideas. This fresh approach, we believe, is what makes us successful—as individuals, and collectively, as a firm.

## Transparency

We prize transparency at all levels, and believe our transparency helps us establish a level of trust and communication with our clients that facilitates problem solving and progress. By pursuing a climate of openness, we can more readily get to the root of a problem, address any weaknesses, and correct any mistakes. A problem is only a problem if we don't solve it.

# Our Stakeholders

*Our shared values are the basis of our relationships with all our stakeholders...*



Our Values

Creativity

Putting the Client First

Fellowship

Transparency

# Our CSR Policy



*Working towards a positive shift for all...*



## Our Clients

We are committed to 'Put the Client First' and provide the best level of service to our clients, with high flexibility, helping them achieve better performance which in turn reflects on their communities. We also promote ethical best practices and CSR to our clients, support their initiatives, engage their stakeholders towards a positive impact and creating shared value.



## Our Partners

At ShiftIN, partnership is our guiding philosophy: it's how we assemble the finest expertise available to deliver optimal solutions. And as we forged strategic partnerships and relationships with the foremost experts in specific disciplines, we always base our partnerships on respect, transparency and ensure ethical practices.



## Our Society

We are responsible towards the society we live in, and we are committed to contributing to this society and to creating a positive impact, whether through our clients, and promoting CSR within their strategies, always advising on ethical practices ,or directly through our own social initiatives and engagements.



## Our Employees

We offer our employees a unique opportunity to enhance their professional development and accelerate their career advancement. They work in a highly challenging, non-hierarchical environment. We believe in making the most out of their capabilities, and make it a priority to mentor and guide them all along the way.



## Business Community

As we are an entrepreneurial company within the business community we also support entrepreneurship as a main block in any country's economy. We value creativity and innovation and we are committed to building capabilities as well as generating and sharing knowledge continuously.



## Our Environment

We act responsibly towards our environment, within our facilities and team. Moreover, we promote environmentally responsible behaviours with our stakeholders and work with others to enhance innovation in sustainability.

Our Values

**Creativity**


**Putting the Client First**

**Fellowship**

**Transparency**

# Our CSR Policy


*Working towards a positive shift for all...*

 Our Clients

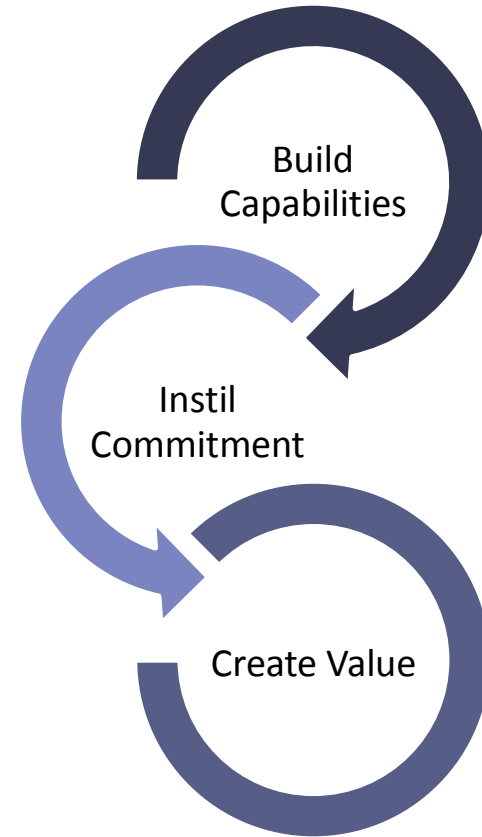
 Our Employees

 Our Partners

 Business Community

 Our Society

 Our Environment



Our Values

Creativity

Putting the Client First

Fellowship

Transparency





1. Our CSR Policy
- 2. Our Commitment to GC**
3. Our Next Steps

# Human Rights Principles: Our Approach



Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses

## ShiftIN Partners Approach to P1 & P2: Policies and Goals

- To illustrate our utmost commitment and support of the Global Compact principles, ShiftIN's code of conduct states clearly that principles concerned with human rights are major sources of policy making in our company. Therefore, a clear directive in the code of conduct states that consultants, contractors and/or suppliers should immediately report any case of human rights violation, internally or at clients' premises, to their partner-in-charge. And after further investigation, proper action must be taken to rectify and prevent future occurrences of such violations.



