



CTG

Committed to Good

SUSTAINABILITY REPORT 2018

**HUMAN RIGHTS & MOBILISING
HUMANITARIAN ACTION**





"The 2030 Agenda for Sustainable Development is our template for Action. The business community has an indispensable role to play, two key elements of success: reducing inequalities and respecting human rights."

Amina Mohammed, UN Deputy Secretary General



"Human rights matter for their own sake. They're critical for individual wellbeing and must be upheld regardless of any other factors. But they can also drive successful businesses – and successful businesses in turn can boost human rights. It's a mutually beneficial relationship."

Her Excellency High Commissioner for Human Rights, Michelle Bachelet



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SUPPORTING HUMAN RIGHTS THROUGH MOBILIZING HUMANITARIAN ACTION



On December 10, the world celebrated the 70th anniversary of the Universal Declaration of Human Rights. The Declaration continues to serve as the foundation of freedom, justice and peace in the world, and is at the core of the Sustainable Development Goals (SDGs). It, too, is at the heart of Committed to Good's (CTG's) work.

This yearly report captures our ongoing leadership and commitment to human rights. Whether it's our support to new programmes in challenging communities or our philanthropic efforts to serve marginalized populations, we never stop innovating. As a thriving business, we believe that we have a duty to lead by example, provide our staff with the greatest care, and implement bespoke and professional services for our partners. For this leadership, I was recognized as an SDG Pioneer by the United Nations

Global Compact (UNGC) with a focus on Women's Empowerment In Conflict Settings at the 2018's UN General Assembly, a nomination that has only been bestowed upon 29 CEOs around the world since the SDG Pioneers were first recognised in 2016. Our nomination was a result of our dedication to our Female First Initiative, which aims to provide equal opportunities to women. Our goal is to have 30% female representation in all of our project-related roles by 2030 – this year we reached 17.8%

This past year, we also expanded our footprint and are currently supporting over 100 different humanitarian projects in conflict-affected countries across the Middle East, Africa and Asia. We pride ourselves on our operational capability in reaching difficult and remote communities who need support whilst simultaneously ensuring that our staff remain safe and have the support they need to get the job done. To this end, we currently have 3,000 professional contractors deployed and our team reached millions of beneficiaries throughout 2018.

In areas where we recognized a gap of service or need, we responded. And this year was no different. Over the summer, we supported an Entrepreneurship Training Programme for victims of Gender-Based Violence in Somalia, a partnership with the Elman Peace & Human Rights Foundation. This

was funded by CTG Giving funds; 13 women took part in the training with three women sponsored to set up their own business at the end of it.

Among the other highlights this year we hosted our first SDG Workshop in Gaza. The workshop addressed a UN report which declared Gaza "unlivable" by 2020. We used the SDGs as a road map to lead discussion with the public, private, and civil sectors. As a result of the workshop, we led the formation of an SDG Council bringing all stakeholders together to create tangible impact.

Whether you are our partner, client, beneficiary, staff, or friend living in Gaza, Kabul or Geneva, we invite you to explore this report and read more about our progress, and our commitment to making human rights a reality to all. We truly value our relationships and would welcome any opportunities to partner in the future or help provide the support you need.

Alice Laughler
CEO CTG
Board Member of UNGC UAE Local Network & Chair of WEPs UAE



BECOMING A GLOBAL SDG PIONEER



Each year, the UN Global Compact celebrates a group of SDG Pioneers — individuals from around the world who are championing the UN Sustainable Development Goals (SDGs) through their companies and inspiring others to join the movement. With only 10 people selected globally, it was a great honour that one of the SDG Pioneers selected this year was CTG CEO, Alice Laughher. Alice was selected as an SDG Pioneer for Women's Empowerment in Conflict Settings.

The SDG Pioneers were recognized during the UN Global Compact Leaders Summit 2018 on the 24th September at the Headquarters of the United Nations in New York.

An SDG Pioneers Selection Group, comprised of representatives from the UN Global Compact Board Members, Expert Networks, Global Compact Network Council, Academia, UN Focal Points and previous SDG Pioneers, voted on the nominees based on a set of criteria. This criteria covers the individual's commitment to embed the Ten Principles and raise awareness on the SDGs, as well as their engagement with the UN Global Compact and its Local Networks.

"These ten outstanding individuals are demonstrating how business can unlock economic, social and environmental gains for the world by advancing the Sustainable Development Goals. Showcasing the pioneering actions and progress of these leaders will help mobilize others in this exciting movement to create the world we all want."

Lise Kingo, CEO & Executive Director, UN Global Compact

LEADERS FOR ACTION

Three years into the 2030 Agenda for Sustainable Development, the United Nations Global Compact Leaders Summit celebrated the achievements and highlighted the areas where more progress is urgently required. CTG was honoured to be part of the conversation.



At the UN Global Compact Leaders Summit, Alice was also invited to join the CEO Roundtable discussion on "Closing the Inequality Gap: Human Rights as a Driver for Successful Business" as one of 31 global business leaders. The discussion was chaired by UN High Commissioner for Human Rights Michelle Bachelet and Deputy Secretary General of the United Nations Amina J Mohammed.

"Unless you address gender equality, you aren't even going to begin to start changing any form of basic human rights in the countries we work in."

Alice Laughher commenting at the CEO Roundtable discussion in New York.

"Alice passionately encourages others within the humanitarian and private sectors to consider their recruitment choices. A driving force for gender equality in the UAE as Chair of WEPs Taskforce, she looks beyond hiring more women, to training and support for long-lasting gender equality. I was very proud to nominate her as an SDG Pioneer."

Salwa Nassar, CTG Civil Engineer, Gaza

GLOBAL GOALS WORLD CUP DUBAI 2018

The Global Goals World Cup is an activist soccer tournament that uses the power of sport to connect girls and women around the world to take action on the United Nations 17 Goals. The all-women tournament takes place in different countries each year – with the finalists competing against each other in New York, the week of the UN General Assembly.

CTG was honoured to be chosen to be part of the Global Goals World Cup UAE, on 19th January, playing for our favourite Development Goal SDG5: Gender Equality. Our team went beyond the Dubai office, with players who were passionate about gender equality invited to join from our country offices. Our final team players came from the UK, the UAE, Kenya, Sudan and Libya.

“I am proud of all the women who took part in the tournament – it wasn’t just about scoring goals, it was about raising awareness and taking action on the SDGs to make the world a better place for everyone. Each and every one of them were incredible in this movement, in that essence we were one huge team!”

Helen Rees, Executive Assistant and CTG team player

“Seeing women kicking the soccer ball on the pitch was a resounding message of victory towards gender equality. CTG has since erased the question, ‘Can women do this?’. That alone is unlimited empowerment for me. With my new lens, I see possibilities only.”

Svitsai Kunyanya, Talent Management and Gender Specialist and CTG team player



ABOUT THIS REPORT

A very warm welcome to all readers of Committed to Good's (CTG's) third Sustainability Report also incorporating our United Nations Global Compact Communication on Progress (CoP). We share with you here the progress we have made on the targets set at the end of last year's reporting period, our 2018 highlights and ambition and goals set for 2019.

REPORTING PERIOD

This report presents CTG's performance and progress as regards sustainability in 2018.

METHODOLOGY

Internal and external stakeholders were consulted during the data collection, and assessment and interviews were held to help identify CTG's environmental, social, and economic impact and the progress made on set targets.

REPORTING FRAMEWORK

This report has been prepared in accordance with the GRI Standards. It includes CTG's CoP on the United Nations Global Compact (UNGC) 10 Principles and United Nations Women Empowerment Principles. The report also outlines CTG's contribution to the 17 Sustainable Development Goals (SDGs).



UNGC 10 PRINCIPLES

The United Nations Global Compact (UNGC) was launched in 2000 to harness the power of collective action in the promotion of responsible corporate citizenship. The UNGC is a framework for businesses that are committed to aligning their operations and strategies with the ten universally accepted principles in the areas of human rights, labour, the environment and anti-corruption.

As an active Participant of the UNGC, CTG adheres to its 10 principles and follows their principle-based approach to the 2030 Agenda for Sustainable Development.



HUMAN RIGHTS	LABOUR	ENVIRONMENT	ANTI-CORRUPTION
PRINCIPLE 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	PRINCIPLE 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	PRINCIPLE 7: Businesses should support a precautionary approach to environmental challenges;	PRINCIPLE 10: Businesses should work against all forms of corruption, including extortion and bribery.
PRINCIPLE 2: Make sure that they are not complicit in human rights abuses.	PRINCIPLE 4: The elimination of all forms of forced and compulsory labour;	PRINCIPLE 8: Undertake initiatives to promote greater environmental responsibility; and	
	PRINCIPLE 5: The effective abolition of child labour;	PRINCIPLE 9: Encourage the development and diffusion of environmentally friendly technologies.	
	PRINCIPLE 6: The elimination of discrimination in respect of employment and occupation.		



An active Board Member of the UNGC in the UAE, where CTG's head office is based, our CEO Alice Laughher has contributed to the local networks' success and growth to over 137 companies and non-business organizations joining the initiative. The UNGC Local Network UAE has supported the efforts to advance sustainable business practices since 2015 across the Emirates.

WOMEN EMPOWERMENT PRINCIPLES (WEPS)

The Women's Empowerment Principles (WEPS) are a set of Principles for businesses offering guidance on achieving gender equality in the workplace, marketplace and community. They are the result of a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact. These Principles seek to point the way to best practice by elaborating the gender dimension of corporate responsibility, the UN Global Compact, and business' role in sustainable development.

AS A SIGNATORY OF WEPS CTG:

- 1

Has established high-level corporate leadership for gender equality
- 2

Treats all women and men fairly at work – respects and support human rights and non-discrimination
- 3

Ensures the health, safety and wellbeing of all women and men workers
- 4

Promotes education, training and professional development for women and men
- 5

Implements enterprise development, supply chain and marketing practices that empower women
- 6

Promotes equality through community initiatives and advocacy
- 7

Measures and publicly reports on progress to achieve gender equality

CTG's CEO Alice Laughher is the Chair of the Women's Empowerment Principles (WEPS) UAE Taskforce. In 2018, Alice and the team have seen more than 62 companies sign the WEPS in the UAE.





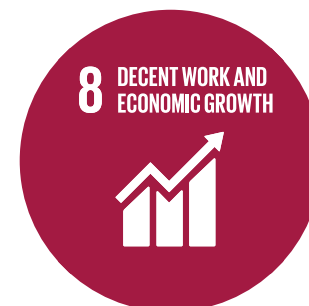
Due to the nature of our business supporting humanitarian and development efforts in fragile and conflict-affected countries, we decided to align our efforts with the three Sustainable Development Goals (SDGs) where we can really make a difference: SDG 5, 8 and 16.



GENDER EQUALITY

The private sector has an important role to play in advancing gender equality. All businesses have a fundamental responsibility to respect the rights of women and girls, as per the UN Guiding Principles on Business and Human Rights.

During this year's reporting period CTG focuses on the following SDG 5 Targets:



DECENT WORK & ECONOMIC GROWTH

Businesses play a central role in advancing SDG 8, as they account for the majority of GDP in most countries as well as the majority of jobs. The foundation of supporting decent work is the implementation of the UN Guiding Principles on Business and Human Rights.

Decent work as defined by the International Labour Organization (ILO) is work that is productive and delivers a fair income; security in the workplace; social protection for families; better prospects for personal development and social integration; freedom for people to express their concerns, organize and participate in the decisions that affect their lives; and equality of opportunity and treatment for all women and men.

During this year's reporting period CTG focuses on the following SDG 8 Targets:



PEACE, JUSTICE & STRONG INSTITUTIONS

Businesses have a vitally important role to play in respecting and supporting peace, justice, and strong institutions, both globally and in the countries in which they operate.

SDG 16 is highly interconnected to all of the other Goals. Without a peaceful, just and inclusive society, which is supported by strong institutions, the 2030 Agenda cannot be achieved.

During this year's reporting period CTG focuses on the following SDG 16 Targets:



ABOUT CTG

Since 2006, CTG has been supporting clients globally in fragile, conflict-affected countries and disaster environments through our specialised recruitment, HR management and operational services. At the heart of our success is our access to high-quality, experienced national and international consultants and our in-depth knowledge of the working realities in challenging locations. Today we are honoured to serve clients in 25 fragile and conflict-affected states assisting with disaster relief, peace building, humanitarian aid and development programmes.

GLOBAL FOOTPRINT

The environments in which CTG operates are often lawless and poorly governed, with the potential for individuals to be exposed to extreme risk and personal injury. It is the visibility CTG has in the fragile and conflict-affected countries we operate in, which encouraged us to commit to the 2030 Agenda for Sustainable Development.

