



CTG

Committed to Good



**CONSOLIDATING
OUR COMMITMENT
TO GOOD:**

SUSTAINABILITY REPORT 2020

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TOP: A CTG Consultant providing vehicle maintenance to enable food delivery operations in South Sudan.

BOTTOM LEFT AND RIGHT: CTG hosted mandatory Enhancing Community Resilience Project (ECRP) training for 40 CTG Community Outreach Consultants in South Sudan.



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office



Network UAE
WE SUPPORT

CTG GIVING
FEMALEFIRST

ABOUT THIS REPORT

102-12, 102-13, 102-45, 102-46, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54, 102-56

SCOPE

This report reflects our continued journey towards integrating sustainable business practices into the heart of our strategy and operations. It does so by delivering a transparent account of our management of and performance towards the material, environmental, social and governance issues of our company. This commitment is rooted in our desire to earn the long-term trust of our stakeholders and to make substantial contributions to global sustainable development, particularly within the fragile and conflict-affected countries where we operate.

This report meets the requirement of the United Nations Global Compact Advanced Communication on Progress (COP) and relates to the year 2020. CTG's reporting cycle is annual with the most recent report prior to this one covering the year 2019. Except as otherwise noted, the information within this report covers the global operations of CTG (Committed to Good).

CONSOLIDATING OUR COMMITMENT

This is the second year we are releasing a report in accordance with the United Nations Global Compact Advanced Communication on Progress. In recognition of the importance of engaging stakeholders within the reporting and strategy development process, and in the context of the global pandemic, CTG conducted a refresh of its materiality assessment from last year. CTG engaged a much larger number of external stakeholders to incorporate a more diverse range of perspectives. Through this assessment, we identified 12 key topics that are considered material to CTG's business and reflect CTG's economic, social and environmental impacts. These topics have defined our report content and can be seen in our Materiality Matrix on page 19. The corresponding boundaries for these topics can also be found on page 57. Findings from the materiality assessment meet the requirements of the GRI Standards: Core Option.

Aside from two new topics, the material topics identified in this year's assessment are consistent with those identified in the 2019 reporting process, making comparability possible. This report outlines these topics by providing an explanation for each, detailing corresponding initiatives that aim to support business progress towards

the topic, and describes the management approach. This is supported by data and testimonials which offer stakeholder outlooks.

GLOBAL REPORTING INITIATIVE

This report has been prepared in accordance with the GRI Standards: Core option. This is the third consecutive year that the GRI framework has informed our reporting process. Beyond reporting on disclosures as required by the GRI Standards, CTG reports on additional indicators that are considered important to our business and our stakeholders.

Labels are used throughout the report to indicate disclosure of GRI standards. The GRI Content Index can be found at the end of the report (page 52) and lists all references to GRI Standards in the report and their corresponding page numbers. No third-party external assurance was applied to the process, and all information for material topics has been collected internally and consolidated to provide accurate content.

UNITED NATIONS GLOBAL COMPACT (UNGC)

CTG has been a signatory of the UNGC since 2014 and follows its ten principles, derived from four international frameworks:

- THE UNIVERSAL DECLARATION OF HUMAN RIGHTS;
- THE INTERNATIONAL LABOUR ORGANISATION'S DECLARATION ON FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK;
- THE RIO DECLARATION ON ENVIRONMENT AND DEVELOPMENT;
- ANTI-CORRUPTION BASED ON THE UNITED NATIONS CONVENTION AGAINST CORRUPTION.

This report outlines the extent each principle has been addressed during 2020 and actions taken to expand on them from previous years.

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

CTG recognises the critical role the private sector can play in advancing the SDGs, especially in the fragile and conflict-affected contexts where we operate. CTG has identified three SDGs where we can have the biggest impact: Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8) and Peace, Justice and Strong Institutions (SDG 16). In addition to this we also recognise the importance of Partnership for the Goals (SDG 17) and are striving to foster new partnerships in our countries of operations to strengthen progress towards the SDGs. This year CTG has also developed its approach to reporting on the SDGs by creating indicators and developing goals that align with the SDG targets. Please see page 48 for more information.

