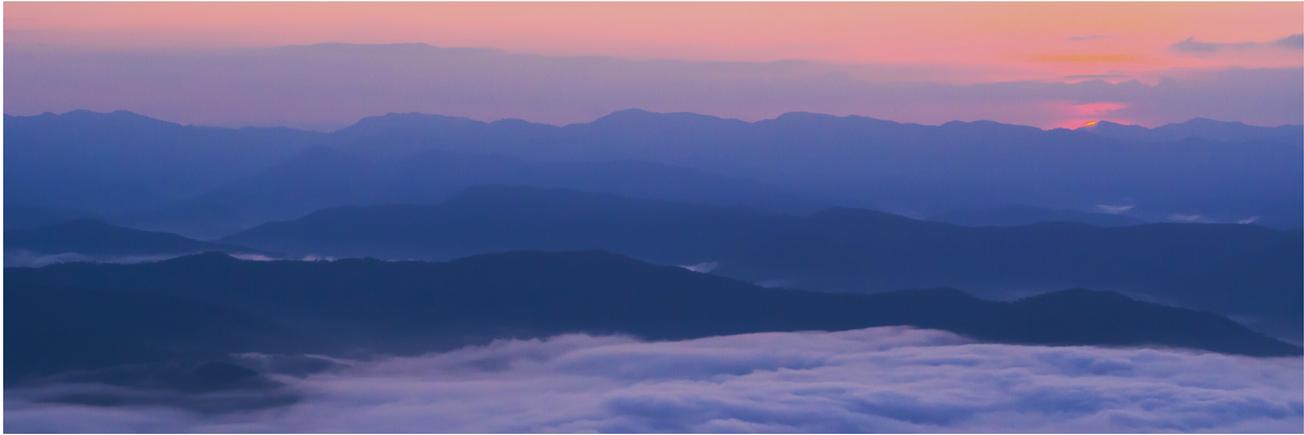




UNITED NATIONS GLOBAL COMPACT  
COMMUNICATION ON PROGRESS  
2020-21



Alinea is an international development consultancy providing technical and management expertise that helps people improve their lives. Over 30 years, Alinea has implemented more than 500 projects worldwide. “Alinea” refers to introducing new ideas, which is how we approach the world’s changing challenges. As partners, we are personally invested and fully committed to the people and places where we work to be catalysts of opportunity.

Alinea works with governments, investors, companies and communities to deliver lasting change. Our clients include Global Affairs Canada; Foreign, Commonwealth and Development Office (UK); Department of Foreign Affairs and Trade (Australia); European Commission and more. We deliver projects across a wide range of sectors in the following service areas: Governance, Peace & Security; Prosperity & Growth; Gender, Health & Education; Climate Change, Humanitarian Resilience & Response; Migration & Urbanization; Impact Investment & Infrastructure; and Monitoring, Evaluation & Learning.

Alinea’s approach emphasizes participatory methodologies, institutional strengthening, inclusive governance, gender equality, environmental sustainability and innovation. Our hub offices are in Canada, Australia and the United Kingdom.

**[alineainternational.com](http://alineainternational.com)**



## STATEMENT OF SUPPORT

I am pleased to confirm Alinea International's continued commitment to the United Nations Global Compact. As a company, we champion this initiative by integrating the ten universally accepted principles in the areas of Human Rights, Labour, Environment and Anti-Corruption into our corporate culture and business practices. As an international development consultancy, we take this initiative further by providing technical and management expertise to implement projects around the world that focus specifically on issues addressed by the Ten Principles and Sustainable Development Goals.

The 2020-21 year marked historic growth for our team. Previously Agriteam Canada, we announced a new name and brand - Alinea International - on June 1, 2020. Agriteam Canada started in agriculture consulting, but diversified to provide services in a wide range of sectors. We grew to include Alinea Whitelum, which represents and manages our operations in Australia, as well as Alinea Capital leading our impact investment projects worldwide. Alinea Whitelum, led by Dr. Bernadette Whitelum, is a certified B Corp, which further speaks to our dedication to corporate sustainability, a values- and principles-based approach to how we do business, and upholding the highest ethical standards in our head offices and project offices around the world.