2974

CTG consultants

41

clients

NORTH AFRICA

Egypt
Libya
Tunisia

SUB-SAHARAN AFRICA

Djibouti
Ethiopia
Kenya
Liberia
Mali

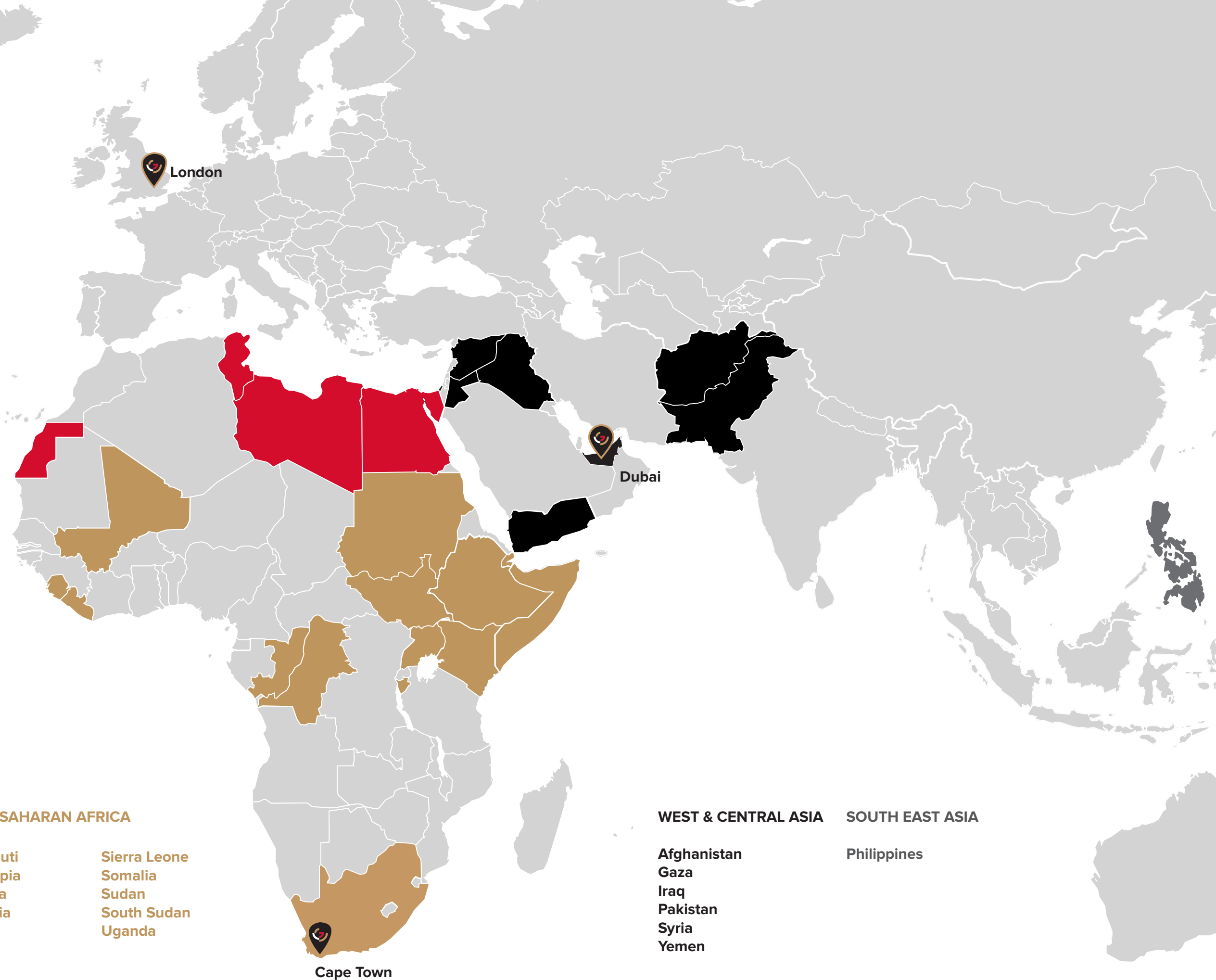
Sierra Leone
Somalia
Sudan
South Sudan
Uganda

WEST & CENTRAL ASIA

Afghanistan
Gaza
Iraq
Pakistan
Syria
Yemen

SOUTH EAST ASIA

Philippines



NUMBERS FOR CHANGE

16

PEACE, JUSTICE
AND
STRENGTH

12

Number of years that CTG has been creating job opportunities for men and women in conflict-affected countries

244%

Percentage of increase of females registering with CTG

21

Number of post-disaster and conflict-affected countries CTG has experience in

Empower young people

EMPOWERING THE YOUTH

2013

The year that CTG started its Youth Ambassador and Internship Programme offering paid, mentored internships to female graduates

Empower and protect women and girls

EMPOWER WOMEN AND GIRLS

30%

The minimum amount of women CTG will employ in project-related roles in conflict-affected countries by 2030, through our Female First Initiative

8

DECENT WORK AND
ECONOMIC GROWTH

89%

Percentage of CTG teams who are local nationals

17

PARTNERSHIPS
FOR THE GOALS

2018

The year that CTG started supporting Elman Peace & Human Rights Center's entrepreneurship training for victims of gender-based violence in Mogadishu

5

GENDER
EQUALITY

290

The number of local women currently employed by CTG in Afghanistan working on projects such as literacy courses, construction, assisting IDPs, food distribution and monitoring

710

The number of local women currently employed by CTG in fragile and conflict-affected countries supporting humanitarian and development efforts

WE SUPPORT





OUR MISSION
To enable change in conflict-affected countries.

OUR VISION
To be the number-one trusted partner for development and humanitarian agencies providing employment and logistic services. To be recognised for our commitment to uphold human rights, stand up to corruption and to play a role in creating gender equality in fragile states.

OUR VALUES
Respect for the fundamental human rights of our staff, and those our staff encounter is a cornerstone of our values. We strive to empower women in conflict settings, for inclusion and diversity, and to provide fair and equal opportunities for all. With a focus on the 2030 Agenda for Sustainable Development and national capacity building, CTG enforces the highest ethical standards at all times while also ensuring that duty of care is extended to all those we are charged with servicing.

- AT CTG, WE COMMIT TO:**
- Conducting our business in a socially responsible and ethical manner;
 - Promoting anti-bribery and anti-corrupt practices;
 - Honouring the law, local labour standards and best practice;
 - Respecting the human rights of men, women and children;
 - Engaging, learning from, respecting and supporting the communities and cultures within which we work; and
 - Protecting the environment and the safety of people and our stakeholders.

- CTG'S CORE VALUES ARE:**
- Integrity
 - Accountability
 - Transparency
 - Lawful and ethical conduct
 - Operational excellence
 - Respect
 - Inclusion

We take a zero-tolerance approach to corruption and endeavor to stay true to local labour laws and all local statutory requirements. This commitment is ingrained in our core values, and we aim to demonstrate these responsibilities through our actions and within our corporate policies.

TEAM VALUES & APPROACHES

DRIVE & FOCUS

Ambitious and focused on achieving our goals, we are determined to be a company with a strong sense of purpose. Results-driven, with clear targets, we monitor progress regularly and effectively. With confidence in our own abilities and courage to take situations head-on in a responsible, professional and with integrity, we are inherently driven by delivering the best outcomes for our clients and stakeholders. We act according to our stringent code of conduct at all times.


BEHAVIOURS:

**Target Driven**
Sets appropriate targets; measures and reports on progress

**Courage**
Challenges status quo in a professional manner, looks for better ways to do things

**Confidence**
Demonstrates belief in self and the Company

**Resilience**
Is tenacious and thrives on hard work

**Integrity**
Acts ethically and delivers on his/her word

TAKING RESPONSIBILITY

Consultants, Clients, and CTG come first. We adopt a ‘don’t walk by’ attitude of dealing with issues as they arise not leaving it to somebody else. When working with others or delegating responsibility, it’s essential to maintain overall accountability for effective delivery. We promote and uphold the highest ethical standards at all times. The value of collective success, shared experience and knowledge at every opportunity is understood, supporting and driving others to realize their potential.

BEHAVIOURS:

**Developing Others**
Invests in others for collective growth and benefit

**Seeks Stretch**
Drives own personal development

**Not Standing Still**
Has high expectations for self and others

**Professionalism**
Demonstrates a sense of ownership for planning and delivery


**Integrity**
Is a role model for acting ethically and responsibly at all times


**Company First**
Puts the interest of the company before self


OPERATIONAL EXCELLENCE


CTG specialises in the humanitarian and development sector, and we take pride in the impact we have on those living in the world’s most fragile environments. The quality of our work has a direct impact on our Social Good goals, and everyone at CTG feels inextricably linked to those goals and our sense of purpose. In our latest Team Temperature Check, 30% ‘agreed’ and 62% ‘strongly agreed’ with the sentence “I feel strongly aligned with CTG’s values and purpose.” We are responsive, and take pride in solving problems. We strive to be experts in our field, and people look to us for solutions.


BEHAVIOURS:

**Innovation**
Never sits still or accepts the status quo, always looking for better ways to do things

**Training**
Shares knowledge openly and generously, pulls others along the journey, seeks the progress of others

**Responsiveness**
Is a role model for getting stuff done and solving problems quickly

**Research**
Constantly seeks new knowledge and to learn from others within the industry or from the academic world

**Good Governance**
Committed to ethical business behaviour, considers the welfare of all stakeholders and the wider community



CODE OF CONDUCT

At CTG, our approach to corporate sustainability starts with our internal value system and a principled approach to business. We take a principled based approach to meeting fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

The environments in which CTG operates are often lawless and poorly governed, with the potential for individuals to be exposed to extreme risk and personal injury. Our Code of Conduct is designed so that adherence to it by Stakeholders will ensure their wellbeing and ensure that CTG conducts itself as a responsible business, with integrity.

“CTG expects all Stakeholders to be courteous, fair and honest in their dealings with all other Stakeholders, Third Parties and clients. CTG will not tolerate abuse, bullying, violence, exploitation (sexual or other), discrimination, harassment, arrogance, forced labour, slavery or any disparagement of other Stakeholders or of its clients, or behaviour by any person which is unfair towards or with respect to any other person or group. A zero-tolerance approach is taken for any threats of, or actual, violence, sexual exploitation, abuse, verbal or psychological harassment, or corruption.”

From CTG’s Code of Conduct

CTG CORPORATE GOVERNANCE

Corporate governance essentially involves balancing the interests of a company’s many stakeholders, such as management, consultants, staff, employees, customers, suppliers, and the community.

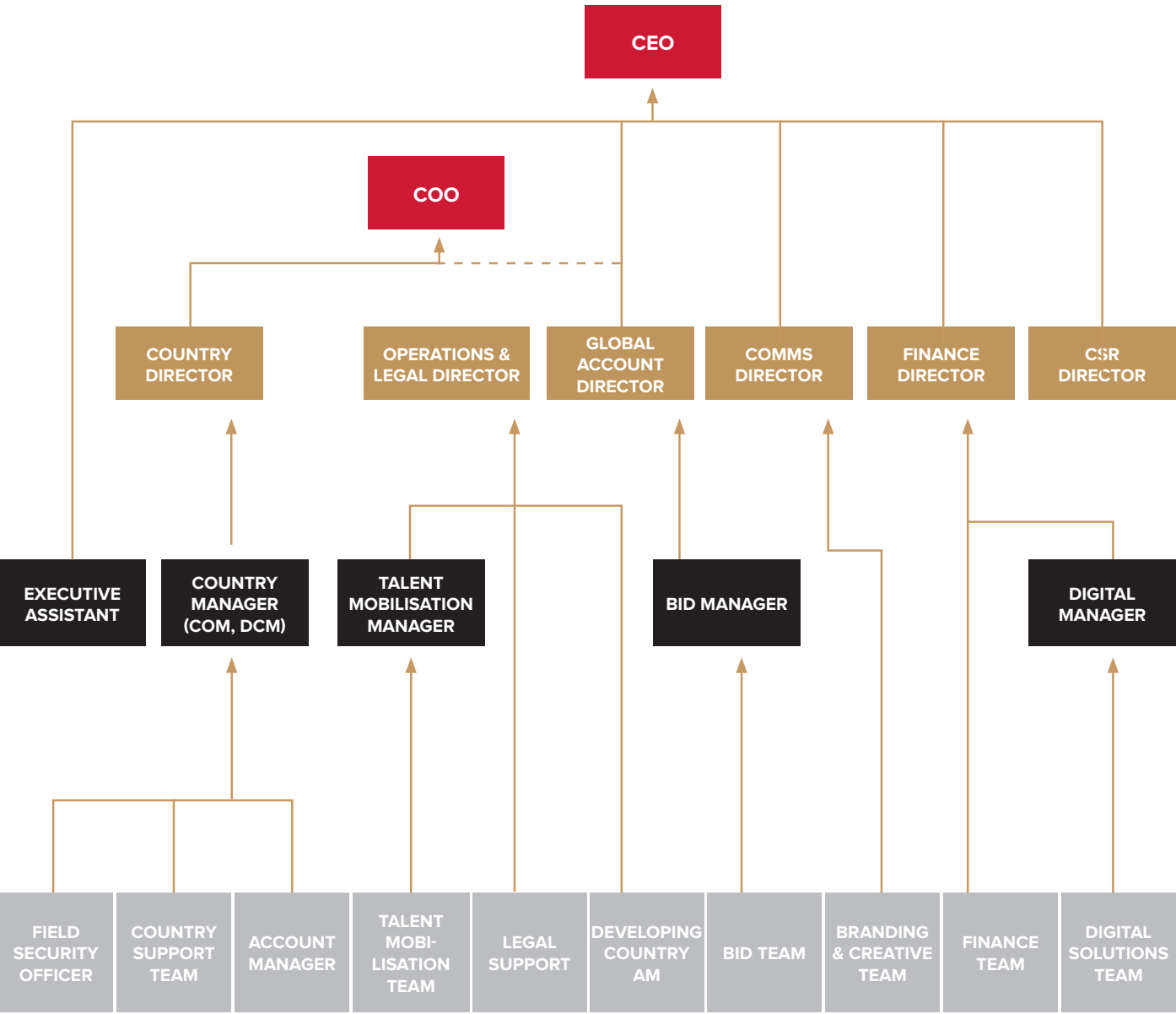
CTG GOOD GOVERNANCE COMMITTEE

The role of the Good Governance Committee (GGC) at CTG is to meet on behalf of the Executive Leadership team to ensure strategic direction of the business is being followed, assessing and identifying any commercial risks and seeking mitigation of future risks, to ensure ethical behaviours within the company, to ensure compliance with policies, standards and procedures. The Good Governance Committee is appointed by the CEO, and it acts as an unofficial auditing body for CTG’s corporate governance.

