

United Nations Global Compact

Communication on Progress

7th December 2020



Introducing Itad

Itad is a global organisation. Our strategy, monitoring, evaluation and learning services work to make international development more effective. We generate evidence on important issues – from malnutrition to migration – to support our partners to make informed decisions and improve lives.



**35 years'
experience**



**Over 60
countries**



**Over 600
projects**



15 topics

We work with our partners and a global network of consultants to deliver a complete interdisciplinary service of the very highest standard, anywhere in the world.

Our partners include foundations, public and private sector organisations, governments, corporate clients and non-governmental organisations. We know that no two organisations are alike, and every project brings new challenges, so we take an agile approach, tailoring our services to each context and every partner.

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 which is visible throughout our work.

We live in a world that faces multiple interconnected challenges, including Covid-19, climate change, poverty and inequality, population growth and migration, fragility, conflict, and closing of civic space. In this annual Communication on Progress, we describe our actions to achieve a more just, inclusive and sustainable future for people and the planet.

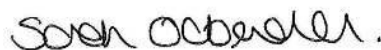
This is not a year any of us had planned for. We are incredibly proud of how our team and the business have responded to the challenges that this global pandemic has made us face. In many ways this has provided a window of opportunity to make positive change in the way we operate. We are brought together by our vision and our values which center around equality, diversity and inclusion and being environmentally sustainable. This year's annual statement highlights the achievements we have made in advancing against the UNGC principles linked to these areas. 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

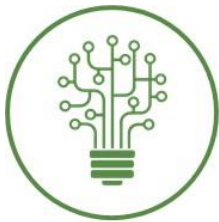


Our values

Itad's core values shape the culture of the organisation, our 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 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 third 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 whilst responding to the challenges of COVID-19. We have learnt quickly in how we design and deliver our work in this fast-changing context and support our partners to manage and adapt their programmes and portfolios. We have also reflected on how we needed to rethink, reshape and reimagine Itad's future. This has resulted in us crystalising our vision into the following strands; Digital & technology, Inclusivity, becoming a global Itad and tackling the climate emergency. This report provides further details on these vision strands where relevant and updates on our progress to date.

We are committed to working in partnership with our suppliers and continually to review our 'Ways of Working' to meet best practice throughout our supply chain. We provide support to our suppliers to ensure they can meet the requirements set by the sector and have brought in enhanced supply chain due diligence processes. We have worked with our suppliers and partners throughout the year to ensure we can deliver our work in a Covid safe way.

As remote data collection will be increasingly present in the evaluation practice for the foreseeable future, we have reflected on what we need to do to ensure this mode of working doesn't breach ethical guidelines, putting participants at risk. We have established an ethics committee who review these guidelines and support the risk mitigations at a project level.

We have continued to embed our enhanced risk management processes throughout our project delivery which helps us to monitor and mitigate risks concerning safeguarding, human rights, data protection, ethical conduct, and environment.

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.



Greening Itad

Greening Itad - why is this so important to us?

- **Itad recognises that the climate crisis is the defining challenge of our time.** Our primary mission is to help poor and marginalised communities around the world – many of whom will be devastated by the effects of climate change. We have a moral obligation to play our part in tackling the climate emergency.
- **We are a socially-conscious organization.** We are committed to the ten UNGC principles – our primary purpose is to provide insights and drive better use of resources in international development.
- **We have an opportunity to become a thought leader on Green MEL in our sector.** We have an opportunity to showcase our thinking and position ourselves as leaders on ‘Green MEL’ in international development – helping to push for much needed change within the sector.
- **Reducing our reliance on international travel will make us more resilient to future threats.** Tragically, global heating will inevitably increase the incidence of emergencies and social upheaval around the world. Reducing our emissions will require us to build stronger international networks and capacities to work remotely, both of which will make us more resilient in the face of future crises.
- **Reducing our carbon footprint will benefit staff wellbeing and morale.** Evidence from the business community suggests that a strong commitment to sustainability makes organisations more attractive to potential employees, and helps staff feel more connected and committed to the future of the company.