Our growth extended to the composition of our team, which reflects our commitment to the Ten Principles. We welcomed a dedicated Compliance Officer, Director of Climate Change and Biodiversity, and Climate Change Gender Advisor. We are also proud to look to the leadership of our Senior Management Committee where the team is two thirds female. As we continue to grow and make key personnel decisions in our head offices and project offices around the world, we remain committed to building a team that embodies and is equally committed to the Ten Principles and SDGs.

In our report, we are pleased to highlight how our work as an international development consultancy directly addresses issues in the areas of Human Rights, Labour, Environment and Anti-Corruption. For each, we share a "snapshot" of a current project that demonstrates how the Ten Principles and SDGs are at the very core of what we do.

In the year ahead, we look forward to continuing to work every day as members proudly and concretely committed to the UN Global Compact.

A handwritten signature in blue ink, appearing to read "Robert Francis".

Robert Francis  
President & CEO  
Alinea International



# Human Rights

## Assessment, Policy & Goals

Aligned with Principles 1 and 2, Alinea enshrines our support for the Universal Declaration of Human Rights (UDHR) throughout our corporate culture, business practices and project activities. As an international development consultancy, Alinea representatives, business partners and project teams work in more than 80 countries. Recognizing the work we do often brings us into contact with vulnerable communities where there are heightened risks of human rights abuses, our Code of Conduct states:

"Our Representatives and Business Partners must conduct business in a manner that respects the fundamental human rights of all parties and are expected to refrain from business practices that compromise universal human rights principles or labour and safety standards and codes. Alinea respects the laws and regulations of the countries we work in while maintaining an overarching adherence to universal human rights laws. Alinea does not condone or endorse any policies, laws, practices or behaviours that compromise our ethical standards." – *Alinea Code of Conduct*

Our Business Partner Code of Conduct mirrors this requirement and compliance is a condition of contracting with Alinea, as is adherence to the UK Foreign, Commonwealth & Development Office Supply Partner Code of Conduct. Our Safeguarding Policy directly supports our Code of Conduct and Business Partner Code of Conduct in protecting fundamental human rights, stating:

"Safeguarding means protecting peoples' health, well-being and human rights, and enabling them to live free from harm, abuse and neglect. In our sector, we understand it to mean protecting people, including Children and At Risk Adults, from harm that arises from coming into contact with our Representatives or Projects." – *Alinea Safeguarding Policy*

This definition draws from Alinea's core values and principles, centred around integrity, responsibility and excellence, which shape our corporate culture. Adherence to these core values necessarily promotes consistent and proactive safeguarding of human rights. Our goal is to continue to lead by example, conducting business in accordance with the highest ethical standards and in alignment with Alinea's core values and principles.

## Implementation

In Alinea's head offices and project offices around the world, we implement Principles 1 and 2 by providing safe and healthy working conditions; guaranteeing freedom of association; ensuring non-discrimination in personnel practices; ensuring no use directly or indirectly of forced labour or child labour; and making reasonable accommodation for all employees' religious observances and practices. In communities around the world where our projects operate, we implement Principles 1 and 2 by working to develop the economic livelihood of local communities; providing services which improve lives, especially for poor and vulnerable groups; ensuring our projects are gender blind and genuinely inclusive; and encouraging our offices to initiate, promote and support activities that support the communities in which they work, particularly for vulnerable groups.

Alinea equips all representatives and project teams with comprehensive knowledge and tools to protect fundamental human rights through an in-depth training session with Alinea's dedicated Compliance Officer. The session covers the Alinea Suite of Policies, with emphasis on our Code of Conduct and Safeguarding Policy. Business partners must comply with our Business Partner Code of Conduct and provide annual assurance they deliver training to ensure compliance with our ethical standards.

Through our Whistleblower Policy, we maintain a Whistleblower Hotline to facilitate reporting of any illegal, unethical or improper conduct. The hotline is confidential, safe and responsive, and available through a contact form on the Alinea website and/or email to [ethics@alineainternational.com](mailto:ethics@alineainternational.com). Alinea also provides each office with our Whistleblower Poster in the local language, which outlines examples of illegal, unethical or improper behaviour and ways to connect with the hotline. On British-funded projects, the poster includes complete contact details for the UK Foreign, Commonwealth & Development Office. To encourage effective implementation of our Whistleblower Policy, we offer whistleblowers and survivors support and protection against retaliation.

