

UN GLOBAL COMPACT

# 2021 Communication of Progress

## WASAFIRI

Wasafiri is a global consultancy, incubator and institute helping leaders and organizations tackle some of the world's most complex problems. From our offices in Kenya, UK and USA, we have a long-standing record of helping our clients achieve impact at scale on the systems related to conflict, poverty, food insecurity, and environmental degradation. Together, we are helping to create a more peaceful, equitable and sustainable world

*“Wasafiri helped establish the cross-sector collaboration that is now improving Africa’s agricultural economies.”*

Boaz Keizire, Head of Policy, Alliance for a Green Revolution in Africa.

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# 01 Statement of Continued Support

**By Hamish Wilson, Co-founder, Principal Consultant & Director**

To our stakeholders

Wasafiri exists to help build a more peaceful, equitable and sustainable world, and I'm proud to say that throughout our eleven years we have upheld the principles in the UN Global Compact. We are a global organisation using systems-based approaches to generate positive impact at scale; we have an international team working with a wide range of clients and partners, in diverse locations, on a variety of topics. To do this well and to do this responsibly, we have a set of policies and precedents, along with Wasafiri's "Simple Rules", which align with the Ten Principles of the UN Global Compact and guide our actions.

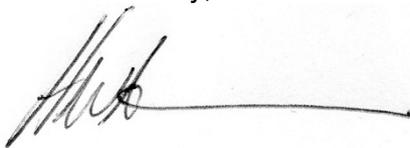


I have no doubt that it is these commitments to a sustainable, rights-based, purpose-led and human-centric organisation which have enabled us to enable to global Covid-19 pandemic as we have. We emerge from the challenges, uncertainties and tragedies of the pandemic a stronger, closer-knit and more committed organisation than ever before.

Therefore, I am pleased to confirm that Wasafiri reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this 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. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Yours sincerely,



April 2021

*"I'm proud to say that throughout our history of tackling some of the world's most complex problems, we have worked to embody the principles in the UN Global Compact"*

Hamish Wilson, Wasafiri Co-Founder and Director

## 02 About Wasafiri

### Who we are



We are a consultancy, institute and incubator helping leaders and organisations tackle some of the world’s most complex problems. Our name, Wasafiri, means “*travellers or explorers*” in Swahili, and was inspired by the phrase, “*Traveller, there is no path, we make the path as we walk together.*” Founded in 2010 by a Rwandan, a Zambian, a Briton and an Australian, we established Wasafiri as a professional home for people committed to the lifelong adventure of tackling humanity’s toughest problems. [Click here](#) to watch and learn more about our team and the Wasafiri spirit!

### Our work

Our work is defined by the issues we’re most passionate about – and those which are vital for a more peaceful, equitable and sustainable world. We’re working with leading organisations to help incubate new initiatives, partnerships and approaches. The impact we seek? Change at scale – in tackling issues of conflict and governance, food insecurity and extreme poverty, climate change and environmental sustainability.

Our name evokes the spirit of how we work; as trusted adviser, collaborator and systems-change entrepreneur, relentlessly driven toward transformative action. Our expertise lies in generating new insight, ideas and partnerships to drive collective action on complex problems.

