

United Nations Global Compact

Communication on Progress

6th December 2019



Introducing Itad

We are a specialist **international development** consultancy, with technical expertise in monitoring, evaluation, research and learning. We have more than 100 staff members structured around 11 internal theme groups. We work with a wide network of in-country consultants and experts. Our client base is broad and diverse and we strive to strengthen existing relationships and to forge new ones.

We have a long history of working with the UK Department for International Development (DFID), European Commission, World Bank, African Development Bank, UN agencies, and European bilateral donors including Danida, Sida, Norad, Irish Aid, GIZ and the Netherlands and Finnish foreign affairs ministries.

We have worked for **philanthropic foundations** including The Rockefeller Foundation, The Bill and Melinda Gates Foundation, The William and Flora Hewlett Foundation and MacArthur Foundation, as well as a wide range of UK and **international NGOs**, and developing country **governments** directly.

Statement from Managing Partner

I am pleased to confirm that Itad Ltd. reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. Itad Ltd is committed to making those principles part of our strategy, culture and day to day operations. We are also committed to engaging more widely through our work in advancing progress against the Sustainable Development Goals.

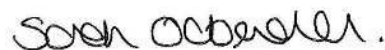
In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. This year's annual statement highlights the significant achievements of our internal Green Team who have made great strides in pushing forwards our progress against the Environmental principles. We commit to sharing this information with our stakeholders on our website.

Yours Sincerely,

Tim Ruffer, Managing Partner



Supported by our Executive Committee:
Sarah Ockenden, Chief Operating Officer



Rob Lloyd, Partner



Our values

Itad's core values shape the culture of the organisation, its identity, the brand and the way we work. We expect all staff to uphold these values throughout their work. Our framework of policies called 'Working with Itad' explains how our values translate into policy and sets expectations of staff and those we work with.

To enable clear communication and dissemination of our policies and the way we work, Itad has created a framework called 'Working with Itad';

- Included in the framework is a statement regarding our commitment to the **10 UN Global Compact Principles** which helps to reinforce and underpin our ways of working. In the framework, we state the actions that we have taken against each principle which is included in this COP.
- The Framework provides guidance and support to individuals for making decisions and carrying out their work in ways that are ethical and compatible with Itad's Values. It applies to all employees, board members, externally subcontracted staff and suppliers.



Technical excellence



Collaboration and learning



Personal development



Shared rewards



Double bottom line



Making a difference



Gender and social inclusion

Executive summary

This is Itad's second report on our progress against the UNGC principles since joining in December 2017. Throughout this year, we have continued to strengthen and develop our corporate policies and ways of working. A significant company wide achievement is our progress and the actions that we have taken in line with the Environmental principles. At the end of 2018, we decided to form a Green Team who have taken this issue forward. The team have researched options and ways to mainstream climate-friendly solutions into Itad's ways of working. This report includes details of the action we have taken, why and how we plan to take this forwards.

Other achievements this year include enhanced risk management throughout our project delivery which helps us to monitor and mitigate risks concerning safeguarding, human rights, data protection, ethical conduct, and environment as well other project delivery risks.

We have also made investments in developing an online training tool through which we are able to share training and guidance on our ways of working. Particular areas of development have included training against our Ethical Framework and continued development of our safeguarding training.

Further developments of our safeguarding policy and processes includes the introduction of the Safeguarding Focal Point (SFP) role. Our SFPs are members of staff from across the business who are trained to help ensure that safeguarding policy and procedures are widely understood, implemented and followed. They also provide a safe space to talk through concerns or issues, and are able to raise issues to our Senior Safeguarding Officer.

As well as providing an update against the UNGC principles, this report also provides details of how we continue to engage with our clients and the sector in advancing progress against the Sustainable Development Goals.

Climate change is the defining issue of our time. What is Itad doing?

We are a socially-conscious organisation which is committed to the **ten UNGC principles** – our primary purpose is to provide insights and drive better use of resources in international development. Unfortunately, it is the poor and marginalised communities that we aim to help who will be most affected by the effects of global warming.

Facts such as these have encouraged us to look inwardly and think about what we can do as a company to be part of the solution, and not the pollution – especially considering our carbon footprint due to frequent international travel to deliver our work. Our position as leaders on evidence-based reflection and strategy put us in a great position to push for **climate smart ways of working and living**.



Itad's climate strikers

Introducing Itad's Green Team

A group of over 20 staff from across Itad came together at the end of 2018 to review what Itad is doing to address climate change. It was agreed that Itad needed a dedicated committee to take the issue forward; researching options and ways to mainstream climate friendly solutions into Itad's ways of working.