## Measurement of Outcomes

Alinea's Safeguarding Officer and Director of Risk Management are responsible for recording and investigating all reported complaints and concerns in a timely and confidential manner. Whistleblowers receive updates throughout this process and notification of the outcome. For substantiated breaches, the Senior Management Committee determines appropriate and proportionate disciplinary measures - applied without exception.

In 2020 - 21, our Whistleblower Hotline fielded two complaints, which triggered investigations by Alinea's Director of Risk Management. In both cases, the investigations concluded the complaints were without merit and follow-up correspondence was completed with both complainants.

In concert with Alinea's Compliance Officer, the Senior Management Committee considers the Alinea Suite of Policies as part of each quarterly management meeting. This review process ensures our Code of Conduct, Business Partner Code of Conduct and all policies meet objectives of relevant legislation, comply with current international standards and remain effective to uphold fundamental human rights.

# alineea

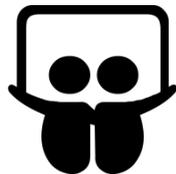
Building reconciliation, social inclusion and respect for diversity through languages



NLEAP: National Languages Equality Advancement Project. Funded by Global Affairs Canada. Implemented by Alinea.

## 21

Civil Society Organizations funded to deliver language rights and second language learning projects



Sri Lanka is a multi-ethnic, lingual, religious and cultural country, which has emerged from a 30-year civil conflict. Recognition of Language Rights of women and men who speak Sinhala and Tamil is critical to improving socio-economic stability. This contributes to reconciliation and inclusion.

## Five state institutions

implementing the Official Languages Policy



NLEAP works closely with key government institutions and civil society organizations to promote and protect the language rights of all citizens through the effective implementation of the Official Languages Policy of Sri Lanka. This project strengthens gender-sensitive bilingual public services and enhances public awareness about language and its role in society.

## Four state universities

delivering special Translation Degrees



“Language rights are human rights because they are key to inclusion. Promoting and protecting languages foster true participation of all Sri Lankan citizens in achieving economic and social equality.”

- Veena Verma, Human Rights & Good Governance Advisor





# Labour

## Assessment, Policy & Goals

Aligned with Principles 3, 4, 5, and 6, Alinea commits to following international standards on labour and ethical employment, including freedom of association and the effective recognition of the right to collective bargaining; the elimination of forced or compulsory labour; the abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

Our Employment Policy outlines Alinea’s ethical employment practices, which support and incorporate the fundamental principles and rights at work as determined under International Labour Organization Core Conventions. This policy states:

“Alinea is committed to employment practices that ensure the protection of the rights of all those who work for us and those, including children and at-risk adults, who come into contact with our Representatives or Projects.” - *Alinea Employment Policy*

Our Employment Policy also builds on our Safeguarding Policy, which outlines Alinea’s requirement to uphold the values and purpose of the UN Convention on the Rights of the Child requiring that children will be protected from performing any work that is likely to be hazardous, interfere with a child’s education, or is harmful to a child’s health or physical, mental, spiritual, moral or social health - consistent with a requirement not to engage in any commercially exploitative activities with children and to promote the Abolition of Child Labour.

Additionally, our Employment Policy and Safeguarding Policy make clear that we value diversity and employ and partner with individuals and organizations from a wide range of cultures and races. Alinea commits to an open and discrimination-free workplace. Representatives, business partners and project teams must not engage in discriminatory behaviours on the basis of race, nationality, ethnic origin, gender reassignment, gender identification, marital status, sex, sexual orientation, culture, religion or belief, pregnancy, maternity, disability, age and any other legally protected category. All of these demonstrate our commitment to the elimination of discrimination.

Established in our Code of Conduct, Alinea’s dedication to upholding the highest ethical standards of employment in our head offices and project offices around the world is further supported by our Business Partner Code of Conduct and following policies: Employment Policy; Safeguarding Policy; Modern Slavery Guidelines; Preventing Sexual Exploitation, Abuse and Harassment Guidelines; Child Protection Policy; Child Protection Guidelines; and Recruitment Policy.