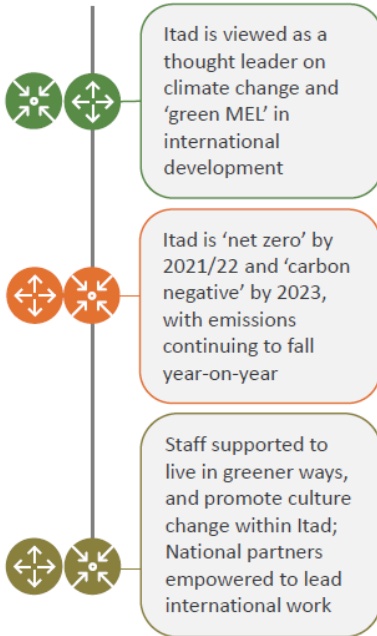
Greening Itad - Our vision

Playing our part in tackling the climate emergency



Our vision

Green ambition



Itad is viewed as a thought leader on climate change and 'green MEL' in international development

Itad is 'net zero' by 2021/22 and 'carbon negative' by 2023, with emissions continuing to fall year-on-year

Staff supported to live in greener ways, and promote culture change within Itad; National partners empowered to lead international work

Why now?

The Covid-19 pandemic has highlighted the urgent need to address the global climate crisis. Our strategy will focus on supporting colleagues to live in greener ways, while working towards Itad's net-zero and carbon negative goals. We want to become a thought-leader on climate change and green monitoring, evaluation and learning.



Itad's Post-Covid Strategy

- Our reputation
- Our capabilities
- Our partnerships
- Our advocacy

Immediate-term

Now

Use knowledge and expertise to raise awareness of the climate crisis; share evidence of what does and doesn't work to address it

Environmental sustainability is integral to our values, systems, policies and company business plan, and we have a clear vision for sustainable future growth

Only fly when absolutely necessary

Proactively share learning on how to do 'green MEL', to influence clients and partners to work in greener ways.

National partners are increasingly empowered to lead international work

Medium-term

2021-22

Itad leads on an industry-wide commitment for 'green MEL'

Regularly review whole supply chain for opportunities to reduce emissions and environmental impact

Offset all remaining hard-to-decarbonise emissions through high quality carbon offsets

Measure and transparently report our progress, both internally and through the UN Global Compact

We use our knowledge and expertise to raise awareness of the climate crisis, and share evidence of what does and doesn't work to address it

Longer-term

2023 onwards

By 2023, a climate change and sustainability lens is integrated across all our projects

Support additional initiatives that rehabilitate the environment in order to become 'carbon negative'



Racial Inclusion & Diversity

Racial Inclusion & Diversity

Our vision and objectives

1. Itad's organisational structure and practice will reflect the diversity and inclusion we champion externally

Our objective: Explore structural racism, racial inclusion in Itad and develop practical steps for action

- Facilitated listening and learning with Itad leaders, RD&I group & staff, targeted training and development, establish processes around recruitment & leadership development, consolidate learning

2. Itad is a 'go-to' for sustainable and equitable evaluation resources, thinking and practice

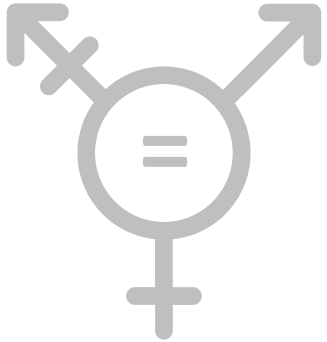
Our objective: Facilitate movement towards fairer ways of working and acknowledge and tackle systemic racism in our sector

- Research, training and development; benchmark Itad's approach to MEL against emerging good practice, revise approach to process and methodology.
- Review how we work with our partners, research and adopt practices consistent with research fairness and equitable partnerships

3. Itad is actively anti-racist and use our position to facilitate equitable ways of working, informed by global contextual expertise

Our objective: Help increase knowledge and awareness of RI&D in our sector and keep staff abreast of global debates

- Facilitate knowledge exchange through hosting and participation in various events, process and publications



Gender equality

Gender equality

Our vision and objectives

1. Technical excellence in relation to gender equality embedded across our project portfolio

Our objective: All projects will consistently reflect gender mainstreaming principles within the next 12 months

- We will have two Gender Technical Leads in each practice and the BD Unit to encourage and support other team members to address gender in technical delivery

2. Equality in relation to sex, gender identity & sexual orientation understood, promoted & support within Itad

Our objective: Itad promotes equal opportunities in recruitment and progression irrespective of sex, gender identity, sexual orientation or other personal characteristics

- Itad has a good gender balance across all sectors and levels in the company in the next 2 years
- All staff feel they are treated equally and fairly
- Itad leadership is truly championing the promotion of equality in relation to sex, gender identity and sexual orientation internally and externally

3. Leader in evaluating gender in our markets

Our objective: Itad's gender offer is shared externally and staff consistently include technical gender equality dimensions in external engagements

- Itad clearly celebrates its commitments to gender normative standards (ODA act, HeForShe, Beijing '95 etc.)
- Itad is recognized as a company championing gender quality both internally and externally

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 of our thought leadership and work are linked below:

How regular outcome monitoring makes WASH programmes more effective – “Understanding outcomes – for example, the number of people using improved water and sanitation facilities, or practising desired hygiene behaviour – is the first step in understanding whether programming for water, sanitation and hygiene is effective and whether the WASH sector as a whole is making progress towards achieving the SDGs.” Read more [here](#).