“Environmental sustainability is integral to who we are and what we do – as individuals, as a company, and in our work with the wider world”

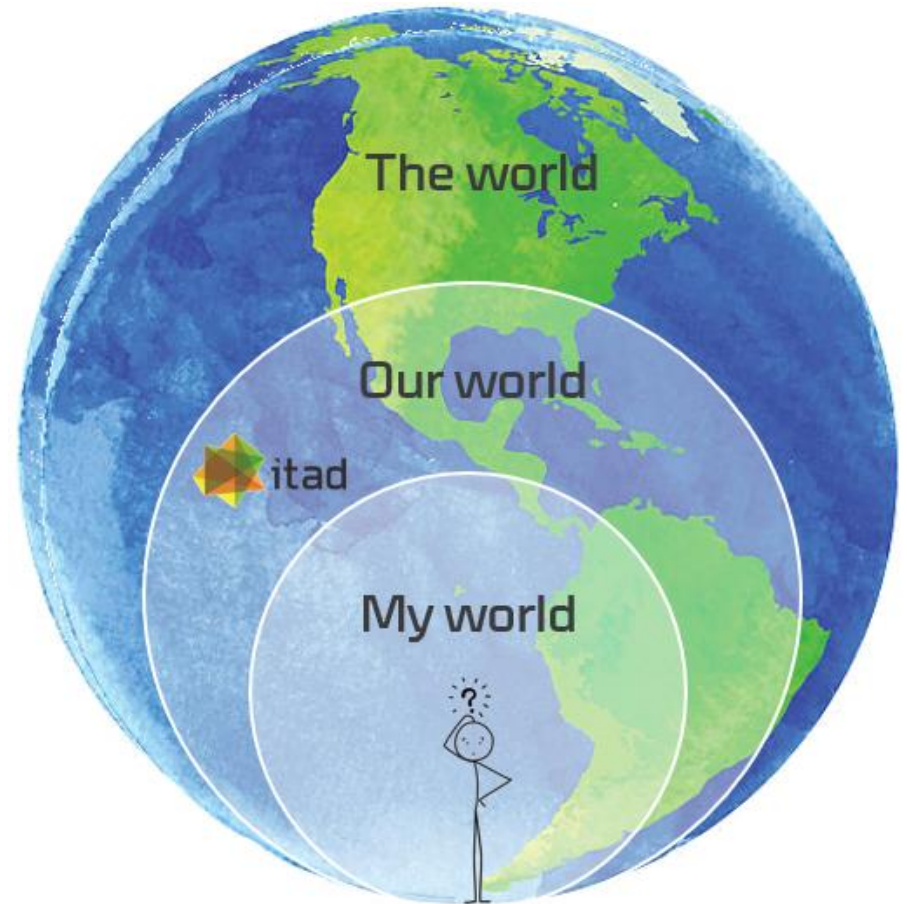


“The Green Team will support Itad leadership and staff to integrate environmental sustainability into all our work and the decisions we make every day – as employees, consumers and citizens”

The Green Team - three spheres of work

The Green Team is working to promote change across three spheres:

- **My world.** What can we all do to reduce our individual carbon footprints?
- **Our world.** Itad, our office and our operations. How can Itad become greener?
- **The world.** How can we integrate sustainability concerns into all of our projects, and collaborate with partners to drive greener ways of working?



The Green Team - what progress have we made?

Within the **My World** sphere, we have rolled out weekly green updates in the Itad newsletter, sharing articles, videos, books, tips and even eco-friendly recipes, have screened films and talks which aim to raise awareness about the impacts of Climate Change, and hosted a swap shop to cast a spotlight on the devastating effects of the fast-fashion industry and encourage staff to reduce, reuse and recycle their clothing.

Investigating Itad through a green-tinted lens has helped us to identify changes we can make within the **Our World** sphere – we have conducted an energy audit with the help of a local community organisation in order to address gaps in our efficiency in the office. Alongside this audit, we have also researched several simple tech solutions which can lead to more effective energy usage and greatly reduced waste, such as work island kill-switches, light sensors and PINs on printers. We have also made the switch to vegetarian options for workshop lunches by default, in recognition that plant-based diets create a much lower carbon footprint.