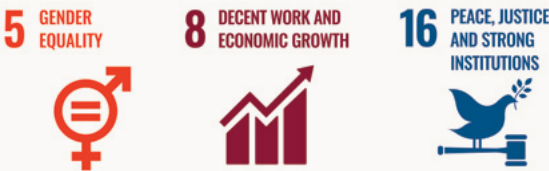
WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

CTG signed its commitment to the WEPs in 2017, and in 2018 CTG's CEO Alice Laughner co-founded and became Chair of the UAE WEPs Taskforce. The WEPs are a series of principles offering guidance on how businesses can empower women and promote gender equality in the workplace, marketplace and community. Established as a joint initiative by the United Nations Global Compact and UN Women, they are informed by international labour and human rights standards. Today, Alice and the Social Impact Team continue to promote the WEPs internally and throughout our value chain, specifically striving to increase the number of WEPs signatories in fragile and conflict-affected countries. This report observes WEPs Principle 7, 'Measure and publicly report on progress to achieve gender equality'.

FEEDBACK AND COLLABORATION

We are interested in hearing from our stakeholders and value all feedback. We also believe in collaboration and championing sustainability with likeminded organisations. To share your feedback or discuss ways we can collaborate please contact us at:

csr@ctg.org



LETTER FROM THE CEO

102-14



**ALICE LAUGHER, CEO,
CTG (COMMITTED TO
GOOD)**

**Recipient of Oslo Business For
Peace Award 2019**

**SDG Pioneer for Empowerment of
Women in Conflict Settings**

Dear Stakeholders,

2020 was a tough year for so many, with COVID-19 causing a lot of uncertainty and heartache. It also left us re-evaluating how we live and work, and what is important. I am proud of how our staff responded to the pandemic, and as a company we have shown incredible resilience to the many challenges that arose as a result, and proven our corporate and financial sustainability.

Moving into 2021 gives us an opportunity to reflect on all that we achieved despite the circumstances. CTG used 2020 as a year for internal change, improvements and development.

As a result of the additional pressures posed by the pandemic, safeguarding the mental health of all our staff has never been more important to CTG. This is why we put such a big focus on it in 2020, introducing CTG Wellbeing and counselling support for all staff.

We launched CTG Learning, part of the respected e-learning platform Kaya, developed by the Humanitarian Leadership Academy. This online educational platform provides our staff with access to a catalogue of free courses developed by leading aid and development organisations.

Supporting our fundamental commitment to Human Rights, CTG rolled out Human Rights and Compliance Assessments across all its country offices to identify possible risks our activities or the context of our operations could pose to human rights.

I am proud that CTG has continued to make significant strides towards our commitment to the Sustainable Development Goals (SDGs), the world's blueprint for achieving a better and more sustainable future for all. This is particularly true of SDG 5, and our Female First flagship goal of achieving 30% female representation across all our project related roles globally. In countries such as Libya and Somalia we have seen substantial percentage increases, moving us ever closer to achieving our target. We are excited that one positive of 2020 has been the added vitality towards global action for gender equality and women's empowerment and look forward to seeing how that pans out in 2021.

2020 was the year of our first White Paper. Titled 'Women, Work and Economic Development', it explored women's access to decent work in fragile and conflict-affected settings. By addressing common barriers to gender equality and outlining straightforward solutions, we hope it will encourage more organisations operating in similar environments to join us in championing gender equality and empowering women.

Each year we continue to improve MyCTG, our online Talent Acquisition and Human Resources Operations system, making our service delivery more efficient, and enabling us to create more impact. This year's enhancements have included strengthening our incident reporting and security communications to support our Duty of Care, and developing its monitoring and reporting mechanisms to help contribute to the prevention of corruption, mitigation of harassment and gender equity.

I welcome you to read this report to discover how 2020 has strengthened our business foundations in preparation for the demands of the future. 2021 will be our year of scale and impact and our forecast is looking bright.

Our Approach to COVID-19

CTG maintains a strong commitment to Duty of Care and to always protect the health and safety of our staff, everywhere. With the onset of COVID-19 in 2020, this commitment has only become stronger. As a multinational corporation with over 3,500 staff worldwide, it was important for us to keep our employees and consultants safe while also continuing to pay them full salaries. This was in addition to guaranteeing that we continued to deliver on our business commitments by continuing to support all our staff in the field to ensure aid and development programmes could continue. We did this by working with our clients and public health experts to implement appropriate COVID-19 risk mitigation protocols. Our staff played an important role in our effort to combat the virus and we are grateful for their continued professionalism and support. Below provides a summary of our approach to COVID-19. To read more, please visit the Duty of Care section of this report.



