



GLOBAL COMPACT ANNUAL COMMUNICATION ON PROGRESS: 2nd Report, 2015

ShiftIN Partners – Consulting Firm

Strategy & Innovation from within

CONFIDENTIAL

Statement of Continuous Support



It is our pleasure to confirm, for third year in a row, **ShiftIN Partners'** continuous commitment to the **Ten Principles** of the 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.

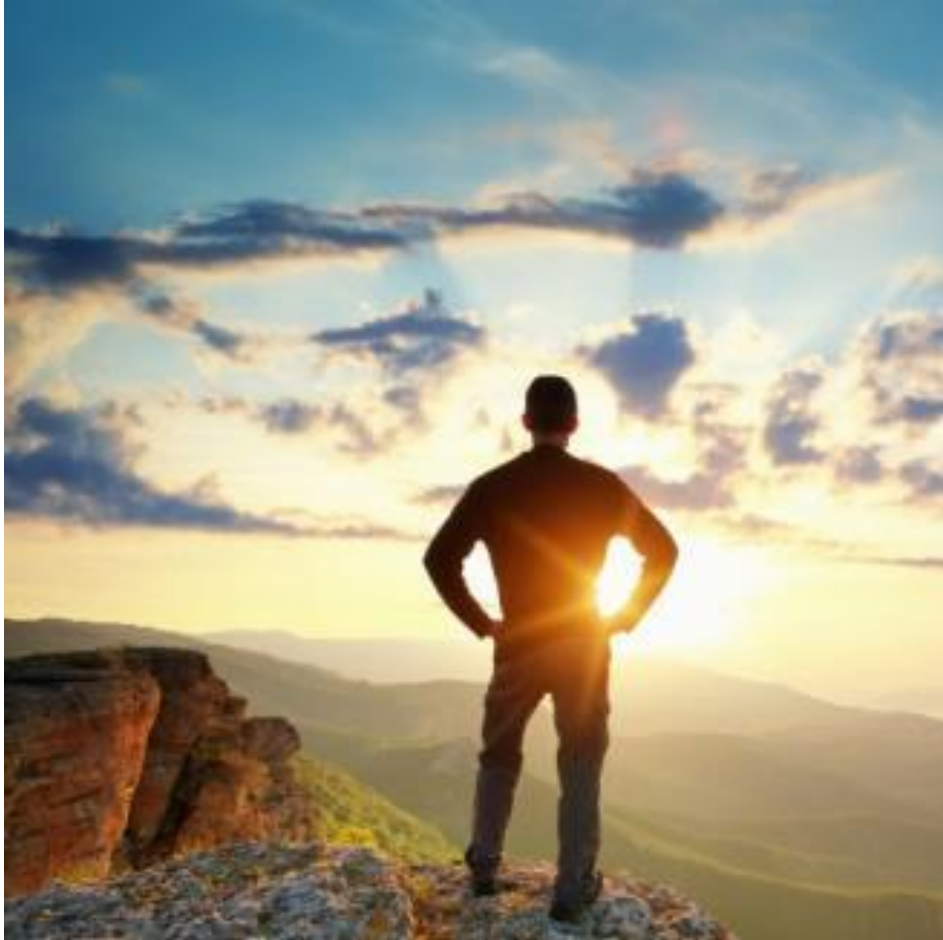
Furthermore, we have engaged in collaborative projects that advance the broader development goals of the United Nations, particularly the Millennium Development Goals. **ShiftIN Partners** has announced to its stakeholders and general public adhering to this commitment statement.

In recognition of the key requirement, being part of the Global Compact, **ShiftIN Partners** submits this second Communication on Progress (COP) illustrating its efforts in implementing the **Ten Principals**.

Moreover, as per our original commitment and according to the Global Compact COP Policy, **ShiftIN Partners commits** through its culture of public transparency and submits this report on yearly basis.