The GGC meets quarterly to review compliance with CTG’s Code of Conduct and to discuss new initiatives to ensure continual alignment and improvement to CTG’s governance and ethical processes. From time to time, the GGC seeks external advice and guidance from industry leaders, NGOs and academics relevant to CTG’s sphere of operations.

MEET THE TEAM

CTG ORGANIZATION STRUCTURE



KEY:





“2016 and 2017 were years of centralization in order to achieve standardization of our services, automation and quality control as we grew rapidly into new countries and new services. Now that we have established our standard practices, 2018 has been about empowering the country offices to take ownership for project delivery, customer service and growth. The sustainable growth for CTG will come from the grass roots level, hence we have invested heavily in new personnel, 89% of whom are local, who have a long term commitment to the humanitarian projects we are supporting and to establishing CTG in their countries of operation. We have invested a lot of energy in selecting and training our local teams and driving our core values across all our operations.”

James Veysey, COO



“Providing personnel, project management and services in conflict environments can be very challenging – CTG is fully committed to supporting the 17 Sustainable Development Goals (SDGs) and ensuring the ‘wellbeing’, progress and development of vulnerable communities in all the post-conflict affected countries where CTG operates.”

Penny Wilcocks, Deputy Director of Post Conflict People, CTG Board Member

CTG SPHERE OF INFLUENCE

Our stakeholders’ best interests are our priority. A sustainability strategy is only as good as its implementation. Thus it’s crucial all stakeholders are on board and inspired to take action. Regular and transparent communication with our stakeholders allows us to build relationships and create mutual understanding.



CTG has many stakeholders with varying levels of influence over each. The most influential being:

DIRECT INFLUENCE

- Suppliers
- Consultants & Contractors
- Permanent Employees

INDIRECT INFLUENCE

- Local Community
- NGOs
- Clients

INFORM (One way process of providing information to stakeholder)	<ul style="list-style-type: none">• Training and Awareness sessions engaging across the areas of operation• Marketing campaigns and internal and external communication e.g. website,	<ul style="list-style-type: none">newsletters, social media• Policies and Procedures• Reporting
CONSULT (asking questions)	<ul style="list-style-type: none">• Satisfaction Surveys for employees, clients and suppliers	<ul style="list-style-type: none">• Written and verbal communications
INVOLVE (Two way engagement & learning)	<ul style="list-style-type: none">• Share expertise on local Labour Law• Change Champion initiative• Events and brainstorming sessions	<ul style="list-style-type: none">• Yearly Employee satisfaction survey, Face to Face meetings
COLLABORATE (Joint learning decision making & actions)	<ul style="list-style-type: none">• Partnerships• Advocacy	<ul style="list-style-type: none">• Sharing best Practices
EMPOWER (Stakeholders play a role in governance)		

MAXIMISING OUR SOCIAL IMPACT THROUGH OUR NETWORKS

CTG HIGHLIGHTS & ACHIEVEMENTS

2017

CEO launches and chairs the UAE Taskforce for WEPs.

Launches Female First Initiative and CTG Mentoring and Internship Programme, which is female-focused.

CEO moderates a panel discussing the ‘Year of Giving’. Outcome of panel reinforces CTG’s decision to focus on the three SDGs where most difference can be made: SDG5, 8 and 16

CTG attends Private Sector Forum and UNGC Leaders Summit

Launches rebrand of CTG. Colours of branding aligned with 4 of the 5 key themes of SDG framework: Partnership, People, Peace and Prosperity

Wins 2 awards: SDG Pioneer Award in the Peace category from UNGC UAE Local Network. Most Women-Friendly Employer Award from Women in Leadership Economic Forum

2018

As the Chair of the UAE WEPs achieved more than 62 signatories of local businesses and launching advocacy campaigns in the UAE. Other highlights included:

- Ring the Bell for Gender Equality
- Corporate partnerships to engage potential signatories and enabling public signing.
- Engaged in advocacy events (eg. DMCC Knowledge Series, WIL, etc)
- 78 billboards sponsored by JC Decaux down the Jumeirah Beach Road

Launched internal Change Champion initiative

Rewarded 2018 SDG Pioneer for Empowerment of Women in Conflict Settings at UN Global Compact Leaders’ Summit at UN headquarters in New York

SDG workshop is held in Gaza, promoting local partnership for achievement of the SDGs

Continual training and capacity building on respecting rights, social impact and advancing gender equality

STAKEHOLDER ENGAGEMENT

CTG engages with stakeholders through a variety of mechanisms, including direct dialogue, the CTG Code of Conduct, satisfaction surveys, written communications and reporting.

CTG PERFORMANCE

Feedback collected from our stakeholders helps to understand and communicate our goals, progress and performance more closely with stakeholder expectations. We are determined to continuously develop and improve our operations and workplace environment, including overcoming any suspected discriminatory barriers in the local workplace, marketplace and community.

At CTG, we are dedicated to a quality service delivery. Our internationally recognised ISO9001 certification is a testament to this and is one of the reasons why CTG is a trusted partner for enabling humanitarian projects.



CUSTOMER SURVEY

Our customer survey asks our clients for feedback on Recruitment and Onboarding, Administration, Insurances, Communication, Duty of Care, Social Responsibility, Areas of Strength and Areas of Improvement.



SURVEY QUESTIONS ON SOCIAL RESPONSIBILITY

- Are you aware of CTG's Commitment to SDG5, 8, and 16?
- Are you aware of CTG's Female First Initiative?
- Have you noticed changes since CTG brought in its Female First Initiative?
- Is a commitment to sustainability something you look for in your providers/partners?
- Does CTG's commitment to the SDGs impact your professional opinion of the company?

TAKE-AWAY NUMBERS ON CTG'S SUSTAINABILITY COMMUNICATION WITH CLIENTS:

42.86%

of clients are aware of Female First

50%

of clients are not aware of Female First



28.57%

of clients are aware of CTG's commitment to the SDGs

57.14%

of clients are not aware of CTG's commitment to the SDGs

COMMITMENT: CTG will focus on a Social Responsibility communication campaign in 2019, to raise these numbers and ensure that our clients are aware of our commitment to sustainability.

TEAM TEMPERATURE CHECK

Every six months, we send out a Team Temperature Check to our staff where the team are given the opportunity to share their feedback, both positive and negative. This helps management understand how the team are feeling about their roles, measure how well they are communicating and gather ideas for improvement.

SURVEY STATEMENTS ON STAFF'S CONTENTMENT IN THEIR ROLES



- I am happy in my job
- I am able to use all of my skills in my job
- I feel that I am learning and growing in my job
- I feel strongly aligned with CTG's values and purpose
- I would like to develop a long-term career with CTG
- I get the right training and development to be effective in my job
- I am satisfied with my work/life balance
- I feel that my salary reflects the value of my role
- I value the employment benefits at CTG (leave, insurance etc)

TAKEAWAY NUMBERS ON TEAM TEMPERATURE CHECK:

62%

strongly agree with CTG's values and purpose

66%

strongly agree that they would like to develop a long term career with CTG

85%

agreed they get the right support from senior management

91%

value the employment benefits at CTG (leave, insurance etc)

TEAM WORKSHOP

Field Engagement Week (FEW) takes place in December and the majority of our team from the field join head office in the UAE for a two-day workshop. One of the key sessions is working through the summary of the Team Temperature Check, committing to actions to improve moving forward.

Our annual Superhero Award goes to a member of staff who has excelled at their job but also supported their team, and been a shining example for the rest of CTG. This year

one of these awards goes to Mahmoud Shehada who was the driving force behind our SDG Workshop in Gaza in September. He wanted to bring the company's sustainability and social responsibility initiatives into the local community. Mahmoud came up with idea and took guidance from leadership as to our impact initiatives, managed the whole event, ensuring over 120 attendees, and looked at next steps to take action and drive our initiatives locally.

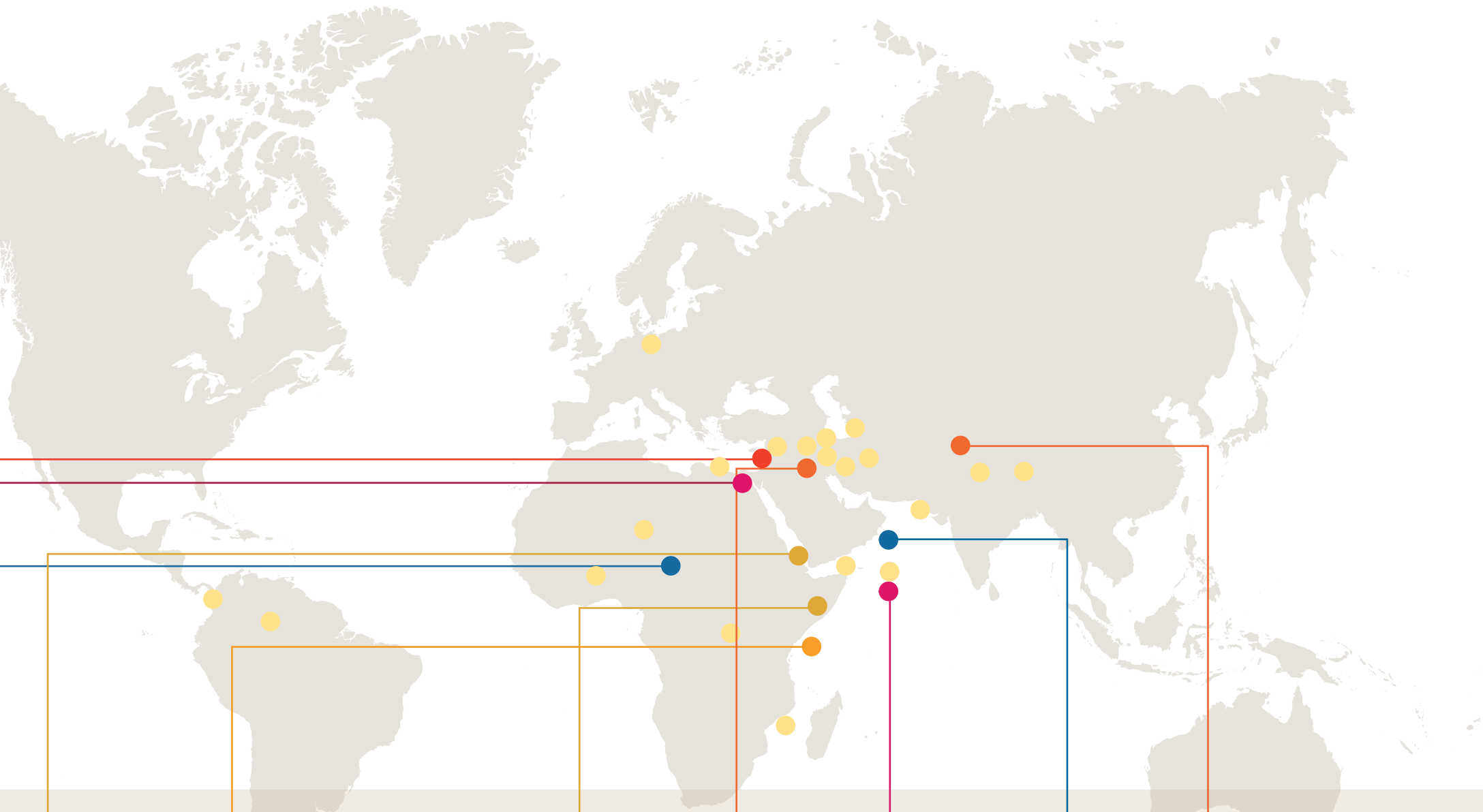


TEAM PHOTO FROM FEW

CTG'S GLOBAL IMPACT – 2018 HIGHLIGHTS

It doesn't matter how large or small your business is, at CTG we believe in being resourceful and creative with what is within your capability to make a difference. We didn't want to try to take action for all 169 targets of the 17 Sustainable Development Goals (SDGs) but chose three SDGs where we as responsible, global citizens could contribute in a meaningful and measurable way.

Our Consultants, however, work on a wide range of humanitarian and development projects that impact the SDGs in many ways. Some of the key highlights have been included in the below map.