INFORMATION AND COMMUNICATION

CTG has stayed in regular communication with all its employees and consultants, offering updates on CTG's COVID-19 policies and the ways we have been working to ensure our primary goal of keeping our staff safe is being met. This included sharing vital information such as how to prevent the spread of the virus and advising our staff to familiarise themselves with basic hygiene advice offered by the World Health Organisation. CTG also recommended training courses on our CTG Learning Platform to support our staff's response to COVID-19.

PROTECTING OUR STAFF

CTG took extra precautions to ensure our operating procedures continued to be viable throughout the pandemic to guarantee that there is always a plan in place to safeguard our staff in the event of an incident. Our response to COVID-19 remained so effective that much of our international staff were able to safely stay in country which enabled our client's humanitarian and development programmes to successfully continue despite much of the world shutting down. COVID-19 has validated our ability to rapidly adapt our policies and procedures to preserve our business and staff in times of crises.

HEALTH AND SAFETY MEASURES

When recommended by local guidance, CTG closed its headquarters offices and supported staff with working remotely from home. This decision aimed to contain the spread of the virus to ensure our business continuity, and our ability to assist our staff and clients in the field at a time when it was most needed. This arrangement was reviewed regularly and any changes to guidance which enabled our staff to return to the office was supported with measures to ensure they returned to safe environments in line with healthcare regulations.

WORKPLACE FLEXIBILITY

As a company with many employees who are parents, we understood the disruption caused by the closure of schools and childcare facilities. To address the personal needs of employees, CTG allowed staff to adopt flexible working options to create arrangements that allowed clear barriers between work and personal responsibilities, but which enabled staff to fulfil both in the most effective way. While CTG has always provided its employees with a measure of flexible working prior, COVID-19 accelerated the formal implementation of these policies.

INTERNAL IMPROVEMENTS AND SHARED VALUE

We harnessed the disruption of the pandemic as an opportunity to focus on our internal development by improving our processes, systems and initiatives. These improvements have set strong foundations for growth and development that will be continued into 2021.

These internal developments and improvements have been reflected in our Shared Value programmes, where we have considered ways we can continue progressing in accordance with global health recommendations. We reassessed how we could continue to make progress and focused our efforts there. For example, we strengthened our implementation of the Women's Empowerment Principles and achieved 'Leader' status in their Gender Gap Analysis Tool. The release of our first White Paper, 'Women, Work and Economic Development' also marked the start of our focus on leveraging private sector action towards the Women, Peace and Security Agenda and the WEPs, which we will continue into 2021. Our direction remains steadfast and continues to be guided by our

long-term goals and ambitions. More information on how we have developed our projects can be found throughout this report.

LOOKING AHEAD

We will continue to remain vigilant by monitoring the situation carefully. This will include following all recommended advice offered by the World Health Organisation and relevant Local Governments to ensure we keep our staff safe.



JAMES VEYSEY,
CHIEF OPERATIONS
OFFICER, CTG
(COMMITTED TO GOOD)



TOP: CTG's delivery of mandatory training for its consultants is key for upskilling our staff and ensuring their preparedness in-country.