Sincerely,

Mr. Amancio Torres
CEO, ShiftIN Partners



1. Our CSR Policy

- 2. Communication on Progress 2nd Report
- 3. Our Next Steps

Our team accumulates a combined experience of advising +150 organisations across 5 continents

- **15+ years** experience making strategy and innovation happen
- Offices in **Abu Dhabi, Dubai, Riyadh, Lisbon**
- **ShiftIN Learning Solutions**, our training arm, has trained more than **800 managers** across 150+ organisations worldwide
- Middle East Partners of **Jeroen De Flander, Solucom**, and the **IXL Center for Innovation**

Chicago, USA
Associated Office

Boston, USA
Innovation Center of
Excellence
IXL CENTER

Lisbon, Portugal
Associated Office

Abu Dhabi, UAE
Head Office

Dubai, UAE
Associated Office

Riyadh, KSA
Associated Office

Bahrain | China | Egypt | Jordan | Kuwait | KSA | Netherlands | Nigeria | Portugal | Poland | Qatar | UAE | USA | Venezuela | Brazil | Mexico | Haiti | Mozambique | Spain

Our Values



These values are what makes 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 is best for them. First and foremost, that means ensuring that they obtain the greatest possible return on their investment. Where appropriate, we demonstrate our conviction by linking our compensation to clients' 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 a great challenge in every business.

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's 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. We believe this fresh approach is what makes us successful as individuals, and also 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 do not 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, and engage their stakeholders towards a positive impact whilst creating shared value.



Our Partners

At ShiftIN, partnership is our guiding philosophy: it is how we assemble the finest expertise available to deliver optimal solutions. And as we forge strategic partnerships and relationships with the foremost experts in specific disciplines, we always base our partnerships on respect, transparency ensuring 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 continuously generating and sharing knowledge.