- LEBANON**
 Enabled women's empowerment workshops in Tunisia, Libya and Lebanon, such as "Mobilizing Women in the MENA Region: Strategies For Peace in Libya" and "Regional Platform on Gender and Prevention of Violent Extremism in North Africa".
- LIBYA**
 Enabled a project that employs IDPs living in camps to assist the psychosocial units identify the most vulnerable groups who need assistance, such as the elderly, widows, youth at risk and those with disabilities.
- MALI**
 Mobilised International Quality Assurance and Operations Officers and Mine Risk Education Specialists on demining projects.
- SUDAN**
 Engaged to manage transporting a monthly average of 6000 metric tons of food aid across Sudan, transported in trucks across challenging terrain.
- BURUNDI**
 Sourced International Quantity Surveyors and Local National Project and Field Site Engineers.
- SOUTH SUDAN**
 CTG Airdrop Coordinators run high-altitude airdrop operations to the most conflict-affected areas, supporting food security and nutrition.
- GAZA**
 Recruited and manage a team of 250 male and female engineers who monitor the reconstruction of buildings and infrastructure and the appropriate use of materials.
- SOMALIA**
 Projects in Somalia include IDP resettlement, counselling and life support, as well as Monitoring of IDPs.
- YEMEN**
 CTG mobilised field monitors who are monitoring human rights violations across the country.
- AFGHANISTAN**
 Our consultants are engaged in the construction of the Trans-Hindukush Road Connectivity Project (THRCP) improving road transport across the mountain range.

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CTG 2018 PROGRESS AND SUCCESSES



PEOPLE

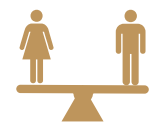
Nothing is possible without the skills of our accomplished teams. We employ men and women and are passionate about achieving SDG 5 for gender equality.

GENDER EQUALITY



With a female CEO, Gender Equality is a priority throughout the organisation and has been a priority for our business before the 2030 Agenda. Our office-based team has had a gender ratio of almost 50:50 for many years and so we have seen first-hand the value of having gender-balanced workplaces.

89% CTG employs 89% local people on our projects, in fragile countries like Sudan, Yemen and Afghanistan – this ensures funds and resources go back into the local economy.



A female-founded and run business, our office-based team has a gender ratio of almost 50:50.

On doing a deep-dive review into our projects and assessing our stakeholders, we realised that the main beneficiaries of the aid that CTG helps to deliver are women and children. However, only 8% of our project-related staff were women. It was this revelation which made us place SDG5 at the centre of our social good strategy and led to us launching the Female First initiative on International Women's Day 2017.



CTG continues with our Female First project that commits to having 30% of our project-related roles in conflict-affected countries represented by women by 2030.



We pride ourselves on having many of the Country Management roles, leading operations and projects, filled by women: this includes high-risk operations in Yemen, Somalia, Sudan, South Sudan, Libya, Tunisia, Iraq and Mali.

FEMALE FIRST INITIATIVE



OUR GOAL

BY 2030, 30% OF ALL PROJECT-RELATED ROLES WILL BE REPRESENTED BY WOMEN

#FemaleFirst

Female First was established to encourage our recruiters, in-country teams and our clients to rebalance the gender scales when it comes to our humanitarian teams on the ground. In order to achieve our goal 60% of all candidates CTG puts forward must be women. Whilst good progress has been made in 2018, we hope to see at least a 2% increase in female candidates each year.

CHALLENGES

- Cultural challenges
- Reaching qualified and interested female candidates
- Guaranteeing Gender Sensitive Training in inaccessible and hard-to-reach locations
- Conscious and unconscious bias
- Additional cost implications

SOLUTIONS

We will continue to:

- Educate local communities on bias around women in the workplace.
- Focus on reaching more female candidates by increasing visibility, via outreach programmes and helping women access online applications.
- Engage and network with existing female consultants, including a "Refer a Friend" policy.
- Create further E-Learning & Video training for SEA, whistleblowing and other gender sensitive issues.

2018 ACHIEVEMENTS

- Gender bias has been unlocked with recruiters and clients responsible for selecting staff, with all committed to supporting CTG's Female First initiative, including contract KPIs that insist female candidates are represented forward for all roles.
- We have implemented and worked with clients to increase budgets to allow for gender-sensitive working environments.
- All staff are trained on gender sensitivities and unconscious bias
- We have implemented the WEPs Principles and signed up to the WEPs in all our eligible offices. We continue to use our influence in the local communities we work within both at headquarters where our CEO Chairs the WEPs and in our field offices.
- Our supply chain has been asked to publicly commit to the WEPs and our retained talent sets to prove our equality status in our workplace.
- We have advocated for the right for all women to take maternity benefits across our project roles and have had the right for maternity benefits for all women written into our largest contract.

A GENDER BALANCED WORKPLACE

OFFICE-BASED STAFF

We are proud of the gender balance that we have achieved in our offices.

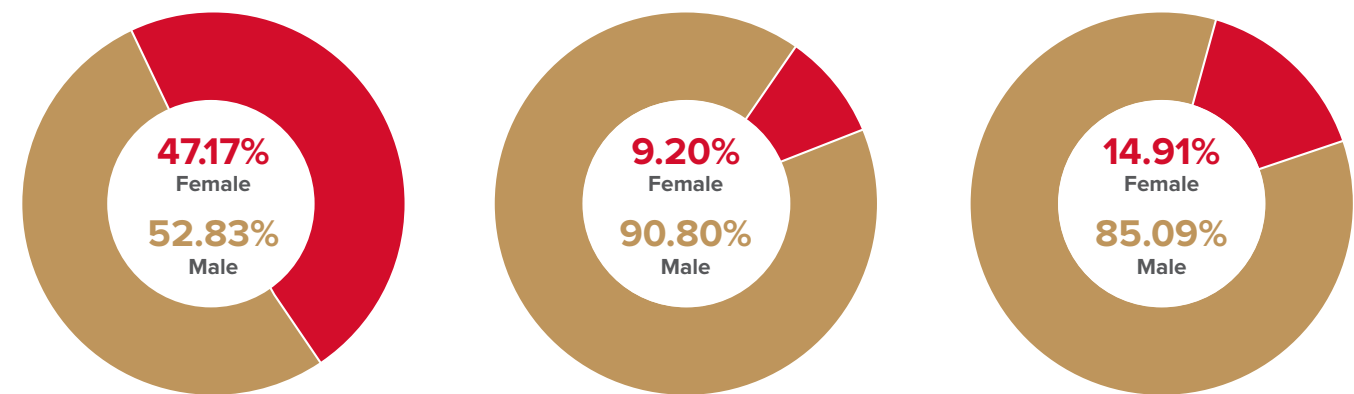
PROJECT ROLES

Women are in the minority when it comes to our in-country humanitarian and development positions; CTG is determined to change this.

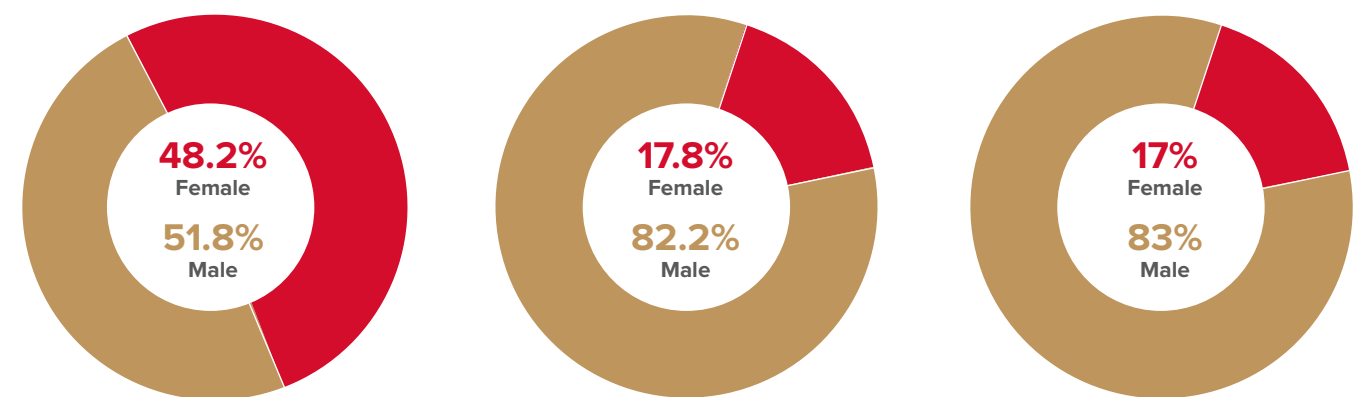
CANDIDATES

First things first: in order to achieve the goals of Female First, we need to lay strong foundations and increase the number of women registered on our database.

WHERE WE WERE THEN: 2017



WHERE WE ARE NOW: 2018



“Progress on gender diversity at work has stalled. To achieve equality, companies must turn good intentions into concrete action.”

“Women In The Workplace 2018”, a study by McKinsey and LeanIn

We continue to drive Female First. In 2019 we will see our outreach in local offices increasing with the addition of new Talent Acquisition staff in the field. Their challenge will be capacity building and increasing our talent pool in some of the more difficult territories to implement this, such as Somalia, Libya and South Sudan.

OUR CLIENTS AGREE GENDER EQUALITY IS NON-NEGOTIABLE

When one of our major global contracts was extended this year, CTG worked with the client to ensure that a clause be included in the contract obliging CTG to present a minimum number of female candidates for every role. By building in legal Female First obligations we hope to communicate with our clients that gender equality is a business priority.

CTG’s monthly reports to the client will also include two new KPIs (percentage of female candidates put forward and percentage of female consultants actually contracted for project roles) so that progress is consistently monitored and measured.

THE WAY FORWARD

In order to have more women selected for roles the CTG recruitment team are using the funnel approach to:

- Build a bigger pool of **qualified female profiles**.
- Increase the **male/ female ratio per submission to 1:1**. Implied for every submission there has to be a minimum of two males and two females.
- With the ratio of females to males equal, the assumption (probability) is that the chance of female candidates getting selected for roles increases **thus bridging the gender gap**.
- It is our responsibility to ensure female candidates of the **best possible calibre are sourced**.
- It is up to our clients to **insist on diverse candidates for every position** and to be aware of any bias involved in final selection decisions.





FEMALE FIRST – NO ROLE IS TOO DIFFICULT FOR A WOMAN

Some of CTG's female staff give insight into their work and how they are making a difference in the field.

Nasra
M&E consultant, East Africa

“I monitor the implementation of assistance programmes. This involves monitoring and reviewing food deliveries, storage, transport and distribution at the designated sites. I undertake post-distribution monitoring by obtaining beneficiary perspective and feedback reports, which ensures the community is happy with the work we are doing.

Working in the field can be dangerous. Before visiting the planned areas, I ensure I inform all the relevant authorities, including the community elders, in advance to avoid speculation. It's good to interact with members of the community; the community trusts us when they see us with people they know.

I'm proud of my job and being able to bring basic, essential services to vulnerable communities.”



Lamees Hasan Al-Hamdi
Human Rights Monitor, Yemen

“My path to becoming a Human Rights Monitor, started with a passion for the law. In Hadhramaut, I was the first female lawyer. There was a big outcry, especially from my father's tribe, as they say that being a lawyer is a man's job.

My first day in court, the judge was so surprised to see a female lawyer that he threw me out saying that women can't be lawyers and they belong at home.

I work for CTG monitoring and documenting the human rights violations that are taking place in Yemen, such as violation to freedom of expression and violation to the right to life. I conduct regular visits to police stations, detention centres and prisons with the intent of monitoring the compliance with human rights standards.

More young women are starting to study and work in the Law Faculty here now. I feel proud that as one of the first female lawyers, I have shown the way for these young women to succeed.”



TRAINING FOR A BRIGHTER FUTURE: FEMALE FIRST IN GAZA

Starting on 17 November 2018, CTG Account Manager Mahmoud Shehada has been hosting a weekly Female First initiative in partnership with the Oxford Centre in Gaza, an educational centre with a focus on teaching English. 'How to Stand Out From The Crowd & Get The Job You Want' invites

25 female graduates every week and gives four hours of training on job applications and interview techniques. At the end of the sessions the students are given a certificate thanking them for their attendance.

TOPICS COVERED INCLUDE:

- Writing a professional CV and cover letter
- Marketing yourself and building your credentials on LinkedIn
- Making your interview a success
- Brief introduction on the SDGs and the importance of these objectives in communities

“It was such an honour to co-organise this Female First programme with CTG in Gaza. Initiatives like this show the way on how to empower young women, through building their capacity to be able to strongly compete in the labour market.”

Isaad Abumallouh, Director of Studies, Oxford Centre



THE RIPPLE EFFECT OF GENDER EQUALITY

“Gender Equality is integral to all dimensions of inclusive and sustainable development. In short, all of the SDGs depend on the achievement of Goal 5.”

– UN Women

USING OUR SPHERE OF INFLUENCE TO ENGAGE THE COMMUNITY

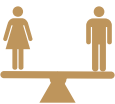
At CTG, the Women’s Empowerment Principles (WEPs) provide the holistic framework for our business actions to advance gender equality and provide further guidance to CTG’s achievement of Goal 5. With our CEO as Chair for the WEPs Taskforce in the UAE, CTG is not only looking to impact gender equality in our business operations but is dedicated to the greater agenda for women’s empowerment, diversity and inclusion. In one year since the WEPs Taskforce was launched by CTG’s CEO, more than 62 companies have signed the WEPs Principles in the UAE, a positive step forward.

\$12 trillion

Could be added to global growth by 2025 if gender equality was achieved



In 18 countries, husbands can legally prevent their wives from working – UN



It will take 217 years for gender equality to become a reality – Ipsos MORI, research analysts



CTG BUSINESS ACTION

As a business CTG has actioned the following and continues to support gender equality:

- Implemented policies and practices that are free from and **prevent gender-based discrimination** across the workplace and community.
- Support **women’s employment** and strive for **gender balance** at all levels across the business and supply chain.
- Promoting gender equality through **community initiatives** and **advocacy**.
- Established a **zero-tolerance policy** towards all forms of violence in the workplace and preventing sexual harassment.
- Established **policies, procedures, grievance mechanisms and support structures** for employees or suppliers to report incidences or suspected incidences of violence, exploitation or harassment, and having **protection in place for whistle-blowers** so that persons feel able to report without fear of retribution.
- Incorporated what constitutes acceptable employee behaviour into the **Codes of Conduct** for employees and suppliers.