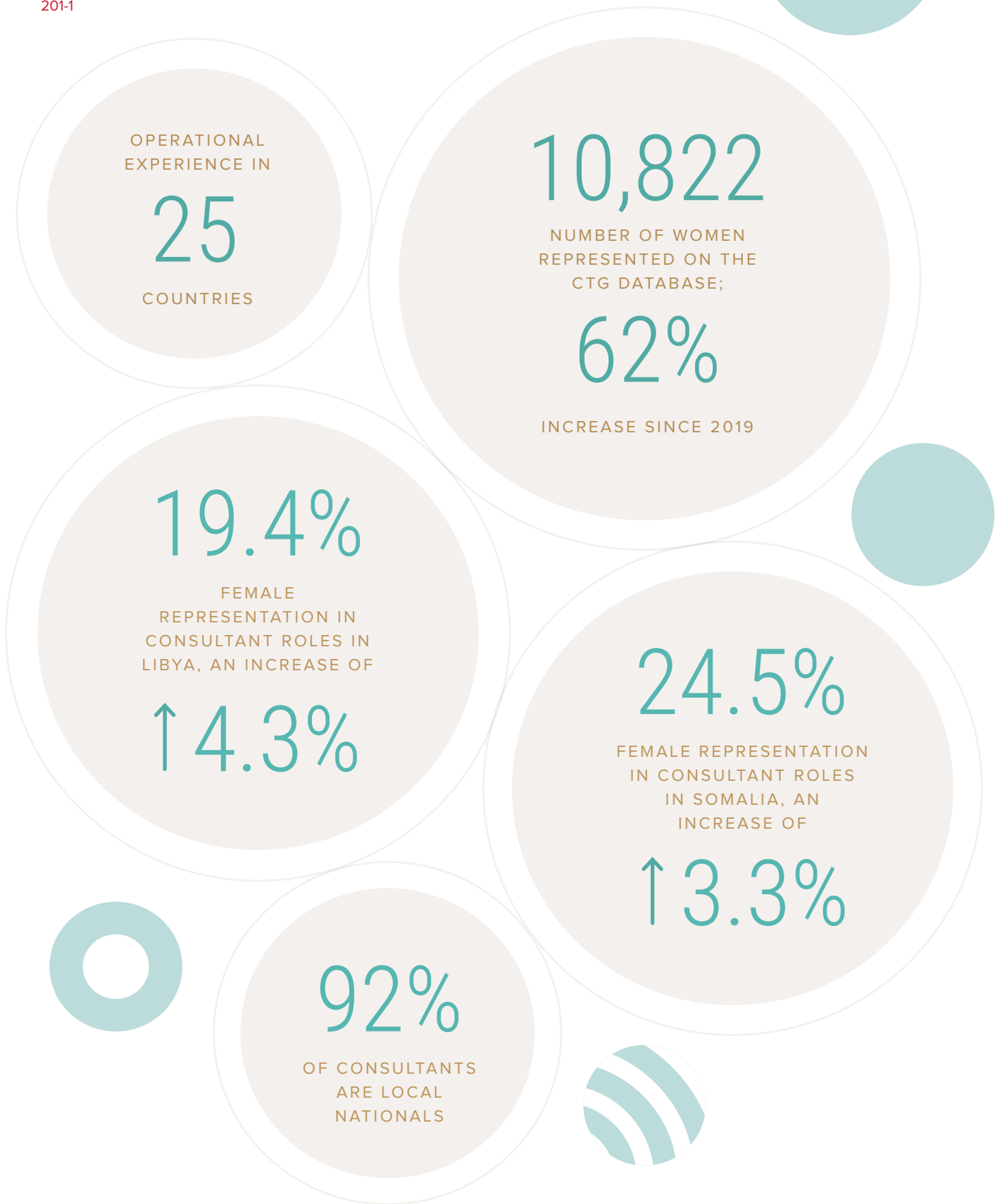
MIDDLE: Loni Olluru, CTG Assistant Storekeeper, South Sudan.

BOTTOM: CTG Mine Action Team in Congo.

ENABLING CHANGE

Our 2020 Highlights

201-1



CTG at a Glance

102-1, 102-3, 102-5, 102-7, 102-45

CTG (Committed to Good) is a privately held company, owned by The Chelsea Group. Born in Afghanistan in 2006, CTG has since grown to have operational presence and experience across 25 countries. Today, our headquarters are located in Dubai, UAE.

Our vision:

To make a difference by providing the highest level of ethical, rapid staffing solutions and logistics for humanitarian and development programmes, no matter how challenging the context.



Enabling Change

102-2, 102-4, 102-6, 102-7, 102-8 102-9, 102-10, 102-45

We recruit, deploy, and manage capable humanitarians who implement projects for our client's in the world's most fragile regions.

2 ZERO HUNGER



SOMALIA

CTG Retail Logistics consultants have worked to produce an e-shop app, a digital food assistance system to increase the safety and efficiency of food purchases across the country.

3 GOOD HEALTH AND WELL-BEING



LIBYA

CTG supports a number of clients across Libya, contributing and providing support to projects addressing population displacement, health, infrastructure and governance.


2 ZERO HUNGER



SOUTH SUDAN

CTG manages air and river operations across South Sudan to support the delivery of food and medical and logistical supplies to field-based NGOs and UN Agencies.