# Human Rights Principles: Activities (1/2)



*ShiftIN Partners has taken an active role of building capabilities and empowering NGOs, through offer Pro Bono Consulting and Training Programs...*

## Activities

### Pro Bono Consulting

*ShiftIN is committed to the development of Education as a basic Human Right, therefore we have employed our skillsets to assist an organization that work on such causes with a 3-month pro bono engagement. Dubai Cares is a clear example of our commitment to these principles and causes.*

*In addition we have provided coaching services for young Emirati entrepreneurs as part of our collaboration with Al Ahli Group.*



endeavor

### Pro Bono Capabilities Building

*ShiftIN has been an avid supporter of Human Rights issues and has worked closely with NGO's and International Organizations in support of its mission to support and care for refugees around the globe. ShiftIN has provided the following Organizations with complimentary seats on their management courses: UNHCR, Dubai Cares, Khalifa Fund for Development, Global Youth, Dubai Women Council, and Endeavor.*

DUBAI CHAMBER  
DUBAI BUSINESS WOMEN COUNCIL





# Human Rights Principles: Activities (2/2) - Examples

## Dubai Business Women Council's Network Majlis focuses on building strategy execution capabilities of businesswomen

Posted by **admin** in **Events** | 0 comments

FEB 23, 13



Dubai Business Women Council (DBWC) has recently concluded the second session of the Network Majlis for 2013 with Roberto Wyszowski, Partner at ShiftIN Partners, conducting a special presentation about the fundamentals of Strategy Execution and the Balanced Scorecard. Organised under the theme **"Building the Strategy Execution Capabilities"**, the DBWC Network Majlis discussed the rationale behind Strategy Maps and the importance of a measurement system in

evaluating a company's performance.



# Human Rights Principles: Measurements & Results



## Measures & Results Achieved

### Pro Bono Consulting Measurements

- Number of consulting hours allocated to Pro Bono engagements: 184 hours
- Total in-kind contribution: 275,000 AED

### Pro Bono Capabilities Building Measurements

- Number of training seats allocated pro-bono: 20
- Number of students trained: 20
- Number of organizations benefited from training programs: 7
- Total in-kind contribution: 180,000 AED

### Other Measurements

- Total amount of monetary contributions to international organizations: 6,000 AED

# Labour: Our Approach (1/2)



Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labor;

Principle 5: the effective abolition of child labor

Principle 6: the elimination of discrimination in respect of employment and occupation

## ShiftIN Partners Approach to P3, 54, P5 & P6

- ShiftIN is determined to avoid any form of benefiting from forced or child labor or any tactic to limit employees' rights to collective bargaining and freedom of association. Our code of conduct states clearly our employees' rights and responsibilities in the context of their clear and concise employment contracts, and the process they can report any violation of their rights to our management. In addition to that, our code of conduct stresses that our partners must ensure our suppliers' and clients' proper and fair labor practices, and prohibits them from benefiting from any form of violation to labor right directly or indirectly.



## Description of our processes

- ShiftIN Partners is a truly global work environment, where more than 12 nationalities co-exist under the same roof, adding important values to our cultural diversity.
- All employees are actively encouraged to maximize their potential and develop long term careers within the firm.
- In addition, our recruitment policies establish clearly an environment with no discrimination on gender, ethnicity, age, sexual orientation or disability.
- In addition we have implemented a performance based culture, where all employees are assessed based on performance and promotions are given based on merits.
- Finally, we have established an internal academy to develop our own staff.

## Activities

Engagement  
within and  
outside ShiftIN

### **Internal Activities:**

- *Established Performance Management System for all ShiftIN Partners and employees*
- *Established communication and engagement sessions*
- *Established a monthly Academy sessions for internal staff*

### **External Activities:**

- *Conducted volunteer sessions with Adopt-a-camp initiatives to pack gift boxes during Ramadan*
- *Sponsored labor initiatives through crowdfunding such as “Champ of the camp”*

# Environment: Our Approach (1/2)



Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: undertake initiatives to promote greater environmental responsibility friendly technologies

Principle 9: encourage the development and diffusion of environment

## ShiftIN Partners Approach to P7, P8, P9

- We, at ShiftIN, dedicate a serious amount of thought to Environmental factor while we develop and work on clients' strategies. This is clearly evident in our clients' direction towards sustainability in general and towards environmental causes specifically. We have helped to develop and create several Sustainability Strategies as well as to support organizations in introducing CSR scorecards.
- We have implemented policies that aim to reduce our carbon footprint through promoting car pooling and reduce the daily commuting between Dubai and Abu Dhabi, in addition we are in the process of select an offsetting mechanism that could cover our carbon footprint when it comes to travel.
- In addition an aggressive expansion in virtual consulting is stemming from our strategy that highlights sustainability. Virtual consulting entails video conferencing, virtual online classrooms, and publications that minimize travel, which is directly reflected on our carbon footprint.