CTG LEADING THE UAE WEPs TASKFORCE

International Women's Day 2018 was a day of celebration for the UAE WEPs Taskforce with numerous events throughout the day. During the course of this memorable milestone a further 22 French companies became signatories for WEPs, and the highlight of the day was two of these WEPs signatories [JC Decaux and Societe Generale] sponsoring 78 Billboards for WEPs down the popular Jumeirah Beach Road.

We also enabled the UAE Ringing The Bell for Gender Equality initiative at the Dubai Stock Exchange with the United Nations Sustainable Stock Exchanges and Dubai Finance Management. The event made headline news globally and locally.

The Chair of the UAE WEPs Taskforce's mission is to raise awareness for gender equality, recruit WEPs signatories, capacity building and advocacy.

"When we started looking at how we were going to launch a Taskforce to recruit WEPs signatories in the UAE there were a handful of us sitting around a table. A year on we had a 40-person strong Taskforce and 62 WEPs signatories. WEPs enters Phase II with an established future strategy and work plan.

"Raising awareness is imperative. There has been a real snowball effect, because now so many more companies and CEOs understand the importance of these principles and the positive effect that it will have on business."

Alice Laugher CEO of CTG and Chair of the WEPs Taskforce in the UAE



Alice often speaks at events to promote the benefit of gender equality for businesses. In May 2018, she was invited to speak at a DMCC event titled "Equality Makes Business – Empowering Women in the Workplace, Marketplace and Community." The event outlined the business case for eradicating all forms of discrimination against women and girls.

Top right: DMCC Sustainable Knowledge Series, Dubai.

GENDER EQUALITY AT CTG

Our vision is to use our position as a partner of agencies operating in fragile communities to empower local communities and encourage more local and international women into the workplace.

Through internal workshops we've encouraged both male and female employees to step forward as 'Gender Champions', helping to further CTG's initiatives for gender balance.



GENDER PARITY COMMITTEE

Focusing on Women Empowerment Principles initiatives towards gender balance within CTG.



#FemaleFirst

CHAMPIONS OF CHANGE

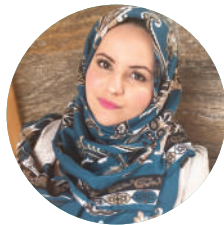
Employees who volunteered to make up the think tank for gender activities within CTG. They are on-the-ground drivers of the Female First programme.



HEFORSHE CHAMPIONS

Male employees who pledged their support and champion gender equality initiatives within CTG.

MEET THE CHANGE CHAMPIONS



Hajar Shihoub,
Country Operations Manager, Libya



Suaad Al Salahi,
Account Manager, Yemen



Svitsai Kunyanya,
Talent Acquisition and Gender Specialist



Algene Suria,
Digital Manager



Maryam Ali,
Talent Acquisition Manager



Ajit Koshy,
Talent Management Specialist



Jovel Delacruz,
Payroll & Finance Associate



Tony Chessel,
Administration Manager



Iman Elman,
Head of Programmes & Security



Amel Eddiri,
Account Associate



Jason Smith,
Regional Director of Sales



Mahmoud Shehada,
Account Manager



James Veysey,
COO



Salwa Nassar,
Civil Engineer



Charlene Gichuru,
Junior Account Manager



Valentina Bechara,
Talent Management Specialist



Iman Shawwa,
Country Director, Somalia



Louisa Elkington,
Legal & Operations Director



HER MAJESTY QUEEN RANIA AL-ABDULLAH OF JORDAN AT THE HEFORSHE IMPACT SUMMIT IN NEW YORK, SEPTEMBER 2018. CTG'S CEO AND COMMUNICATIONS DIRECTOR ATTENDED THE EVENT. THREE PRODUCTS WERE RELEASED POST THE SUMMIT: THE HEFORSHE PROVEN SOLUTION ON HOW TO ACHIEVE PARITY IN GLOBAL LEADERSHIP; THE HEFORSHE EMERGING SOLUTIONS FOR GENDER EQUALITY REPORT AND THE HEFORSHE MALE ALLIES GUIDE FOR GENDER EQUALITY.

PROGRESS IN NUMBERS SDG 5

In order to measure CTG's progress, we are capturing and monitoring a number of tangible SDG Target Indicators:



SDG 5 - TARGET 5.1

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

CTG is committed to employing talented women to create a balance, increase women's economic power and independence, and ensure a positive ripple-effect on local communities. In time, this will help bring stability and peace.

RATIO OF THE ENTRY-LEVEL WAGE

CTG pays equal remuneration, including benefits, for work of equal value and pays a living wage to all women and men.

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER DURING THE REPORTING PERIOD

During this reporting period, nine members of our non-project related staff moved on to new career opportunities, while we welcomed 10 new joiners of which four were female. Staff are invited to complete exit interviews to ensure we understand reasons for leaving and can offer support where required.

We are a global business so diversity is essential; with 18 different nationalities in our main offices and a wide spectrum of ages we excel at working across cultures, religion, gender and nationality.

We are proud of our diverse team, we have 18 different nationalities alone in our main offices, and a wide spectrum of ages

PERFORMANCE REVIEW & TRAINING

Regular performance reviews are ingrained in CTG's people management system and are tracked on the MyCTG HR platform. CTG is proud to ensure equal access to all company-supported education and training programmes, including literacy classes as well as vocational and information technology training. Equal opportunities are provided for formal and informal networking and mentoring for both men and women, at senior and junior levels.

In 2018, CTG dedicated almost 100 hours in training to all our permanent staff.

This included joint sessions to complete the following online training courses:

- The Prevention of Sexual Exploitation and Abuse (PSEA)
- Prevention on Sexual Harassment and Abuse of Authority (UNICEF)
- I know gender: An Introduction to Gender Equality for UN Staff (UN Women)
- Human Rights & Business (UNGC)
- The Fight Against Corruption

Staff in our field office have access to security induction and hostile environment awareness training and our induction training comprises of advice for a wide range of security issues, including but not limited to:

- Local security situation
- Arrival procedures
- Local accommodation*
- Local climate*
- Packing suggestions*
- Local cultures, customs and general Information*
- Communications procedures
- Local medical service availability and Medevac plan
- Security procedures (Including theft, kidnap, security threats, vehicle safety)
- Lockdown and evacuation procedures
- Movement around the territory

* Relevant for international staff

PARENTAL LEAVE, RETURN TO WORK AND MATERNITY POLICIES

With flexible work options, leave and re-entry opportunities to positions of equal pay and status in place in our management offices, we take a Family Friendly approach in our corporate offices in order for men and women to be able to balance work, life and childcare; essentials to achieving gender equality in the workplace.

EMPLOYEE POLICIES AND BENEFITS

- Extended, paid maternity leave
- Paternity leave
- Family care leave
- Parental leave
- Flexible working hours
- Part-time working arrangements

All policies and benefits are in line with, or exceeding local labour law. For instance, in the UAE, we offer Maternity Leave with full pay for a period of 45 consecutive days, compared to the 30 days as per UAE labour law. In addition, employees will be eligible for a further 26 weeks unpaid Additional Maternity Leave if they have completed 75 weeks continuous service with CTG. Further, CTG is proud to offer two weeks of paid paternity leave.

CONSULTANTS POLICIES AND BENEFITS

The policies regarding benefits for consultants who have children during their contract with CTG, included in third-party contracting arrangements in conflict-affected countries, were not something previously considered in depth.

This year CTG has reshaped its insurance offering to ensure that all field-based staff are supported if they have children during their contract with CTG. CTG now covers:

- Life-saving intervention in all instances as well as any pregnancy-related complications.
- Insurance benefit for childbirth related costs, dependent on contract, and length of service, up to a fixed sum of 5,000 USD for International Consultants and 2,500 USD for Local National consultants.

This year CTG has worked with its largest client to include the following as minimum entitlements for all field-based staff:

- The maternity and paternity benefits set out in the applicable labour law for all Local Nationals;
- Dependent on length of service, up to three months away from their job with their post 'frozen' for female International Consultants to return, should they wish
- Dependent on length of service, the equivalent of 6-weeks fees as a 'return to work' payment upon a female International contractors resuming their position.
- Dependent on length of service, extra paid leave for male international consultants whose partner has a child during their contract (dependent on length of service).

As other contracts come up for renewal (giving CTG the chance to request amendments) and as new contracts come online CTG shall work with those clients to include similar or better entitlements.





SDG 5 - TARGET 5.2
Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

WELL-PUBLICIZED POLICY OF ZERO TOLERANCE TOWARDS GENDER-BASED VIOLENCE AND HARASSMENT

CTG’s Duty of Care for our staff extends to protection from abuse or harassment of any sort.

Further, CTG trains staff and managers to recognise signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.

In order to support women working in conflict-affected countries, where gender-based violence and discrimination against women is prevalent, it is imperative for us to have comprehensive

induction and ongoing training programmes for all staff on unconscious bias and gender sensitivities.

Respective training material, policies and procedures are published online and available in hard copy in every office. Further, contracts and grievance processes, as well as essential policies and procedures, are available translated into most operating languages. Our Change Champions take pride in driving gender balance and tackling gender bias.



SDG 5 - TARGET 5.5
Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

REPRESENTATION OF WOMEN
CTG invests in workplace policies and programmes that open avenues for the advancement of women at all levels and across all business areas, and encourages women to enter non-traditional job fields. Our office-based team has a gender ratio of almost 50:50 across the various levels of the company.

WOMEN AND MEN % PER CATEGORY	FEMALE	MALE
Board and Executive Leadership	40.0%	60.0%
Senior Management	37.5%	62.5%
Middle Management	57.1%	42.9%
Entry/Junior Level	56.3%	43.8%
Operational Functions	12.5%	87.5%
TOTAL	46.6%	53.4%

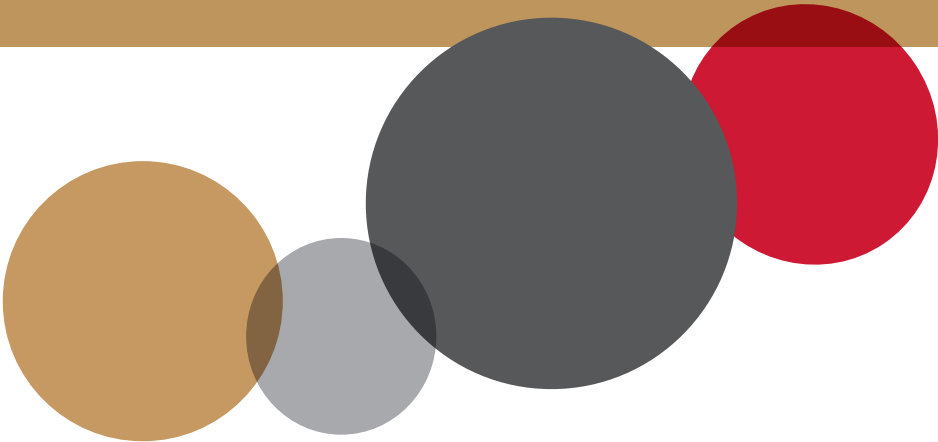
While we have achieved the ideal set up in our main offices, the number of women in project-related roles remains low. CTG tackles this challenge with our Female First initiative.

BLOW THE WHISTLE!

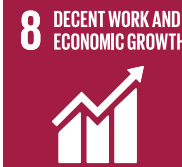
CTG is committed to maintaining a safe reporting environment that is free of fear, bullying, harassment (sexual or other) and other negative consequences. All Stakeholders are expected to report concerns about actual or suspected violations of CTG’s Code of Conduct or any other policies and procedures, suspicions of misconduct or wrongdoing to ethics@ctg.org.

In 2018, CTG recorded less than a handful of cases of suspected harassment in the field.

For these cases, the CTG discipline process was followed, and additional training sessions and Change Champion initiatives were organised.



DECENT WORK & ECONOMIC GROWTH



Wherever possible, we place emphasis on hiring local nationals, investing in their skill sets through training and development. Currently 89% of our staff are local nationals, working in economically challenged countries like South Sudan, Yemen and Afghanistan – this ensures funds and resources go back into the local economy. We insist that all local staff are paid a

fair and living wage in a quest to increase welfare levels and are determined to leave a lasting impact.

Working in fragile and conflict-affected environments, the work we do helps to create economic growth and paves the way for a peaceful future.



PROSPERITY

Creating job opportunities in conflict-affected countries works towards making SDG 8 and economic prosperity realities.

BUSINESS ACTION

- Supporting decent working conditions for all employees across the business and supply chain, with partnerships to influence suppliers to do the same.
- Educating and training the labour force.
- Driving economic growth and productivity by investing in upgrading skills.
- Providing the best possible wages, benefits and working conditions within the framework of government policies.
- Recognising, preventing and reducing the root causes of labour rights violation and inequality across business functions and throughout the supply chain, and seeking to remediate adverse impacts.