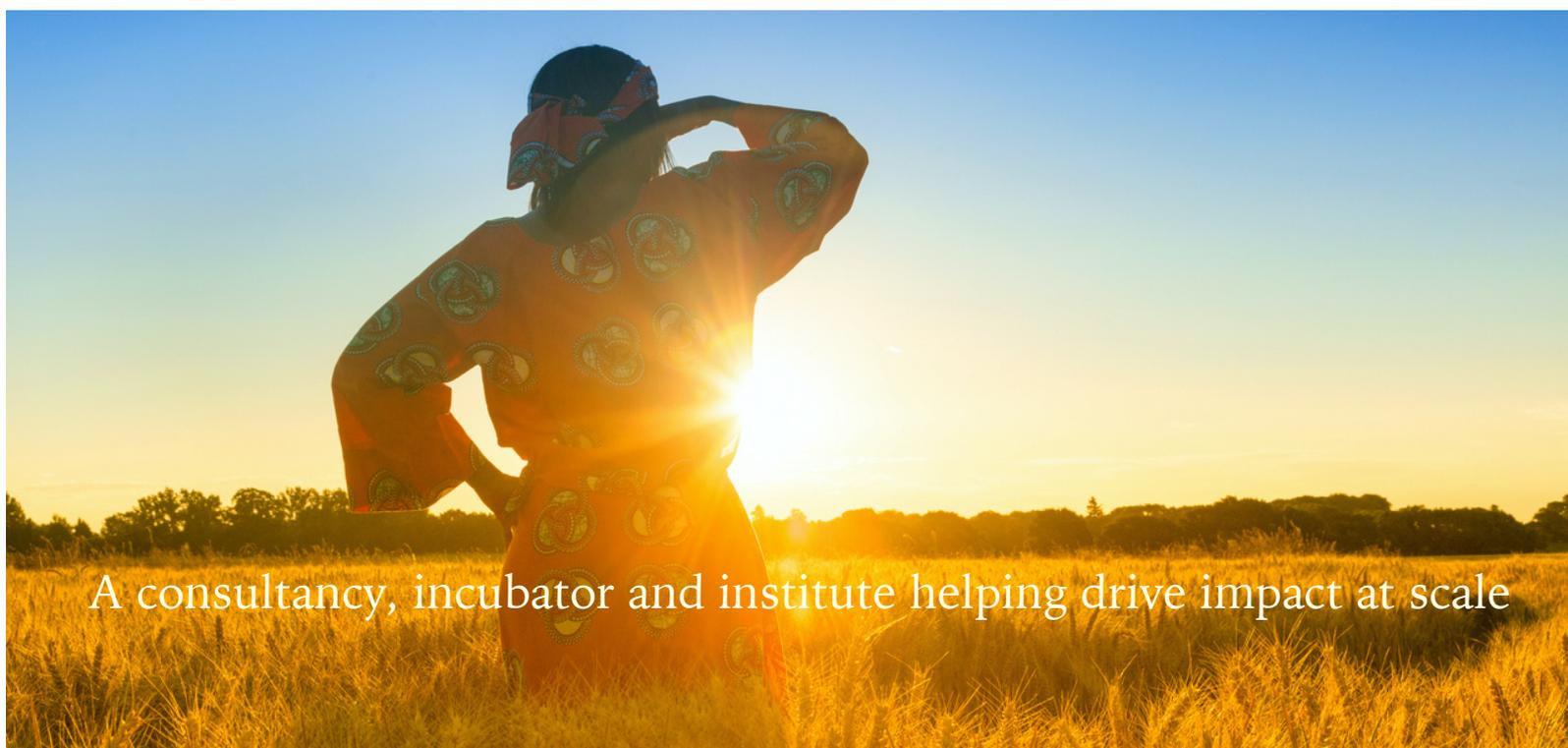
### B-Corp

We’ve always believed that businesses of all sizes have a powerful role to play in tackling such problems. We are no exception; our clients, partners, staff and consultants are all valued members of the Wasafiri tribe and serve as vital guides for our journey of growth and impact.

Together, we're proud to have been honoured by B-Corporation in 2019 as a 'Best for the World Company' for helping our clients tackle deep problems such as poverty, insecurity and inequality. We're also committed to continuously exploring how to become a more adaptive and innovative, human-centered organisation (you can read about what we're learning here.)

## Our people

Our staff and consultants form a global community of brilliant advisors, systems-thinkers, researchers, facilitators and practitioners. Working out of our offices in the UK, Kenya and the USA, they are brought together for their adventurous spirit, commitment to tackling complex problems and track record of delivering change. As of 1 April 2021, there are 19 Wasafiri employees and we have worked with approximately 100 consultants on a wide range of projects.

A photograph of a person standing in a field of tall grass at sunset. The person is wearing a vibrant, patterned traditional Kenyan outfit (a Maasai or Kalenjin style) and a headwrap. They are seen from the back, with their hands on their hips, looking towards the bright sun on the horizon. The sky is a mix of blue and orange, and the grass is illuminated by the warm light of the setting sun.

A consultancy, incubator and institute helping drive impact at scale

## 03 Description of Actions

### Simple Rules, Policies and Precedents

Over time Wasafiri has developed a suite of resources materials intended to inform and guide colleagues, associates and contractors on their legal obligations, day to day decisions, and expected behaviours. They have emerged stem in response to legislative requirements, considered reflection on our culture, behaviour and practice, and comprise our Simple Rules, Corporate Policies and Precedents,

#### 1. Simple Rules

The Wasafiri team created the “Simple Rules” which are reviewed annually. The Simple Rules are intended to help guide day to day decisions taken by team members. They are not prescriptive; rather, they speak to the living and working culture at Wasafiri.

#### WASAFIRI'S SIMPLE RULES

1. **Learn as we go (can I help us do this better?)** - this is about quality, accountability, and all of us helping all of us to do the best work we can all the time
2. **Serve the problem** - Wasafiri exists to create change, we will do our best work when we keep focused on the problem we are trying to serve and not just our own or our clients' interests
3. **Be disciplined with domains and precedents-** We are all responsible to seek out the precedents that already exist and work with domain owners to create new precedents or when we wish to break or change existing ones.
4. **Ubuntu - we are in this together-** us, clients and the communities we serve
5. **Take responsibility for our financial health** - understand and make decisions informed by our financial health
6. **Take responsibility for our own and our planet's health** - our physical, mental and environmental well-being matters.
7. **Act with an intention of transparency** - would you be happy for your clients, colleagues and the world in general to know about this action / decision?