Tackling how our practices, projects and partners impact **The World** is arguably the biggest challenge faced by the Green Team, with Itad's flights being the main contributor to our carbon footprint. We are developing a blueprint to combat these emissions using the '4 R Framework' from Brett Favaro's book *The Carbon Code*, which involves **reducing** the number of flights we take, **replacing** higher carbon transport with lower carbon transport (e.g. trains instead of planes within Europe), **refining** our travel to get the maximum value out of every trip, and **rehabilitating** the environment to compensate for unavoidable emissions. We have also looked into various carbon offsetting schemes, and the evidence base behind each of them.

Engagement in Sustainable Development Goals

Itad has an increasing profile as a thought leader in its field and continues to work on projects that achieve its strategic aim of making a difference. Through our work, we are able to engage with our clients and the wider sector in advancing progress against the **Sustainable Development Goals**.

Examples are included below:

‘Synergies in SDGs: How holistic monitoring can support global goals’ - Blog from Eve Mackinnon exploring synergies in SDG’s following the attendance of a workshop at the Vitol Foundation presenting initial results of a multi-disciplinary research team from UCL mapping synergies and trade-off between SDG 6 and the other SDGs. The research highlighted how the SDG 6 call to action and associated targets is linked to every single SDG by multiple synergistic impacts and interlinkages of targets. Read more [here](#).

60 seconds with...Itad’s Inclusive and Sustainable Business theme – ‘Businesses are becoming increasingly sophisticated in their responses to global challenges – often collaborating across sectors to accelerate change across key value chains, sectors and systems. At the same time, the SDGs articulate a much greater role for business in supporting and accelerating sustainable development globally. This all creates new challenges for effective learning, cross-sector dialogue and impact measurement. We think we can help!’ Read more [here](#).

Principal Consultant and Climate Change theme lead co-hosts a session at Building a Resilient Future this weekend in New York – Held on Sunday 22nd September, Dave Wilson shared Itad’s work with the Global Resilience Partnership, as their learning partner at the venue, The New School in NYC. As lead author, Dave reflected on the key messages from Resilience Insights: Lessons from the Global Resilience Partnership report. Participants engaged in each others experience in emending resilience into actions and to achieving the SDGs. Read more [here](#).

Framework for Working with Itad and our Code of Conduct

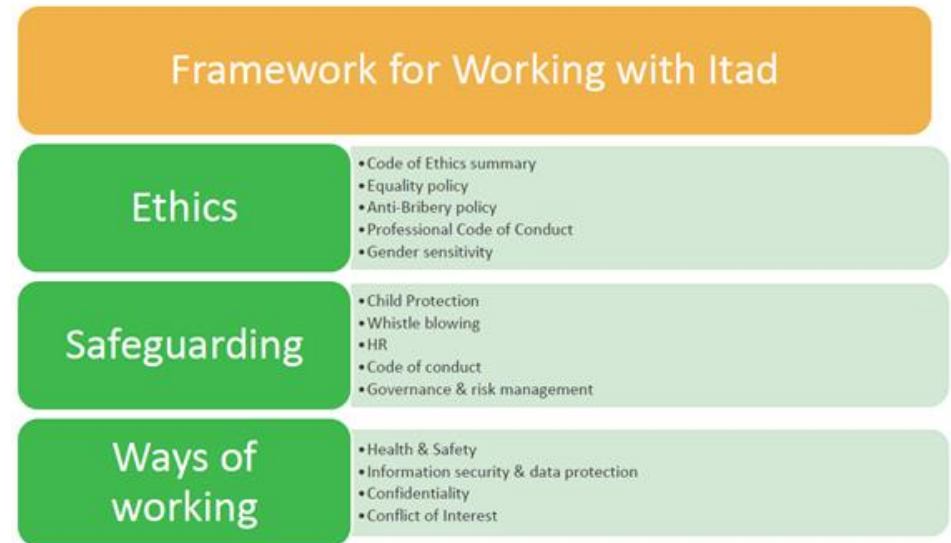
Our Code of Conduct sets a professional standard that all staff and suppliers are expected to uphold. We expect all staff and suppliers to uphold ethical integrity, treat each other with mutual respect, listen to each other and be open to different views and opinions. An extract of our Code of Conduct is included below:

Ethical Integrity

- Be independent and impartial. Any conflicts of interest or partiality will be made explicit.
- Safeguard confidential, sensitive and personal data acquired through the project and not use it for personal advantage or for the benefit of, or detriment of third parties.
- Be aware of the issues when interacting with vulnerable people and be sensitive to their needs.
- Be aware of differences in culture, customs, religious beliefs and practices, and any implications these may have in terms of interacting with people in the course of work
- Be sensitive to gender roles, and issues of disability, age and ethnicity, and be mindful of the potential implications of these differences when planning, carrying out and reporting on work.
- Neither offer nor accept gifts, hospitality or services which could create, or imply, an improper obligation.