TARGET 8-5



FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY



SDG 8 TARGET 8.5

By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

In order to measure CTG's progress, we are capturing and monitoring a number of tangible SDG Target Indicators:

AVERAGE WORKING HOURS PER WEEK

In addition to the information provided under SDG 5, CTG would like to emphasize that all work, including overtime work, is voluntary and staff are free to leave their employment with CTG upon reasonable notice. CTG complies with all applicable working hour requirements as established by local law and further complies with all laws and regulations regarding wages and hours, including those pertaining to minimum wages, overtime wages, piece rates and other elements of compensation and provides legally mandated benefits to all staff.

ACCELERATING THE GOAL OF DECENT WORK FOR ALL

Our legal team regularly verify that all our policies and business operations conform to the different international conventions. In 2018, almost all our employees have completed the Business and Human Rights Learning Tool.

CTG INTERNSHIP PROGRAMME

Through our internship and mentoring platform, we encourage youth development and new talent into the workforce – training students in a corporate environment to add to their work experience and skills.

CTG believes in hiring young creative minds; it benefits the company's energy and helps advance SDG 8 and SDG 4.

To ensure an organized and rewarding learning experience for interns, CTG assigns a committed mentor. The aim is to make the tasks and roles well-defined, customised to fit each intern's professional progress

ensuring development, and setting business goals. The mentor communicates the expectations, learning objectives and the SMART (Specific, Measurable, Achievable, Relevant and Timebound) goals. The mentor will also conduct regular performance reviews and performance grading.

In 2018, CTG made it a priority to improve our intern experience. We established a training and induction routine, advanced the Intern-Buddy initiative supplementing formal training, accelerating the Intern's productivity, sense of belonging and formalised the Mentor commitment.



WHY PAY?

Any type of unpaid labour paves the way for exploitation. Since CTG gives interns valuable work experience by allowing them to participate in tasks and job roles, and since CTG fervently opposes unpaid labour by ILO standards, it pays its interns.

OUR 2018 INTERNS



Alaa Mohamed Ben Hamza,
HR Internship, Libya

“The chaotic environment in Libya in the past few years has made me realise how important it is to help build strong teams for NGOs that can provide assistance for people in need and give them back their basic rights and freedoms, regardless where they are from. I joined CTG to learn important customer service, administrative and recruitment tasks. It is a privilege to be able to be part of the implementation of human rights activities in a country like Libya and a bigger privilege to see it become a priority.”



Chaima Attia,
HR Internship, Tunisia

“I have been part of the CTG team since 6th August 2018. The aim of the internship position is to learn from a Client Account Manager. I have learnt how to publish job advertisements, provide support to consultants and how to communicate with important clients in the humanitarian sector. I am grateful for this internship opportunity as I am gaining knowledge in different areas, learning how to be responsible and developing my skill set.”



Vivien Kallen,
UNGC Youth Ambassador, Dubai

“Working with CTG and co-leading the UNGC Communication on Progress Reporting efforts gave me a direct view of how businesses implement and drive the UNGC Principles and Sustainable Development Goals. I have always been passionate about Diversity and Inclusion and Gender Equality. It’s been an empowering experience to work with the team at CTG as they champion and accelerate SDG5. The internship gave me the opportunity to advocate for the UNGC Principles and SDGs as well as develop and strengthen my transferable skills setting me up for a good start on my chosen career path.”



Christelle Basson,
Graphic Design Intern, CTG

“The most important aspect of an internship is learning and growing. As a graphic design graduate working closely with the marketing and bid team, CTG gave me an opportunity to do just that. The team were always available to offer advice and guidance which is so important at my stage of work life. I learnt how everything should be done according to industry standards. I feel that CTG can be considered your second family. No matter the obstacle, there’s a solution and this spills on to your work ethic.”



SDG8 - TARGET 8.8
Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment.









DUTY OF CARE

One of CTG's core functions is to take responsibility for the Duty of Care for all staff (which includes employees, consultants, local and international staff). The reality of our work means that political unrest, terrorism as well as medical emergencies are some of the risks our staff face. This means being extremely well-informed of any risks, communicating risks, mitigating risks as far as possible

and, finally, responding swiftly and appropriately in the event of an incident.

We strive to keep staff informed and monitor their whereabouts, always adapting to the ever-changing situation on the ground in order to respond when needed.

The safety of our staff is the number one priority, and we strive to ensure peace of mind to both our teams and our clients.

 <p>INSURANCE Reliable, high-risk insurance coverage and straightforward claims processing through our bespoke mobile app</p>	 <p>CRISIS MANAGEMENT Rapid activation of a team of security and medical professionals</p>	 <p>SECURITY Provision of static, mobile security, armoured vehicles and armed close protection where needed</p>
 <p>TRAINING Staff inductions, Hostile Environment Awareness Training, in-country security briefing, and ongoing ethics and code of conduct training</p>		 <p>TRACKING & MONITORING Our app tracks real-time location and provides safety alerts; SafeTrip® ensures staff movements are planned, controlled and monitored</p>
 <p>SECURE FACILITIES Provision of secure accommodation, office facilities and guarding solutions as required</p>		 <p>EMERGENCY RESPONSE PLANS Planned and adaptive procedures for co-ordinated crisis management</p>

OVERCOMING CHALLENGING WORKPLACE SETTINGS

Some countries and regions are ‘assistance black holes’ – places where inadequate infrastructure and on-going conflict make it especially difficult to provide medical and claims services.

Challenges in ‘black holes’ include:

- Language barriers
- Poor infrastructure
- Unreliable electricity
- Lack of telephone coverage
- WiFi deserts
- Limited or no access to banking services
- Inefficient bureaucracies

BUT WHAT OF OUR PROGRESS?

In 2018, we enhanced our Duty of Care introducing a new on-the-ground medical and emergency response capability. Working in partnership with Tangiers International enabled us to launch a unique Duty of Care mobile application and 24/7 emergency helpdesk number; monitored by an experienced crisis management team 365 days a year.

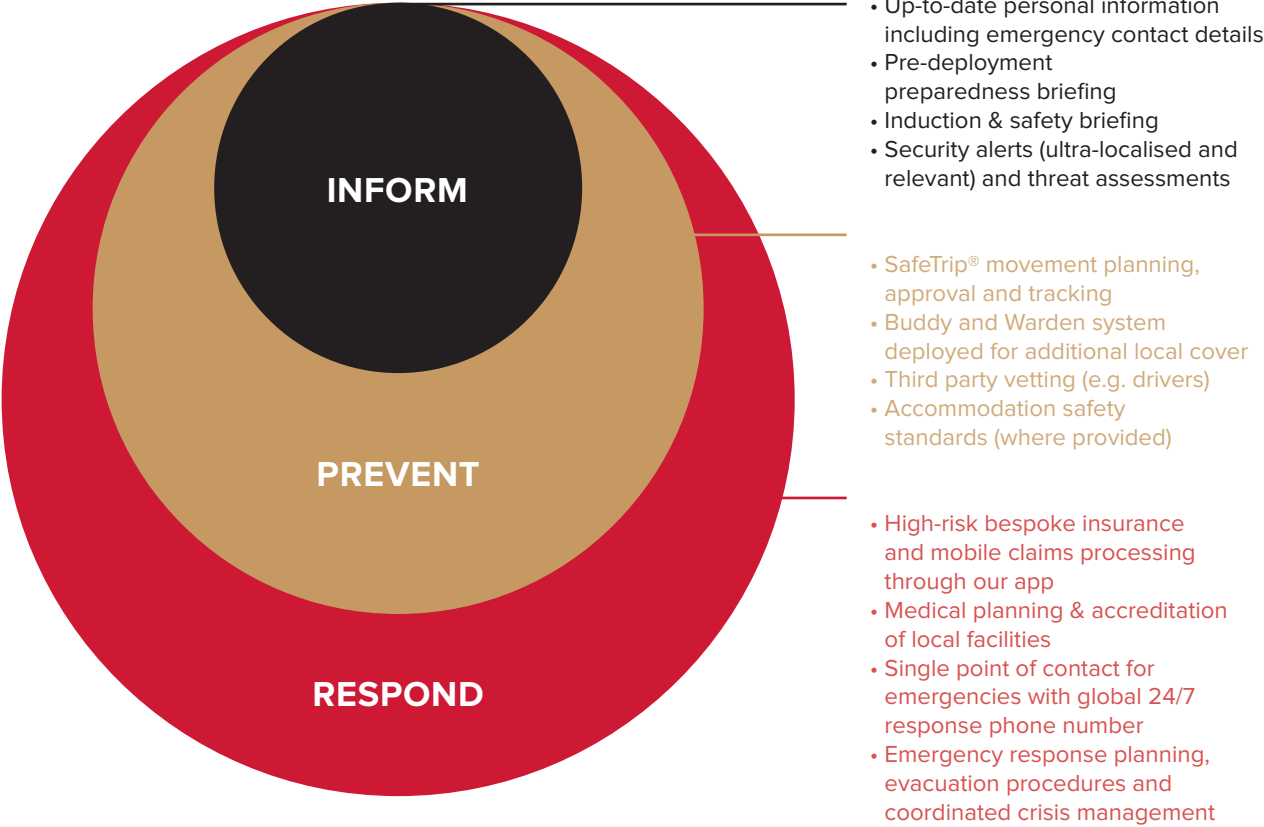
All management staff are issued with iPhones with data, local and international call credit, international minutes and roaming services to guarantee 24/7 support to our teams on the ground. This transformed the call centre service as clients and consultants have direct access to their key point of contacts and management staff have the flexibility to work from anywhere in the world.



CTG adheres to the United Nations’ field security advice, and all staff are asked to complete the minimum UNDSS e-learning Field Security course prior to starting work with CTG.



CTG TAKES AN 'INFORM, PREVENT AND RESPONSE' APPROACH TO ENSURING OUR STAFF SAFETY ON THE GROUND.



STAFF ARE PROVIDED WITH;

- An integrated global Insurance Policy underwritten by Lloyds of London and an 'ultra-local' assistance programme offering medical and political response across conflict-affected countries
- Field agents and local healthcare providers ensure swift, appropriate treatment and minimum treatment delays
- Claims handling through our bespoke mobile app enabling expedited payment settlements
- Immediate access through a single international and single local Emergency Response Number to our world-leading medical, security and travel assistance network

TESTING THE READINESS FOR OUR STAFF FOR DEPLOYMENT INTO HOSTILE ENVIRONMENTS

CTG has a Hostile Environment Readiness Survey which all staff are required to complete as part of the onboarding process. Introduced in 2018, since its launch 578 candidates have completed the survey. Some of the key areas it addresses are: mental health and early indicators of post-traumatic

stress disorder, how the candidate feels about living/working in dangerous areas, whether they are prepared to meet strict security protocols and whether risks of working on a humanitarian project have been considered, challenging cultural awareness and personality in difficult or hostile situations.



TAKEAWAY NUMBERS ON HOSTILE ENVIRONMENTS READINESS SURVEY:



PARTNERSHIPS FOR THE GOALS

Partnership and cooperation are essential for achieving the Global Goals.

To achieve our goals, partnerships and alliances are embedded into all CTG projects. In every country where CTG operates, we form alliances within the local community to help us recruit top talent and to ensure families and leaders understand and support our projects and their goals.



DRIVING SUSTAINABILITY AMONG OUR PARTNERS AND SUPPLIERS

We aim to expand business relationships with women-owned enterprises, including small business, and women entrepreneurs as well as encourage our current partners and peers to respect the company’s commitment to advancing equality and inclusion. To achieve this, we work together with our partners and suppliers to engage them on our sustainability journey.

2018 ACTION:

We have reached out to our suppliers and subcontractors inviting them to sign up to the UN Global Compact and the Women’s Empowerment Principles, and if already signed up, to share their communication on progress and to reach out to discuss synergies and opportunities for partnership to achieve the global goals.

This year, thanks to encouragement from our leadership, one of our key partners Tangiers International, the providers of our 24-hour global emergency response, signed up to these two initiatives at the onset of our commercial partnership.

2019 TARGET:

Introduction of Sustainable Supply Chain Policy to set out our expectation for suppliers to run their businesses ethically, always acting with respect, honesty, integrity and fairness. Conducting due diligence on suppliers human rights impact and prevention strategies, ensuring their work has a positive impact on the 2030 Agenda for Sustainable Development.



CTG GIVING: SUPPORTING FEMALE ENTREPRENEURSHIP IN SOMALIA



Somalia has one of the highest rape and child marriage rates in the world. The Gender Inequality Index for Somalia is 0.776 (a maximum of 1 denotes complete inequality)

CTG Giving is our staff engagement platform to encourage collective action and brings our team together to discuss social impact initiatives. We strive to integrate corporate volunteering into the culture of our organisation. This year CTG Giving partnered with the Elman Peace & Human Rights Centre in Mogadishu, to run an entrepreneurship programme for victims of gender-based violence.

The Elman Peace and Human Rights Foundation aligns strongly with CTG’s social good vision. In May of this year, our CEO Alice Laughher journeyed to Mogadishu to deliver a donation from CTG staff of USD 4,625 and met the inspiring women behind Elman Peace.

ABOUT ELMAN PEACE:
Elman Peace is a foundation committed to providing innovative, life-saving support to those in need, particularly victims of gender-based violence. The foundation established the first rape crisis centre in Somalia, called Sister Somalia, which provides psychosocial counselling, trauma healing and emergency medical care to survivors. The foundation also launched an initiative called “Drop The Gun, Pick Up The Pen”, which focuses on reinstating children and young adults from armed groups and militias back into their societies, as well as preventing the use and recruitment of children into armed forces.