Our goal is to operate above minimum standards required by law to ensure the people we employ are safe, fairly rewarded and valued.

### Implementation

Alinea commits to upholding labour rights, promoting and embracing diversity, and eliminating discrimination. Our Recruitment Policy is a key tool through which we ensure adherence to this commitment, stating:

“All recruitment and selection procedures and decisions reflect Alinea’s commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. Prospective applicants will not be discriminated against either directly or indirectly on the grounds of race, nationality, ethnic origin, gender reassignment, gender identification, marital status, sex, sexual orientation, culture, religion or belief, pregnancy, maternity, disability, age or any other legally protected category.” – Alinea Recruitment Policy

For any labour-related concerns, all representatives, business partners and project teams can register a concern confidentially with Alinea’s Safeguarding Officer and/or Director of Risk Management.

### Measurement of Outcomes

In concert with Alinea’s Compliance Officer, the Senior Management Committee considers the Alinea Suite of Policies as part of each quarterly management meeting. This review process ensures our Employment Policy and Recruitment Policy meet objectives of relevant legislation, comply with current international standards and remain effective to uphold labour rights.

Aligned with the Government of Canada’s commitment to a feminist approach, Alinea supports the empowerment of women and girls, and protection and promotion of their rights, by advancing gender equality as a company and through the projects we implement around the world. Therefore, an analysis of gender equality and diversity is part of our regular review of the Alinea Suite of Policies to ensure continued progress on creating, fostering and championing a supportive and inclusive corporate culture reflected in our business practices; and by mainstreaming gender procedures, tools and processes in each project we implement.

# aline



Building the economic well-being of women through industrial trades



Empowering Women in Non-Traditional Trades for the Northern Economy Project.  
Funded by Global Affairs Canada. Implemented by Alinea.

## 3,300

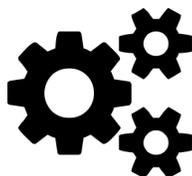
women estimated to benefit from work in industrial trades



In rural northern Ghana, women often ask their husbands for consent to work in jobs where they earn money. At the same time, this region struggles to find skilled workers for industrial trades.

## 20%

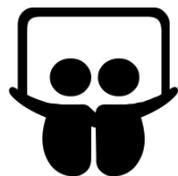
increase estimated in women who will join industrial trades



In response, WEE-NORTH helps women join the workforce as welders, agricultural mechanics, small engine repair technicians and electricians. These opportunities increase productivity, profitability and access to work for women. To overcome prevailing gender stereotypes and barriers, WEE-NORTH uses approaches that engage men in creating change in gender relations in their communities.

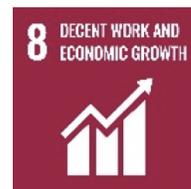
## Partnership

with education and skills training programs



“By focusing on women and industrial trades, we close the skills gap and address employment challenges to support economic growth across northern Ghana.”

- Ellyn Floyd, Project Director





# Environment

## Assessment, Policy & Goals

At Alinea, we understand the threat posed by the continued unsustainable use of the world's natural resources and the urgent need to take steps to safeguard the environment in order to protect our shared future. Aligned with Principles 7, 8 and 9, environmental sustainability is an increasing part of our corporate culture, business practices and project activities. Our Environmental Safeguarding Policy states:

"At the corporate level and on each of our projects, we take steps to protect the environment and communities we work in, and to identify environmental risks that are imminent, significant or could cause harm or reputational damage to us or to our clients." – Alinea Environmental Safeguarding Policy

Pollution prevention, biodiversity and resource conservation are key to a sustainable environment. Alinea commits to effectively integrating these concepts across our corporate culture, business practices and project activities. Our goal is to continue strengthening our environmental performance reporting and building upon our established commitment to environmental safeguarding around the world.

## Implementation

In Q1 2021, Alinea established new, senior positions to provide organizational leadership on the environment file. Alinea's new Director of Climate Change & Biodiversity and new Climate Change Gender Advisor will support our efforts at both the corporate and project levels to monitor, maintain and advance our commitment to environmental safeguarding.