Leadership and team working

- Respect and listen to different views/opinions within a team.
- Communicate clearly and concisely in the most appropriate medium.
- Be proactive in building rapport with colleagues, key associates, partners and clients.
- Raise difficult issues with a view to positive resolution.
- Be proactive in working with and sharing lessons with colleagues.
- Manage own emotions and behaviour in difficult situations, ensuring own anxiety and/or frustration does not impact on others.
- Always act in a way which supports and upholds the reputation and values of Itad.



Progress against UN Global Compact Principles and actions taken

Human rights



Principle	Actions/ progress	Monitoring/ outcomes	Next steps
<p>① 1. Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>The Company is committed to promoting the human rights and equality of opportunity for all staff and job applicants. We aim to achieve a work environment free from discrimination or harassment, and in which all decisions are based on merit. All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and capability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.</p> <ul style="list-style-type: none"> ▪ Itad is compliant with all UK employment legislation including the Employment Rights Act 1996, the Employment Act 2002, the Equality Act 2010, and Health & Safety in Employment Act 1992. ▪ Itad has an anti-bullying and harassment policy and procedure in place. ▪ All Itad employees receive equal pay for equal work regardless of race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation. We have an equality opportunities policy in place. ▪ All Itad employees are paid at least the minimum wage, and receive pay slips; all employees receive all the benefits to which they are entitled under UK law. 	<p>No reportable instances of any adverse human rights incidents have been identified by Itad Ltd.</p> <ul style="list-style-type: none"> ▪ No. of reportable H&S issues. ▪ No. of reportable Safeguarding issues. ▪ Levels of sickness and absenteeism monitored by HR and reported to senior management. ▪ Gender diversity monitored and reported to senior management. 	<ul style="list-style-type: none"> ▪ Gender diversity to be reported more widely across the business. ▪ All external sub-contracted consultants to have signed Code of Conduct and online Safeguarding training to be rolled out. ▪ All staff to have completed Itad's Ethical Framework training course.

Progress against UN Global Compact Principles and actions taken

Human rights



Principle	Actions / progress	Monitoring / outcomes	Next steps
	<ul style="list-style-type: none"> ▪ Itad has a Health & Safety Policy that complies with UK law. ▪ Itad employees receive safety training relevant to their job which includes safety & security training for members of staff required to travel overseas. ▪ We provide access to an employee wellbeing helpline for all staff. ▪ We have an arrangement in place with <u>ISOS</u> who can provide 24/7 medical and security advice to staff and consultants travelling overseas. ▪ By end of Jan 19', all staff received safeguarding training and new staff are being enrolled onto training. The aim of the training is to help all staff understand what safeguarding is, responsibilities through our work and actions that we take and how to respond to issues. ▪ All staff have signed Safeguarding Code of Conduct. ▪ Introduction of Safeguarding Working Group and Safeguarding Focal Points. ▪ Data protection – All staff are trained on GDPR. Data protection risks are analysed on each project to ensure appropriate mitigations are put in place. ▪ Ethical training developed and in progress of being rolled out to all staff. Includes; Equality policy, anti-bribery, fraud prevention, modern slavery, environmental awareness, UNGC principles. 		

Progress against UN Global Compact Principles and actions taken

Human rights



Principle	Actions / progress	Monitoring / outcomes	Next steps
<p>2. Businesses should ensure that their own operations are not complicit in human rights abuses.</p>	<p>See above. Itad also carries out due diligence of its supply chain ensuring they have equivalent policies and processes in place.</p>	<ul style="list-style-type: none"> Registration forms for all suppliers and subcontractors are completed which includes equality legislation. Sub-contracted consultants are in progress of being enrolled in Itad's Ethical Framework training. 	<ul style="list-style-type: none"> All sub-contracted consultants will have completed Itad's Ethical Framework training by end of 2020.