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

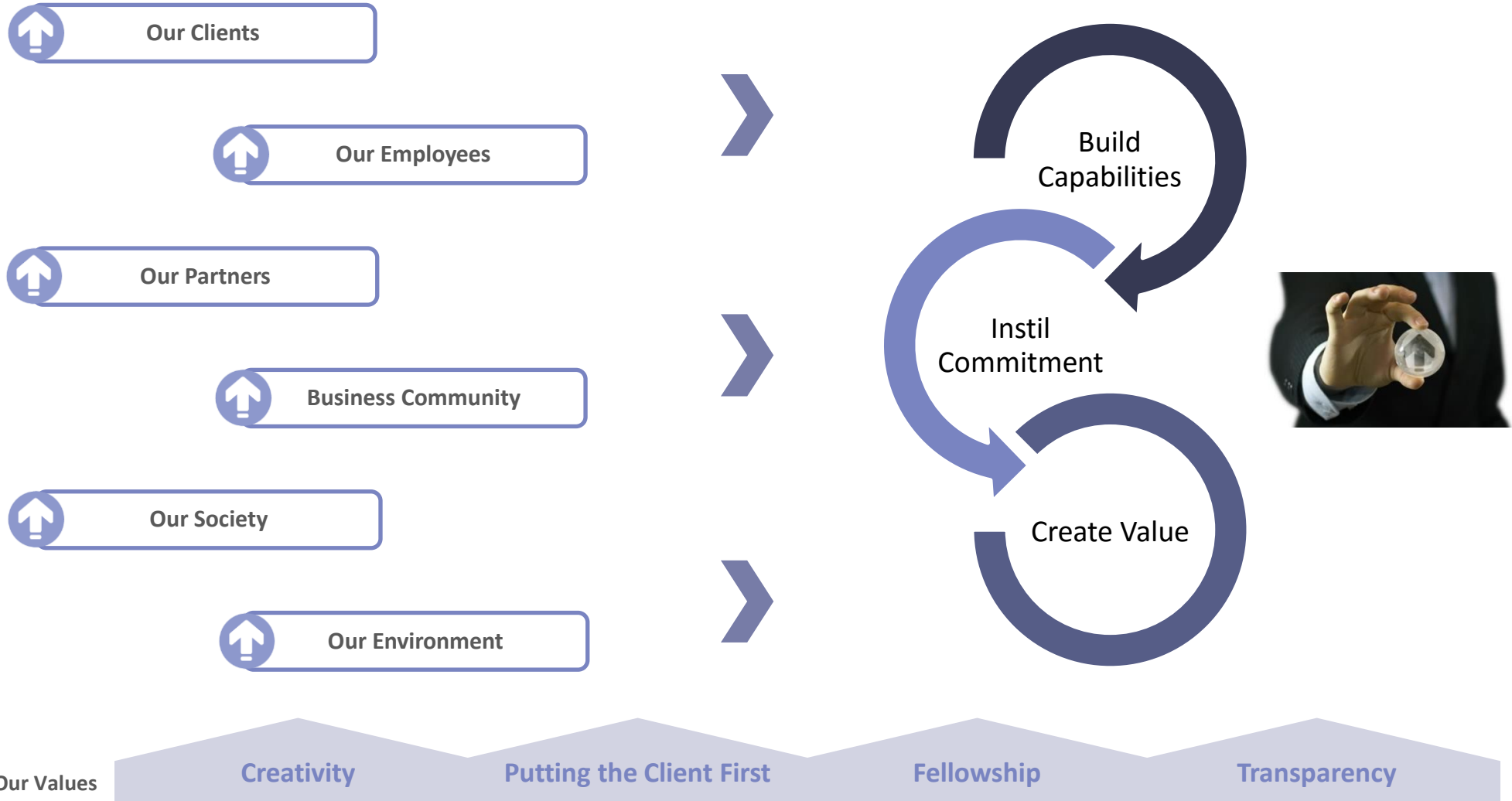
Putting the Client First

Fellowship

Transparency

Our CSR Policy

Working towards a positive shift for all...





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Human Rights Principles: Our Approach



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

Principle 2: ensure 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 clearly states that principles concerned with human rights are major sources of policy making in our company. Therefore, a directive our Code of Conduct clearly 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 offering 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 specializes on such causes with a 6-month pro bono engagement. We have also took part in the world's largest volunteer consulting program, offering Pro Bono services to African Entrepreneurs, allocating a network of 12 consultants, who spend 40 consulting hours each, on providing tailor made advice and solutions. In addition, we have provided coaching services for young Dubai based entrepreneurs as part of our collaboration with in5, the incubation program of TECOM.

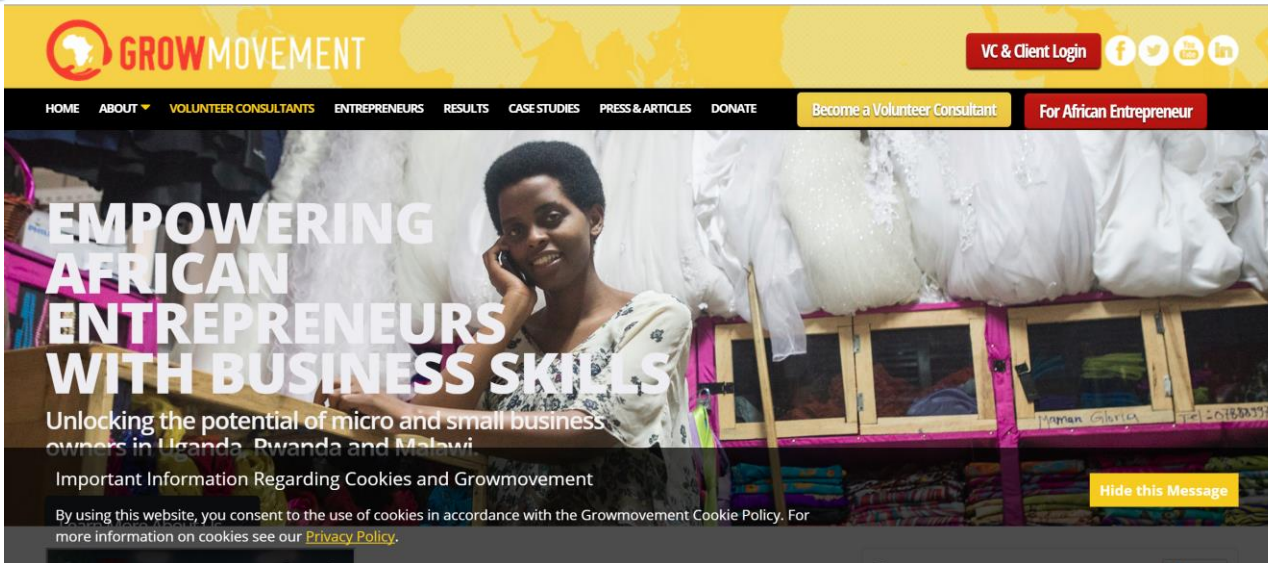


Pro Bono Capabilities Building

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 and Dubai Cares plus multiple entrepreneurs of Dubai.