Additionally, we are pleased to share successful awards of two new projects designed to advance environmental sustainability in Africa and Timor Leste. Through the Expert Deployment Mechanism for Climate Action in Africa Project, funded by Global Affairs Canada, Alinea will support Sub-Saharan African capacity to respond to the region's climate-related needs and commitments under the 2015 Paris International Climate Change Agreement. Through the Technical Assistance to Support Carbon Farming Project in Timor Leste, funded by the European Commission, Alinea will improve climate resilience of subsistence farmers in the region by supporting access to the international carbon market.

## Measurement of Outcomes

Alinea's new Director of Climate Change & Biodiversity, in concert with our new Climate Change Gender Advisor, will support the production of our inaugural Climate Change & Biodiversity Strategy, and will be responsible for reviewing and updating this strategy on an annual basis to ensure alignment with international standards and continue to strengthen our environmental performance reporting.

In concert with Alinea's Compliance Officer, the Senior Management Committee considers the Alinea Suite of Policies as part of each quarterly management meeting. This review process ensures our Environmental Safeguarding Policy meets objectives of relevant legislation, complies with current international standards and remains effective to make progress on environmental sustainability.

At the project level, Alinea is mainstreaming climate smart procedures, tools and processes; implementing on-farm water management and soil and water conservation plans; approaching natural resource management through environmentally sustainable frameworks; and applying a proactive approach to climate action through national strategy development, education and awareness raising.

# alineia

Rapid response to  
Caribbean communities  
recovering from natural  
disasters



Disaster Recovery Rapid Response Plan for Overseas Territories Project.

Funded by UK Foreign, Commonwealth & Development Office through the Conflict, Stability & Security Fund.  
Implemented by Alinea.

## Six

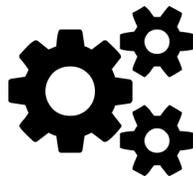
Caribbean  
islands covered



Extreme weather conditions are increasingly leading to natural disasters, impacting locations in the Caribbean and beyond. In response, the UK FCDO developed a Rapid Response Programme to rebuild essential infrastructure following natural disasters in the Cayman Islands, Montserrat, Turks and Caicos, British Virgin Islands, Anguilla, Bermuda and other British overseas territories.

## On-demand

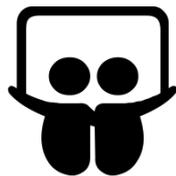
technical expertise when a  
disaster occurs



When an event like a hurricane occurs, Alinea deploys and oversees infrastructure advisors and technical personnel from leading engineering firms and service providers. Response sectors include ports and airports, water and sanitation, roads and transportation, power and telecommunication.

## Consortium

convened including Stantec  
and ATCO



“We base our approach on proactive preparation, local knowledge and reducing impacts for all, particularly vulnerable populations.”

- Wit Siemieniuk, Project Director





# Anti-Corruption

## Assessment, Policy & Goals

Aligned with Principle 10, we enshrine our support for the UN Convention against Corruption throughout our corporate culture, business practices and project activities. Both our Code of Conduct and Anti-Fraud and Corruption Policy state:

“Representatives must be committed to honesty, transparency and fairness and have zero tolerance for Fraud and Bribery, including the making of Facilitation Payments or Graft or any Prohibited Act.” - Alinea Code of Conduct & Anti-Fraud and Corruption Policy

Alinea requires all representatives, business partners and project teams to lead by example in opposing fraud and corruption and ensuring all procedures and practices are beyond reproach. Representatives, business partners and project teams must avoid any corrupt, fraudulent, collusive and coercive practice.

Our anti-corruption processes engage, prior to contract, with a robust system of due diligence requiring all applicants to declare any previous unethical, improper, illegal or corrupt behaviour, and any conflict of interest, especially in relation to public officials. Applicants must attest they are familiar with and understand the requirements of the anti-corruption statutes for the three countries in which Alinea is resident. As part of this process, we undertake full background and reference checks.