A BRIGHTER FUTURE

The donation started a one-month entrepreneurship training programme at a gender-based violence victim support centre, with a goal of a business pitch and investment opportunity. In the end three women were selected based on their complementary ideas and their willingness to join forces and realise their business dream, tripling our desired impact.

THE WINNING IDEA:

A convenience shop and grocery store in the Wadajir District that offers hot drinks and fast food. The store will also host a small tailoring corner where members of the community can buy fabrics to be tailored for them on the spot.

The concept allows for a ripple effect for community, particularly female empowerment and upliftment – and complements our goals and objectives aligned with SDGs 5, 8 and 16. The women who become benefactors of the CTG Giving grant are able to give back to the community and train other women in the centre. At CTG, we believe that the communities that we work in will be profoundly improved by aligning our strategy with the Sustainable Development Goals. We’re extremely proud to be supporting Elman Peace.



PEACE, JUSTICE AND STRONG INSTITUTIONS



CTG is a signatory of the UN Global Compact and Business for Peace Call-to-Action dedicated to catalysing collaborative action to advance peace.



PEACE

Our mission is to foster peaceful, just and inclusive societies, in conflict-affected countries in line with SDG 16.

BUSINESS ACTION

- Working in areas of conflict and humanitarian crises to contribute to peace and institution building.
- Maintaining the notion of “do no harm” and ensuring that business operations/projects do not have an adverse effect on the countries or regions CTG operates in.
- Committed to own responsibility to respect human rights through a statement of policy and communicating human rights expectations to employees and business partners.
- Internally, raised awareness of the relevant laws, codes and regulations among employees. Reporting any incidences and considering its impact on stakeholders and shareholders.
- Ability to identify and take robust action against corruption and violence in own operations and the supply chain.
- Understanding anti-bribery and corruption governance expectations from stakeholders and prohibiting bribery in any form whether direct or indirect.
- Communicated the implications of relevant laws to employees through policies and trainings.
- Recording all incidents of corruption or bribery, and putting processes in place for resolution and remediation.
- Implemented whistleblowing helpline and processes for employees to report (suspected) incidences.

KNOW YOUR HUMAN RIGHTS & SAY NO TO CORRUPTION

Management have assessed our human rights and corruption risks, addressed our responsibilities, completed the following two courses and introduced mitigation measures.

Human Rights & Business Learning Tool: To meet our human rights responsibilities, as businesses, it's critical our staff understand the nature of human rights and the steps they are expected to take to respect human rights throughout our operations. This tool serves that purpose.

Fight Against Corruption: A joint product of the UN Global Compact and United Nations Office on Drugs and Crime (UNODC). It uses six interactive learning modules to further our understanding of the UN Global Compact's 10th principle against corruption and the UN Convention against Corruption as it applies to the private sector.

BUSINESS FOR PEACE

CTG is a signatory of the **Business For Peace Call-to-Action**, a UN Global Compact platform which leverages private sector action to advance peace. Business For Peace “recognizes the importance of local knowledge and ownership of issues related to peace”.

Business for Peace addresses the SDGs: 5, 8, 10, 16 and 17. In particular the role of business in mobilizing humanitarian action to address humanitarian crisis.



MOBILISING HUMANITARIAN ACTION

This year at the UN Global Compact annual Business for Peace Event our CEO, and former Chair of the Business for Peace platform in the UAE, did a deep dive with a Director from UNHCR and Chief of Mission from IOM, with other private sector members, on the Global Compact on Refugees and the Global Compact for Migration which address human rights, protection of migrants, women's rights and many other areas.

These Global Compacts follow on from the New York Declaration for Refugees and Migrants adopted by UN Member States in September 2016 to “share the burden and responsibility for hosting and supporting the world's refugees”. This same Declaration calls for the private sector to play an active role in the implementation of the Global Compacts. Within the Global Compact on Refugees it talks about a “programme of action” and “areas of support” where the Private Sector can be mobilised.

CTG RESPONDING TO THE MIGRATION CRISIS

One of the many humanitarian projects CTG enables is the tracking of displaced persons and monitoring of detention centres in Libya, ‘registered’ detention centres run by the Interior Ministry's Department for Combating Illegal Immigration. Detention conditions across the country are a matter of “grave concern” as detainees are forced to live in severely overcrowded facilities with little food, water, or medical care, and suffer physical abuse, forced labour, slavery, and torture. The automatic placement of asylum seekers and migrants in detention centres places them at risk of human rights abuses.

Getting to the detention centres from a security perspective is extremely high risk, so strict duty of care protocol is adopted for staff using SafeTrip®. Enabling this support helps the international community identify the problem and severity of the situation at hand, so sustainable solutions can be identified and implemented. Innovation and implementation are important areas where the public sector needs private sector engagement to increase the action taken.



“After 2011, many people were displaced in Libya. That’s when I decided to work in displacement tracking which improves lives by providing a better understanding of the movements and needs of IDPs and migrants. The DTM project monitors local Libyan nationals and my team is distributed to most Libyan cities. Many people need support now and we are trying to help them in every way possible. I am most proud when my team succeeds in helping IDPs or migrants, assisting them to return voluntarily to their homes or providing them with free healthcare. CTG supports me by taking care of the administrative and financial aspects, which allows me to focus on the field work. I believe that my work helps to protect migrants and displaced people until the country is rebuilt.”

Salah Khalifa
Displacement Tracking Matrix (DTM)
Operations Assistant, Libya

BUILDING SUSTAINABLE AND PEACEFUL COMMUNITIES IN GAZA

THE EVENT: SDG WORKSHOP IN GAZA

This year, when one of our local staff in Gaza voiced his belief that an SDG-focused workshop could assist in improving the lives of the people of Gaza we took action.

Our Sustainable Development Goals (SDG) workshop in Gaza was held on 10 and 11 September 2018 and titled: **“Improvement of Life in Gaza by Delivery of Sustainable Development Goals: Challenges and Opportunities”**

This showed that the SDGs are not only intrinsically woven into CTG’s operations and strategic business plan but that our staff feel the SDGs are an essential requirement, a ‘roadmap’, to achieving resilience and peace in conflict settings, such as Gaza.

The Workshop and SDG Council were conceptualised by three of CTG’s team in Gaza, after reading the **United Nations Country Team 2017 report** which declared Gaza would be “unliveable by 2020”. It was this innovative team who decided more action needed to be taken to activate the SDGs in Gaza, as they believe that driving the SDG agenda could make a real difference to improving the lives of those in Gaza. This led to CTG supporting and funding the workshop. More than 120 people, from humanitarian and development agencies, international and local NGOs and the private sector attended the two-day workshop.



THE TEAM BEHIND THE IDEA



MAHMOUD SHEHADA
CTG Senior Account Manager in Gaza



SALWA NASSER
CTG Quantity Surveyor



MOHAMMED ALQAHWAJI
CTG Onsite Monitoring Engineer

THE OBJECTIVE

The primary objective of the workshop was for attendees to brainstorm and hold principal discussions on practical actions, explore solutions and build consensual approaches on the major themes relevant to implementation of the 2030 Agenda for Sustainable Development in different sectors throughout Gaza.

WHAT WE HOPE TO ACHIEVE

One of the main aims of the workshop was to raise awareness of the SDGs and start the conversation about how everyone in Gaza could work together to move forward.

Three years into the implementation of the Sustainable Development Agenda globally, countries are translating this shared vision into national development plans and strategies. This workshop aimed to promote the implementation of SDGs in the Gaza Strip and to frame the way forward for Sustainable Development on different levels.

While we understood that the UN, in particular, is intimately involved in the SDGs and actions to push them forward, we were not aware of a forum whereby the private sector and other actors were also involved in that conversation in Gaza. We wanted to give individuals and organisations an opportunity to learn about the SDGs, and the realities of the needs in Gaza, so they could consider where they can make a difference.

Through a combination of keynote presentations by renowned private sector experts, on-stage interviews with high-level practitioners from UN Agencies and INGOs, panel discussions and round tables, the conference wanted to open a debate among the different stakeholders on solutions for sustainable development and how to transform society at local and global level. We wanted everyone to exchange knowledge, ideas, experiences and expectations around the SDGs and using them as a roadmap to change the future of Gaza.

“The private sector is a critical force in driving the SDGs.”





OUR MESSAGE

CTG hoped to get across the message that small steps add up. The SDGs can seem overwhelming when you look at them altogether. It isn't possible for everyone to do everything but equally if no one does anything (because the task seems so daunting) then nothing will ever happen. We used as an example how CTG has identified three SDGs where it feels, given its business, it can make a real difference.

To read the full report from the event, please visit ctg.org and head to our Media Library.

WHAT NEXT? FORMATION OF AN SDG COUNCIL

The formation of an SDG Council will ensure that both public and private partners work in a coherent and collaborative way. The SDG Council will bring together contributors to experiment and create strategies to unlock Gaza's development potential. This SDG Council will promote and create a permanent and multidisciplinary knowledge network on implementation of SDGs, where all stakeholders will learn from each other. CTG will be responsible for contacting all those who attended the workshop to see if they would be interested in joining. The next meeting will be aimed at those who've expressed interest to form and move the SDG Council forward. The next meeting will:

- 1 Create a more structured action plan for building awareness of the SDGs in particular amongst the private sector,
- 2 Come up with a strategy for advocating the involvement of the private sector in the ongoing SDG discussions, and
- 3 Include training on how to select and implement the SDGs in which the individual, business or group can make a change.

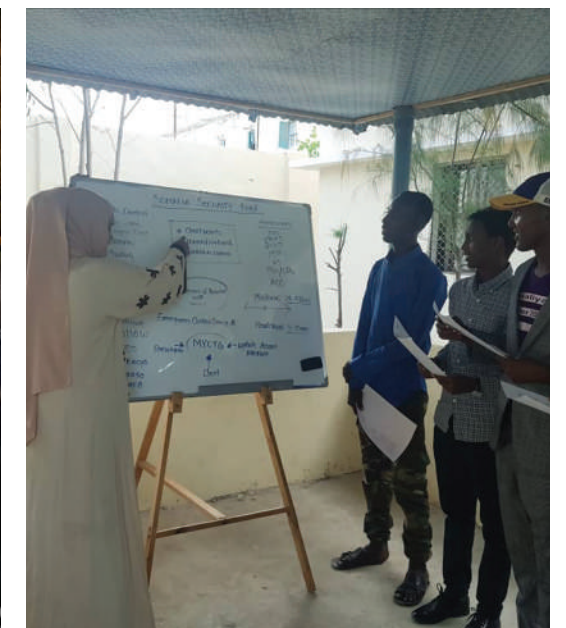
PROGRESS IN NUMBERS SDG 16

In order to measure CTG's progress, we are capturing and monitoring a number of tangible SDG Target Indicators:



SDG16 – TARGET 16.1

Significantly reduce all forms of violence and related death rates everywhere.



SECURITY IN THE FIELD

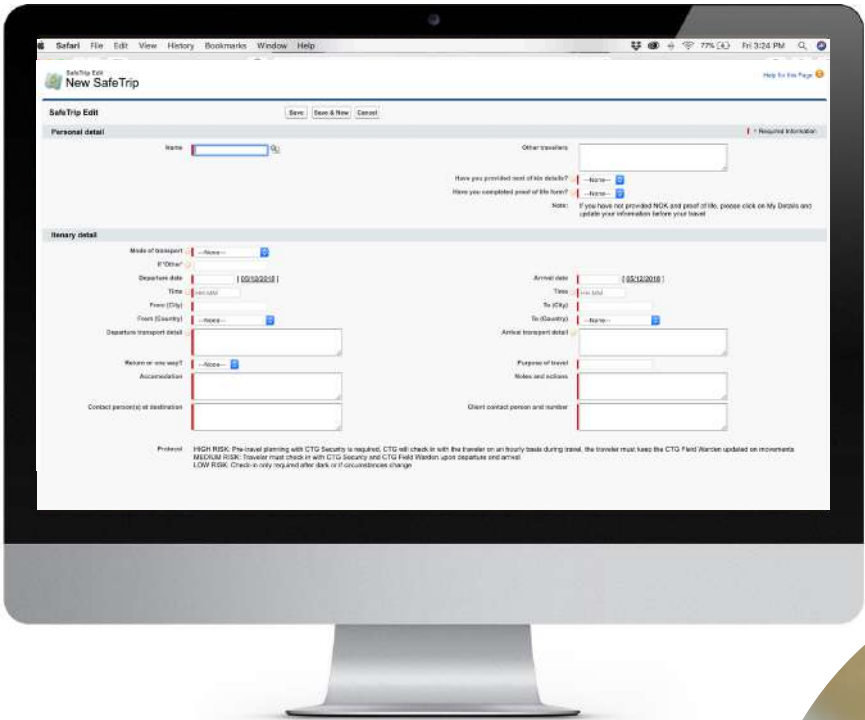
The security situation is often fluid given the fragility of the operational locations of our staff. With vulnerability to possible complex attacks, IED/suicide attacks, kidnapping, targeted killings and terrorist attacks a rigorous methodology of mitigation measures for such incidents is applied. For each project, and daily movement, we assess and implement risk mitigation plans dependent on the location, travel areas and duty stations.

Security oversight in all our countries of operation is an absolute priority, as is monitoring and managing staff whereabouts. With strong ties to local law enforcement, and other sources of local and international intelligence, we try to mitigate any likelihood of staff encountering danger. Operating in conflict zones is extremely high-risk and strict protocols and procedures are mandatorily adopted by all staff. Training is part of our onboarding process, security briefings and hostile environment awareness training [HEAT] is provided to all staff at the onset, and ongoing, through our Field Security Officers and other in-country management.