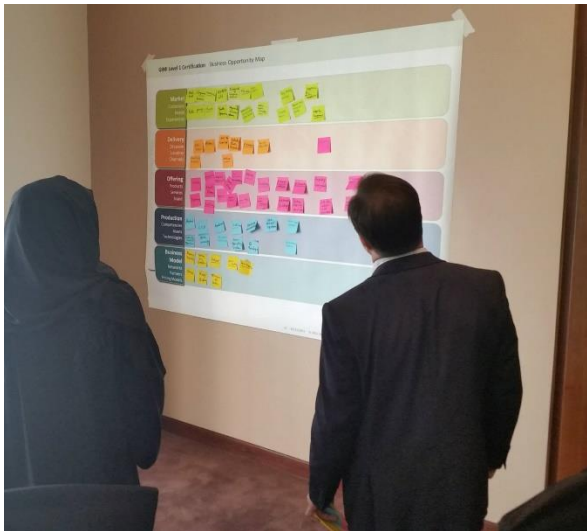


Human Rights Principles: Activities (2/2) - Examples



Probono seats in our learning solutions

Consulting services for Entrepreneurs in Uganda



Trainings for Dubai based entrepreneurs

Human Rights Principles: Measurements & Results



Measures & Results Achieved

Pro Bono Consulting Measurements

- Number of consulting hours allocated to Pro Bono engagements:
 - 480 hours (vs 187 hours in 2014)
- Total in-kind contribution:
 - 500,000 AED (vs 275,000 AED in 2014)

Pro Bono Capabilities Building Measurements

- Number of training seats allocated pro-bono: 30 (vs 20 in 2014)
- Number of students trained: 30 (vs 20 in 2014)
- Number of organizations benefited from training programs: 10
- Total in-kind contribution: 300,000 AED

Other Measurements

- Total amount of monetary contributions to international organizations: 10,000 AED (vs 6,000 AED in 2014)

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; and

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

ShiftIN Partners' Approach to P3, P4, 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 that 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 emphasizes that our partners must ensure our suppliers' and clients' proper and fair labor practices, and the Code further prohibits them from benefiting from any form of violation of labor rights 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 clearly establish 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 meritoriously.
- 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 on fortnightly basis*
- *Established a monthly Academy sessions for internal staff for career development*

External Activities:

- *Continued running volunteering sessions with Adopt-a-camp initiatives to pack gift boxes during Ramadan*
- *Continued sponsoring 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;

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

ShiftIN Partners' Approach to P7, P8, P9

- We, at ShiftIN, dedicate a serious amount of thought to Environmental factors 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 selecting an offsetting mechanism that could cover our carbon footprint when it comes to travel.
- Further, 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's business, like most consulting firms', is asset-light and travel-intensive. 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 decrease 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, Riyadh, and Lisbon. The inventory is based on consumption of the following items: electricity of consultants' electronic devices; business related travel (for both road and air) in terms of domestic, medium, and long-haul; hotel accommodation; and the emissions of the several training courses and other events that we hold at hotels' premises.

Measures & Results Achieved

Carbon Inventory

- Total number of miles travelled by road = 15,836 miles travelled
- Total number of miles travelled by air = 104,549 miles travelled
- Total number of CO2 emissions by road transport = 18.92 metric tons
- Total number of CO2 emissions by air transport = 27.22 metric tons
- Total number of hotel nights: 210 nights
- Total number of CO2 emissions by hotel accommodation = 7 metric tons
- Total number of CO2 emissions by events = 0.12 metric tons
- Total number of CO2 emissions by offices = 9 metric tons

Anti-Corruption: Our Approach



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 in many different dimensions. Clear guidelines of ethics and conduct are contained in our “Code of Conduct”, which establishes 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 such law in any other country where we operate) or our Code of Conduct.
- In addition, ShiftIN Partners engages with auditors on annual basis to review that all its financial practices are within international standards.



Anti-corruption Measurements

Measures & Results Achieved

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



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Next Steps

As a company committed to sustainability and advocating it through our practice, we intend to develop our CSR framework around the following 4 points

1

Formalize our commitment to CSR through evolving our report to the GRI standards.

2

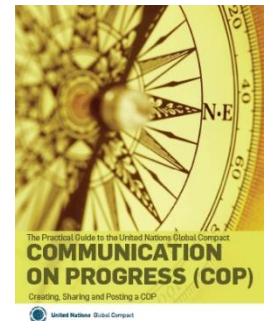
Formalize an internal role of The UN Global Compact Custodian, ensuring ShiftIN Partners' compliance with The 10 Principles and adherence to its goals and commitments in 2015 and will continue to do so with The UN's 17 Global Goals.

3

Continuous development of our approach of CSR and sustainability offering to our clients within our framework

4

Developed a strategic framework, Carbon Neutral Initiatives, to offset our annum's worth of carbon footprint, the purpose of which is to identify and invest in high quality projects throughout the world. We are currently in the scoping and evaluation stage for projects, after which comes the approval and purchase of credits. Sample of insofar identified projects: Kitambar Renewable Biomass Fuel Switch, Lower Zambezi Community Forest, etc.





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