#### 2. Corporate Polices

Corporate policies are Wasafiri's ways of working that are non-negotiable. They are public commitments of how we operate to ensure high ethical standards and legal compliance. Our corporate policies are:

- Agreed by the board which meets quarterly.
- Once written they are unlikely to change significantly.
- Sent to each employee with their contract.

- Staff contracts reference the policy documents, point to the website, and include a statement that the person has read and committed to them.

*A list of our corporate policies is provided in the appendix.*

### 3. HR Precedents

HR precedents are contractual arrangements; they have elements that are driven by legislation (and therefore have to be followed) and elements that are internal precedents which are guidance, rather than legislation.

In 2019, Wasafiri conducted a comprehensive review and update of our policies and precedents. The table below demonstrates how our Simple Rules, Corporate Policies and HR Precedents support the UN Global Compact Ten Principles:

## Human Rights

UNGC Guidance	Wasafiri's related corporate policy
<ul style="list-style-type: none"> <li>• Ensure workers are provided safe, suitable and sanitary work facilities</li> <li>• Protect workers from workplace harassment, including physical, verbal, sexual or psychological harassment, abuse or threats</li> <li>• Take measures to eliminate ingredients, designs, defects or side-effects that could harm or threaten human life and health during manufacturing, usage or disposal of products</li> </ul>	<ul style="list-style-type: none"> <li>• Harassment and Anti-bullying</li> <li>• Whistle blowing</li> <li>• Health, Safety and Security (HSS) Policy includes a C-19 Protocol</li> <li>• Diversity and inclusion Policy</li> </ul>

Our staff and associates work in shared office spaces, from home (by choice) or in the field when conducting research. Prior to each field visit and work-related travel, we conduct a project risk assessment, which considers the risk and likelihood of violence-related threats, operational threats and health and well-being threats. Based on the outcomes of each risk assessment, we undertake the appropriate mitigation measures.

In the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021:

- We completed 19 Project Threat Assessments that determine the risk of each new project.
- We completed 13 Country Risk Assessments for 5 of our high risk projects. Including 12 monthly Covid -19 risk assessments.
- We tracked 4 incidents and 1 Near Miss across the business.
- We hosted 2 sessions on diversity and inclusion including 1 training by external facilitators on giving and receiving feedback.
- We had zero reported incidents of workplace harassment.

## Labour

UNGC Guidance	Wasafiri's related corporate policy
<ul style="list-style-type: none"> <li>• Ensure that the company does not participate in any form of forced or bonded labour</li> <li>• Comply with minimum wage standards</li> <li>• Ensure that employment-related decisions are based on relevant and objective criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-corruption &amp; bribery</li> <li>• Safeguarding</li> <li>• Anti-Terrorism and Money Laundering</li> <li>• Anti-Slavery and Human Trafficking Policy</li> <li>• Conflict of Interest</li> <li>• Harassment and Anti-bullying</li> <li>• Whistle blowing</li> <li>• Data Protection</li> <li>• Health, Safety and Security (HSS) Policy</li> </ul>

### 1. Diversity indicators as of 1 April 2021

The Wasafiri team is small but diverse and each co-worker brings a unique skillset. On 1 April 2021 there were 19 Wasafiri employees.

Number of employees by location (normal place of work)	
Kenya Office	13
UK Office	5
USA Office	1
% Gender by office	
Kenya Office	69% female: 31% male
UK Office	40% female: 60% male
USA Office	0% female: 100% Male
% Gender by seniority	
Board	29% female: 71% male
Leadership team	25% female : 75% male
All staff	58% female : 42% male

% Breakdown by age		
18 – 24 years old	0%	
25-34 years old	26%	
35-44 years old	53%	
45 years old and above	21%	
Number of employees, by ethnicity <sup>1</sup> per location		
Kenya Office	9 Black-African	4 White
UK Office	0 Black-African	5 White
USA Office	0 Black-African	1 White
Number of employees, by ethnicity <sup>2</sup> by seniority		
Board	1 Black-African (Total of 3 including 2 nonemployees)	3 White (Total of 4 including 1 non-employee)
Leadership Team	1 Black-African	7 White
All staff	9 Black-African	10 White
Disability		
None of Wasafiri's employees are physically disabled		

## 2. Salaries & Bonuses

All Wasafiri employees are paid monthly in arrears. Staff salaries are reviewed annually and increased in line with local inflation and according to individuals' performance. Staff participate in regular performance reviews with their line management.