The UK’s approach to tackling modern-day slavery in Nigeria: Five missed opportunities – “I recently read the ICAI review of the UK’s approach to tackling modern-day slavery through the aid programme and it led me to reflect. The review particularly resonated with my experiences working on two programmes in the two countries reviewed, namely Stamping out Slavery in Nigeria (SoSiN) programme, and the Global Funds to End Modern Slavery (GFEMS) in Bangladesh.” Read more [here](#).

AVANTI in 2020: Adapting to the new normal – “AVANTI seeks to bridge capacity gaps by working with national governments in up to 20 countries globally to strengthen capacity in results-based management (RBM). It supports national partners, particularly national governments, to self-assess and prioritise actions for strengthening RBM. Ultimately, AVANTI aims to improve countries’ ability to measure progress against SDGs that relate to agriculture and rural development.” 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.



VfM
Anti-Bribery
Fraud prevention



Code of Ethics
UNGC
Equal opportunities
Whistleblowing
Modern slavery



Due diligence
Reporting concerns
IATI



Policy
Reporting
Commitments



Data protection
Cyber Essentials
Digital principles for development



Code of conduct
Governance
HR practices
Risk management

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 equal 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 (or other related 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"> ▪ Itad has established working groups lead by a Board member on Gender Equality and Racial inclusion and diversity. Both groups are establishing a workplan with measurable outcomes. ▪ All suppliers to have signed Code of Conduct and completed online Safeguarding training completed where required.

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. ▪ All staff have received safeguarding 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. ▪ Safeguarding Working Group established and Safeguarding Focal Points in place ▪ Data protection – All staff are trained on GDPR. Data protection risks are analysed on each project to ensure appropriate mitigations are put in place. ▪ All staff have completed Ethical training. Includes; Equality policy, anti-bribery, fraud prevention, modern slavery, environmental awareness, UNGC principles. 		<ul style="list-style-type: none"> ▪ Company refresher training on Safeguarding to be rolled out in Jan/ Feb 21. ▪ Ongoing GDPR maturity assessment to review our policies and processes to ensure best practice.

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. 	<ul style="list-style-type: none"> New supplier process to be rolled out in Q1 of 2021 with enhanced registration/ due diligence processes and training provided.

Progress against UN Global Compact Principles and actions taken

Labour



	Principle	Actions/ progress	Monitoring/ outcomes	Next steps
3	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<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. 		
4	4. Businesses should uphold the elimination of forced or compulsory labour.	<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"> ▪ Updated Modern Slavery policy to be shared with staff and suppliers with online training.
5	5. Businesses should uphold the effective abolition of child labour.	<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.
6	6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<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 established working groups explicitly reviewing these areas to develop measurable outcomes and actions.

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 an established Green Team whose mission statement is: 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.</p>	<p>See above for our short to long term workplan.</p>	<p>Short term next steps:</p> <ul style="list-style-type: none"> Identify carbon balancing project and partner for where it is not possible to reduce or remove the emission.
<p>8. Businesses should undertake initiatives to promote greater environmental responsibility.</p>	<p>Carbon balancing – the impact of Covid-19 has meant that our carbon footprint has dropped dramatically due to the lack of international travel. As detailed earlier in this report our ambition is to be Carbon neutral/ negative by 2023.</p>		<ul style="list-style-type: none"> Operational processes reviewed to ensure environment best practice is in place
<p>9. Businesses should encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Printing – our operations are paperless. Printing is only done where absolutely necessary for legal reasons.</p> <p>Remote delivery – To be able to continue to deliver results for our partners, and support them adapt to this complex new reality, we drew on the work already being done by our <u>Green Team</u> to enable our facilitation work to continue remotely.</p>		<ul style="list-style-type: none"> Cross-initiative work on technology offering and developing our partnerships with national suppliers

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. Clear reporting channel added to our website. ▪ The risks of corruption are considered in the design of our work. ▪ All staff have completed Itad's Ethical framework training. 	<p>Subcontractors sign up to our anti-bribery statement or provide their own.</p>	<ul style="list-style-type: none"> • All suppliers (where applicable) to have completed Itad's Ethical framework training.