Progress against UN Global Compact Principles and actions taken

Labour



Principle	Actions/ progress	Monitoring/ outcomes	Next steps
<p>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<ul style="list-style-type: none"> Itad employees are permitted to join a trade union and are protected under UK employment law. Itad pays above minimum and living wage. 		
<p>4. Businesses should uphold the elimination of forced or compulsory labour.</p>	<ul style="list-style-type: none"> All Itad employees have full contract documents including notice periods and are free to leave our employment at any time, upon agreed reasonable notice. All Itad sub-contracts include anti-slavery and human trafficking clauses. Itad complies with minimum wage standards. 	<ul style="list-style-type: none"> Employee contracts are audited annually for ISO to ensure correct templates are used. 	<ul style="list-style-type: none"> Supplier registration forms to be further developed to align with the UN Global Compact Principles.
<p>5. Businesses should uphold the effective abolition of child labour.</p>	<ul style="list-style-type: none"> Itad does not employ any children under the age of 18; date of birth is confirmed at the start of employment with passport verification and reference checks. 	As above.	As above.
<p>6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.</p>	<ul style="list-style-type: none"> Itad has an Equality Policy in place and adheres to all UK Equality Act 2010 legislation in recruitment and employment procedures. Itad strengthens framework developed to ensure consistent performance reviews are carried out across the business. 	<ul style="list-style-type: none"> Itad has formed a Gender and Diversity working group to review Gender reporting and equal opportunity policies. 	<ul style="list-style-type: none"> Continued development and review of related policies.

Progress against UN Global Compact Principles and actions taken

Environment



Principle	Actions/ progress	Monitoring/ outcomes	Next steps
<p>7. Businesses should support a precautionary approach to environmental challenges.</p>	<p>Itad has formed a Green Team whose mission statement is: <i>The Green Team will support Itad leadership and staff to integrate environmental sustainability into all our work and the decisions we make every day – as employees, consumers and citizens.</i> As mentioned earlier in this report these activities have been split into 3 areas:</p>	<p>Flights – we aim to replace every 1 in 5 flights with an alternative option using ‘The Carbon Code’ principles. This means we will look to Reduce or Replace flights and where this isn’t possible Refine (get the most benefit for each unit of carbon) or Rehabilitate.</p>	<ul style="list-style-type: none"> Environmental policy to be reviewed incorporating revised policies and processes in relation to our carbon reduction targets.
<p>8. Businesses should undertake initiatives to promote greater environmental responsibility.</p>	<p>My World - we have rolled out weekly green updates in the Itad newsletter, sharing articles, videos, books, tips and even eco-friendly recipes, have screened films and talks which aim to raise awareness about the impacts of Climate Change, and hosted a swap shop to cast a spotlight on the devastating effects of the fast-fashion industry and encourage staff to reduce, reuse and recycle their clothing.</p>	<p>Printing – we aim to reduce printing by 15% by end of 2020. We have introduced technology which requires users to release their printing from the printer.</p>	<ul style="list-style-type: none"> Improve recycling provided in the office to cover our largest areas of waste.
<p>9. Businesses should encourage the development and diffusion of environmentally friendly technologies.</p>			<ul style="list-style-type: none"> Continue work with managing agent of Itad’s office for the installation of individual energy meters.

Progress against UN Global Compact Principles and actions taken

Environment



Principle	Actions/ progress	Monitoring/ outcomes	Next steps
	<p>Our World - we have conducted an energy audit with the help of a local community organisation in order to address gaps in our efficiency in the office. Alongside this audit, we have also researched several simple tech solutions which can lead to more effective energy usage and greatly reduced waste, such as work island kill-switches, light sensors and PINs on printers. We have also made the switch to vegetarian options for workshop lunches by default, in recognition that plant-based diets create a much lower carbon footprint.</p> <p>The World - We are developing a blueprint to combat these emissions using the '4 R Framework' from Brett Favaro's book <i>The Carbon Code</i>, which involves reducing the number of flights we take, replacing higher carbon transport with lower carbon transport (e.g. trains instead of planes within Europe), refining our travel to get the maximum value out of every trip, and rehabilitating the environment to compensate for unavoidable emissions. We have also looked into various carbon offsetting schemes, and the evidence base behind each of them.</p>		<ul style="list-style-type: none"> ▪ Continued external communication and advocacy of these issues with our clients and within the wider sector. ▪ Continued investment in technology solutions to improve video conference facilities in the office.

Progress against UN Global Compact Principles and actions taken

Anti-corruption



Principle	Actions/ progress	Monitoring/ outcomes	Next steps
<p>10 10. Businesses should work against all forms of corruption, including extortion and bribery.</p>	<ul style="list-style-type: none"> ▪ Itad has in place an anti-bribery policy and procedure compliant with the UK 2010 Anti-Bribery Act. ▪ Itad has a whistle blowing policy and procedures in place compliant with the Public Interest Disclosure Act 1998. ▪ The risks of corruption are considered in the design of our work. 	<p>Subcontractors sign up to our anti-bribery statement or provide their own.</p>	<p>All staff and sub-contracted external consultants to have completed Itad's Ethical Framework training by the end of 2020.</p>