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<sup>1</sup> Definitions taken from the UK Government's ["List of Ethnic Groups"](#)

<sup>2</sup> Definitions taken from the UK Government's ["List of Ethnic Groups"](#)

## Environment

UNGC Guidance	Wasafiri's related corporate policy
<ul style="list-style-type: none"> <li>• Avoid environmental damage via regular maintenance of production processes and environmental protection system (air pollution control, waste, water treatment systems, etc.)</li> <li>• Ensure emergency procedures to prevent and address accidents affecting the environment and human health</li> <li>• Minimize the use and ensure safe handling and storage of chemical and other dangerous substances</li> </ul>	<ul style="list-style-type: none"> <li>• Health, Safety and Security (HSS) Policy</li> <li>• Climate and Environment</li> </ul>

In our B-Corp capacity we acknowledge that there is a climate emergency<sup>3</sup> and we are committed to becoming carbon neutral in the financial year 2019/2020, by taking a number of steps:

- Reducing our work-related flights, where alternative transport is feasible and safe, and
- Offsetting our necessary work-related flights, in partnership with UK-based “C-Level Carbon Offsets”.

Beyond our own internal organisation, in 2021, the Board committed to launching a new portfolio, the Climate and Nature Portfolio. This new body of work will mobilise the knowledge, capacity and services of our consulting, institute and incubation arms to contribute to the cause of climate change and environmental sustainability.

## Anti-Corruption

UNGC Guidance	Wasafiri's related corporate policy
<ul style="list-style-type: none"> <li>• Assess the risk of corruption when doing business</li> <li>• Mention “anti-corruption” and/or “ethical behavior” in contracts with business partners</li> <li>• Ensure that internal procedures support the company’s anti-corruption commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-corruption &amp; bribery</li> <li>• Anti-Terrorism and Money Laundering</li> <li>• Conflict of Interest</li> <li>• Whistle blowing</li> <li>• Data Protection</li> <li>• Health, Safety and Security (HSS) Policy</li> </ul>

All staff and consultants receive copies of our corporate policy on “Anti-corruption and bribery” and anti-corruption and bribery training is an integral part of all staff and consultant induction training. Between April 1<sup>st</sup> 2020 and March 31<sup>st</sup> 2021 Wasafiri had no incidents of bribery or corruption.

<sup>3</sup> Read more about B-Corp’s advice on the climate emergency [here](#)

## Appendix: Wasafiri's Corporate Policies

A list of Wasafiri's corporate policies is provided below. They were approved by the Wasafiri Board in June 2018 and August 2019. They apply to all Wasafiri staff and associates, namely: staff, consultants, board members, or anyone working for or representing Wasafiri. These policies are developed to ensure Wasafiri staff and associates comply with basic requirements with regards to specific areas of ethical and legal best practice. What you won't find is a comprehensive 'how to' list for every ethical decision that might be required to be taken. This is because we expect everyone who is part of Wasafiri to behave in a way that is legally and ethically sound, and as such these policies provide a minimum standard for a limited range of issues.

Corporate Policies include:

1. Anti-corruption & bribery
2. Safeguarding
3. Anti-Terrorism and Money Laundering
4. Anti-Slavery and Human Trafficking Policy
5. Conflict of Interest
6. Harassment and Anti-bullying
7. Whistle blowing
8. Data Protection
9. Health, Safety and Security (HSS) Policy including C-19 Protocol
10. Climate and Environment
11. Diversity and Inclusion

Wasafiri asks all staff and associates:

- To read and ensure they understand the policies and ask any questions they may have.
- To stick within the requirements of these policies all the time every time.
- To help hold all staff and associates accountable to maintain these policies, including reporting any concerns they may have about intentional or unintentional breaches of these policies.
- To provide feedback on these policies to help Wasafiri grow and ensure these policies remain fit for purpose.
- To seek support, a second opinion and share with others when they need support with a decision.



CONFLICT &  
GOVERNANCE



CLIMATE &  
ENVIRONMENT



FOOD SYSTEMS &  
INCLUSIVE GROWTH

A global consultancy, incubator and institute helping leaders drive transformative impact at



The Dock, Wilbury Villas, Brighton, BN3 6AH, United Kingdom **Europe**

The Collider, 1 Haywood St., Asheville, NC 28801, USA **North America**

Ikigai House, General Mathenge Drive, Spring Valley, Nairobi, Kenya **Africa**

We are committed to ethical and environmental best practice. For further information, please see [here](#).  
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