# Environment: Our Approach (2/2) & Measurement



## Our approach to measuring our environmental impact

ShiftIN business, like most consulting firms, is travel-heavy and asset-light business. Therefore, our measurements are focused on travel and we believe it is the main factor that we can improve on. The following are carefully watched indicators that, due to the nature of the consulting business, are not expected to be lower with increasing business volume.

We have done our carbon inventory based on the following energy consumption of our head office in Abu Dhabi and our serviced offices in Dubai, Doha, Kuwait and Riyadh, the electricity consumptions of consultants computers and other electronic aids, and the business related travel (for both road and airplanes) in terms of domestic, medium haul and long haul, hotel accommodation nights, and finally the emissions of the several training and events that we conduct in hotel rooms.

## Measures & Results Achieved

### Carbon Inventory

- Total number of miles travelled by road = 13,770 miles travelled
- Total number of miles travelled by air = 90,912 miles travelled
- Total number of CO2 emissions by road transport = 16.45 metric tons
- Total number of CO2 emissions by air transport = 23.67 metric tons
- Total number of hotel nights: 240 nights
- Total number of CO2 emissions by hotel accommodation = 8 metric tons
- Total number of CO2 emissions by events = 0.10 metric tons
- Total number of CO2 emissions by offices = 10 metric tons



Principle 10: Business Should work against corruption in all its forms, including extortion and bribery

## ShiftIN Partners Approach to P10

- ShiftIN works on this principle on many different dimensions. Clear guidelines of ethics and conducts are contained in the “Code of Conduct”, which establish the expected behavior of all our employees, contractors and suppliers.
- It is the policy of ShiftIN Partners that no employee, representative or agent of the firm shall do business for or on behalf of ShiftIN Partners in any manner that could violate either the UAE law (or any other country where we operate) or that violate the Code of Conduct.
- In addition ShiftIN Partners engages with auditors in annual basis to review that all its financial practices are within international standards.



## Anti-corruption Measurements

### Measures & Results Achieved

- Number of corruptions complaints involving ShiftIN employees: 0
- Number of minor observations detected by auditors: 0
- Number of major observations detected by auditors: 0



1. Our CSR Policy
2. Examples of our initiatives
- 3. Our Next Steps**

# Next Steps

*As a company committed to sustainability and towards advocating it through our practice, we intend to develop our CSR framework*

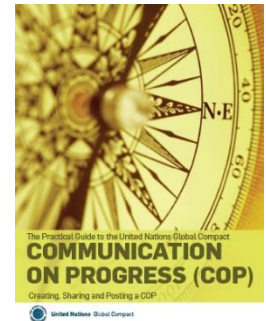
1

Formalize our commitment to CSR through evolving our report to the GRI standard



2

Define and measure performance indicators for the remaining Global Compact Principles that do not have measures yet



3

Finalize our approach to CSR and sustainability offering to clients to be integrated with our framework

4

Define and implement initiatives that will help to bridge gaps on measures (i.e. carbon offset schemes)





[www.shiftinpartners.com](http://www.shiftinpartners.com)

### Abu Dhabi

**T** +971 2 656 58 66

**F** +971 2 656 5867

Level 4 Building B. Al Mamoura  
Mohammed Bin Khalifa Street  
P.O. Box 46400  
Abu Dhabi, UAE

### Dubai

**T** +971 4 319 9343

Emirates Towers. Level 41  
Sheikh Zayed  
P.O. Box 31303  
Dubai, UAE

### Doha

**T** +974 4452 7987

Commercialbank Plaza  
Level 14  
P.O. Box 27111  
Doha, Qatar

### Kuwait

**T** +965 222 7 3752

**F** +965 222 7 3753

Level 18 Sahab Tower  
Salhia, Kuwait City  
P.O.Box 626  
15457, Kuwait

### Riyadh

**T** +966 1 200 04 15

**F** +966 1 460 47 74

P.O. Box 19970  
Riyadh 11445, KSA