Our Business Partner Code of Conduct requires partners to have a zero tolerance attitude towards corruption and to carry out in depth pre-employment checks, as well. Our Employment Policy requires an ongoing commitment from all those we employ to report any personal change of circumstances that, for example, may create a conflict of interest, to enable Alinea to proactively address potential issues.

The following policies support our Anti-Fraud and Corruption Policy and commitment to upholding the highest ethical standards in our head offices and project offices around the world: Risk Management Policy; Due Diligence Policy; Financial Governance Policy; Recruitment Policy; Employment Policy; Personal Information Security Policy; and Information Technology Policy.

## Implementation

In Q1 2021, we crystallized our zero tolerance approach to fraud and corruption through the development of an updated Anti-Fraud and Corruption Policy, which reconciles Alinea's commitment to this issue - previously covered through clauses in multiple policy documents - into a unified framework. We also updated and refined our whistleblowing poster to make abundantly clear Alinea's commitment to responding to all unethical, illegal and unsafe behaviour, with corruption specified as one of those behaviours.

Alinea representatives, business partners and project teams must be proactive in detecting and reporting any actual or suspected breach of our Anti-Fraud and Corruption Policy. They must report all violations through their manager or our Whistleblower Hotline, monitored and managed by Alinea's Safeguarding Officer and Director of Risk Management. It is also important to underscore our commitment to operating on a policy of non-retaliation.

Alinea equips all representatives and project teams with comprehensive knowledge and tools to prevent and detect corruption through an in-depth training session with Alinea's dedicated Compliance Officer. The session covers the Alinea Suite of Policies, with emphasis on our Anti-Fraud and Corruption Policy.

## Measurement of Outcomes

In concert with Alinea's Compliance Officer, the Senior Management Committee considers the Alinea Suite of Policies as part of each quarterly management meeting. This review process ensures our Anti-Fraud and Corruption Policy and all associated policies meet objectives of relevant legislation, comply with current international standards and remain effective to uphold Alinea's integrity.

# alineia

Mobilizing government reforms in the Western Balkans, Eastern Europe & Central Asia



Good Governance Fund Programme Management Unit.

Funded by UK Foreign, Commonwealth & Development Office. Implemented by Alinea.

## 7

British Embassy teams supported



Since the early 1990s, the GGF's partner countries have worked to strengthen their economies and democratic institutions, reduce poverty and support growth. There have been successes, but many challenges remain that could undermine further progress.

## 130

projects under delivery, development or consideration



GGF provides rapid, responsive technical assistance to unblock reform in Bosnia, North Macedonia, Serbia, Ukraine, Moldova, Georgia and Armenia. National specialists supervise and deliver this support. By building capacity within these governments, GGF develops their ability to reduce corruption, promote transparent and accountable institutions, and build open, inclusive economies and societies.

## 24/7

supervision through an online platform creating value for money



**"GGF targets and supports the achievement of break-through outcomes that build resilience within governments and for citizens."**

- Charles Duff, Project Director



Aligned with all 17 Sustainable Development Goals



## Looking Ahead

Alinea appreciates the opportunity to confirm our continued dedication to a values- and principles-based approach to how we do business. In the coming year, we will build on our progress through the following activities at both the corporate and project levels:

- 1 We will refresh and roll-out comprehensive training on the Alinea Suite of Policies to all representatives, business partners and project teams to continue upholding the highest ethical standards.
- 2 We will increase spot-checking at project sites around the world to ensure our supply partners are meeting the Duty to Comply requirement in our Code of Conduct, Business Partner Code of Conduct and all policies, understanding that failure to comply may result in legal and/or disciplinary action.
- 3 We will enhance and expand the Alinea Suite of Policies to become a global package for application to our growing global presence.

As international development professionals, we apply the Ten Principles and work towards progress on achieving the SDGs through the projects we implement around the world every day. As showcased through “snapshots” of just a few of our current projects, we take our commitment further by implementing projects specifically designed to advance issues in the areas of Human Rights, Labour, Environment and Anti-Corruption around the world – the Ten Principles and SDGs are at the core of what we do.

We look forward to reflecting on our progress again next year and determining how to further elevate our sustainability within our corporate culture, through our business practices and across the international development sector.

# alineea

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