SAFETRIP®

All staff are required to follow our SafeTrip® procedure ensuring management are notified of all staff’s daily, sometimes hourly, movements around each country we work in. SafeTrip® protocols enable us to provide critical information on any geographical area, local elders/clans, political and provincial dynamics long before staff move into any area enabling monitoring of staff movements. Mitigation of our staff encountering violence is the approach we take to avoiding injury or death. Sharing knowledge of movements enables management to act quickly in the case of an emergency in the event of anything unexpected.

Late 2018, we further invested into our MyCTG technology to create a SafeTrip® module and workspace enabling staff to speed up approval processes for timely movements. This enables weekly, monthly and annual monitoring of movements of all consultants globally and rigorous assessments to ensure our crisis response plans.



SDG16 – TARGET 16.3
Promote the rule of law at the national and international levels and ensure equal access to justice for all.



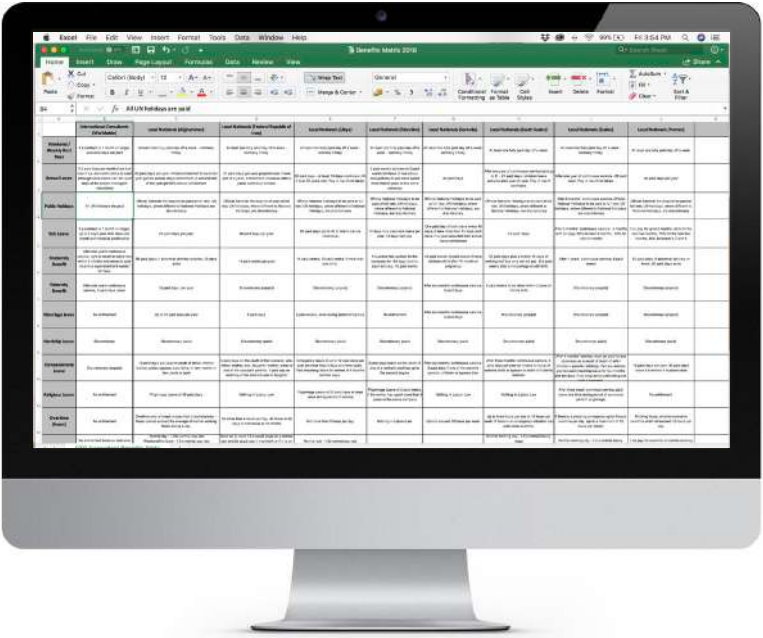
During 2018, CTG ran a rigorous assessment on local labour laws and staff benefits across eight countries. Due to organic growth and the procurement methodologies used by our clients we found that, within the same country, local national staff benefits sometimes varied from client to client and project to project. The staff benefits are determined during the initial procurement process with CTG’s clients and, generally speaking, local national staff are given, as a minimum, the benefits set out in the local Labour Law. However, sometimes those laws change during the contract term, sometimes local statutory provisions are simply not in place or are in the process of evolving thus the contractual provisions can become outdated. In short, benefit entitlements change and CTG looks to adhere to the latest legal requirements which must be taken into consideration by our clients in case of financial implications. CTG endeavours to be ‘assertive’ with its staff benefits, wherever possible meeting (and ideally surpassing) statutory requirements.

The benefits assessed include:

- | | | |
|------------------------------|-----------------------|--------------------------|
| • Weekend / Weekly Rest Days | • Paternity Benefit | • Overtime (hours) |
| • Annual Leave | • Marriage leave | • Overtime (pay) |
| • Public Holidays | • Hardship Leave | • End of Service Benefit |
| • Sick Leave | • Compassionate Leave | • Statutory Bonus |
| • Maternity Benefit | • Religious Leave | |

Furthermore, we have proposed to our clients some forward-thinking benefits for International Consultants who are not governed by local employment laws to ensure their human right to work, even during pregnancy. CTG has proposed a policy whereby International Consultants have a right to return to the same role after a break and that those who do return receive a return to work incentive. CTG feels a moral obligation to treat staff in a manner that is consistent with our high ethical standards and one of the gaps in the coverage was maternity.

Historically, CTG has not discussed gaps in benefits with its clients after the initial procurement process had concluded. At the end of 2018, CTG presented its assessment to its largest client at the point of contract extension who agreed with the results of the assessment and incorporated the amended benefits into the contract. In 2019 we shall further address all staff benefits globally with all clients and make any adjustment to contracts where required foreseeing these to be only minor changes.



SDG16 – TARGET 16.5
Substantially reduce corruption and bribery in all their forms.

ANTI-CORRUPTION

CTG holds a zero-tolerance approach to bribery, whether public or private or directly or indirectly through a third party. As per our Code of Conduct, a “bribe” is defined as an offer, promise or authorisation, to give, or the giving of, anything of value to influence the actions of a third party.

CTG standards have been communicated to all stakeholders, and it is everybody’s responsibility to raise any incidents with the Good Governance Committee. CTG’s whistleblowing process enables concerns to be raised anonymously. The Code of Conduct is accessible to all on CTG’s website and is explained during annual training sessions.

During this year’s reporting period no incidents of corruption and bribery were raised. Employee adherence to CTG values is administered through MyCTG, our in-house human capital management software, where the demonstration of compliance with the company’s core values is assessed.



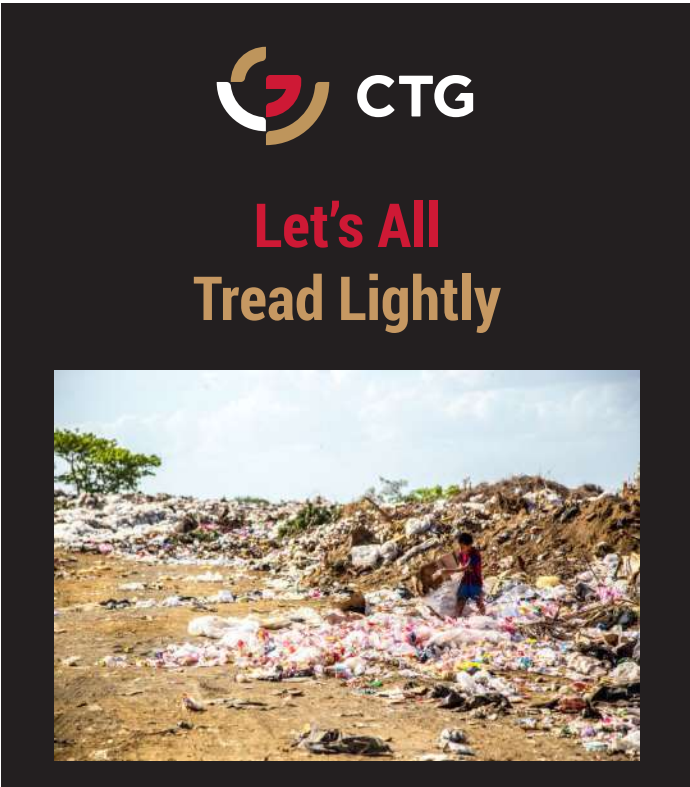
ENVIRONMENT

We know that environmental degradation is fueling wars and wars are fueling environmental degradation and at CTG we work to stop the cycle. We acknowledge the interaction between the environmental and security and their relationship to human wellbeing and development. Through our work in conflict areas, we provide humanitarian support and sustainable approaches to rebuilding peaceful and prosperous communities. Our Environmental Policy helps us to regulate resource use and reduce pollution to promote human welfare and protect natural systems.

TREAD LIGHTLY CAMPAIGN

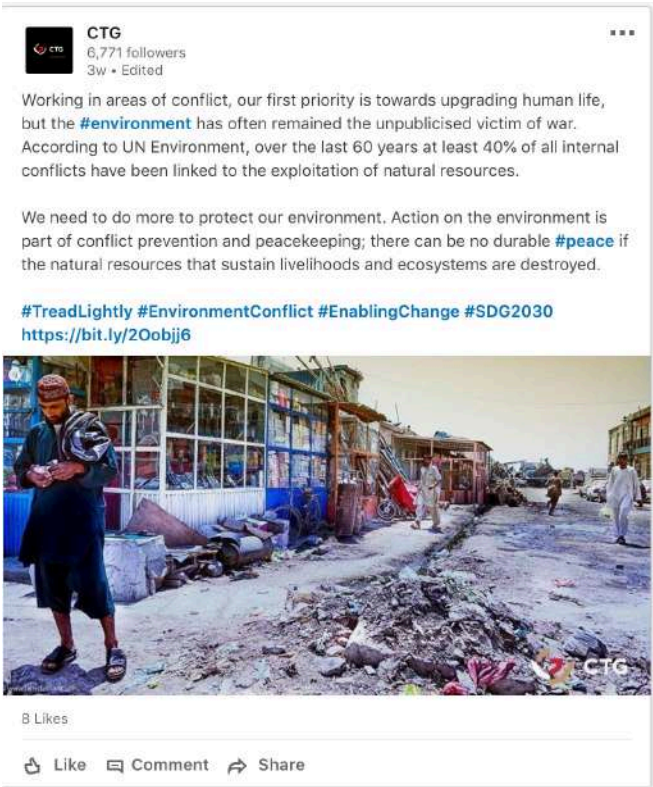
In 2018, we reached out to our staff and consultants to encourage everyone to be aware of minimising their footprint in the conflict-affected regions they work in. Our campaign included a newsletter and social media encouragement – emphasising that small efforts of environmental awareness can make a big difference.

1. EMAIL COMMUNICATIONS:



RECIPIENTS: 3 082
OPEN RATE: 60,7%

LINKEDIN



IMPRESSIONS: 1378

1. TWITTER



IMPRESSIONS: 829

2. FACEBOOK



REACH: 1 454

AT THIS YEAR’S UNITED NATIONS GENERAL ASSEMBLY THE POTENTIALLY CATASTROPHIC IMPACT OF CLIMATE CHANGE WAS TOP OF THE AGENDA, WITH THE SECRETARY-GENERAL SAYING THIS ISSUE IS THE ‘ABSOLUTE PRIORITY’ FOR THE UN.

OUR ENVIRONMENTAL PRINCIPLES:

CTG staff should ensure that they are considerate of the environments in which they stay and work and should incorporate principles like:

1. We minimize our environmental impact: We maintain policies, practices to conduct operations in an environmentally responsible manner through virtual meetings.
2. We comply with local and international standards: We comply with applicable environmental laws and requirements for environmental protection and industry standards.
3. We conserve the natural resources: We reduce the quantity of non-recycled waste that is produced and minimize our use of electricity, natural gas, water and air travel.

“We need to do more and we need to do it quicker”

– Secretary-General António Guterres

CTG STRATEGIC OBJECTIVES 2019

While some of our strategic objectives are more challenging to achieve, we are committed to our future business journey being responsible, sustainable and ethical. Here are our targets for 2019.

- As a step towards CTG’s **overall goal of 30% of project related roles being held by women by 2030** CTG will aim to achieve a **5% increase in project roles held by women by 2019.**
 - As a step towards CTG’s **overall goal of 60% of CTG’s candidate data base being women**, CTG will aim to achieve a **3% increase in the overall number of females on the database by 2019.**
 - CTG will aim to ensure that its **commitment to shortlist a minimum of two female candidates in every five or one in every three** is included as a contractual obligation on all new contracts.
 - CTG will aim to ensure **all new staff complete online training on gender, sexual exploitation and sexual harassment.**
 - CTG will roll out its **Female First CV and Cover Letter writing initiative** in all major countries of operation.
 - CTG will introduce its **internship programme into two new countries of operation.**
- CTG will introduce a specific **Supplier Code of Conduct in Q1 of 2019** and conduct its first compliance audit on a selection of suppliers in **Q3 2019.**
 - CTG will offer **access to a bank account to its project related staff.**
 - CTG will aim to ensure all project-based staff complete comprehensive **training on anti-bribery and corruption.**
 - CTG will roll out a **Sustainable Supply Chain Policy.** This sets out our expectation for suppliers to **run their business ethically, always acting with respect, honesty, integrity and fairness.**
 - CTG will run an **assessment on its human rights impact, review and update its policy and will introduce due diligence tools to assess the risks** faced by people across the chains and spectrum of our business operations involving the entire organization, workers and management.



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G4-LA9	Aspect: Training and Education	Training and Education	404-1	Average hours of training per year per employee	Page 44	
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G4-LA11	Aspect: Training and Education	Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	Page 44	
G4-LA12	Aspect: Diversity and Equal Opportunity	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Page 47	

G4 Guidelines		GRI Standards				
G4 Disclosure	G4 Section	GRI Standard Title	Disclosure Number	Disclosure Title	Page Number	Comments
Human Rights Assessment						
G4-HR1	Aspect: Investment	Human Rights Assessment	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 67	
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Local Communities						
G4-SO1	Aspect: Local Communities	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Page 68	
Anti-corruption						
G4-SO4	Aspect: Anti-corruption	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Page 44	

THANK YOU

Thank you for taking the time to read our 2018 Social Good Report.

To our clients, we look forward to you joining us on our social good journey.

To our teams, thank you for embracing our social good vision so whole-heartedly and committing to the 2030 Agenda for Sustainable Development and Agenda for Humanity.

We are making a difference. Let's continue to do so.





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