2 ZERO HUNGER



AFGHANISTAN

CTG teams supported the COVID-19 response across the country. Other consultants monitor the implementation of humanitarian activities including food and post distribution, and provide training to disadvantaged men and women to help them become self-sufficient.


3 GOOD HEALTH AND WELL-BEING



YEMEN

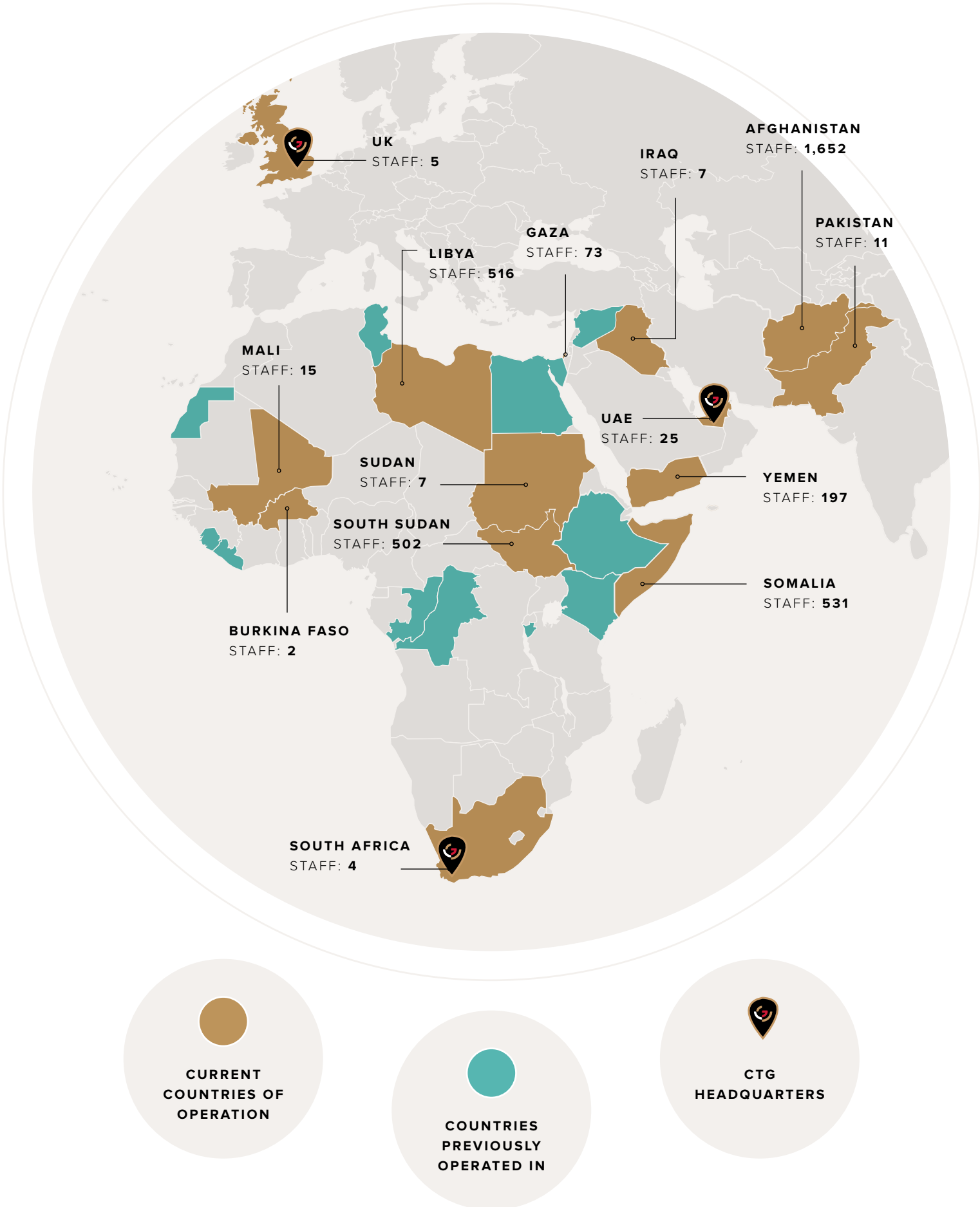
CTG engineers are restoring the physical infrastructure of health facilities, and CTG community development consultants are working to strengthen resilience of communities in rural areas by providing solar-powered lanterns to underprivileged families.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



GAZA

CTG recruits engineers, quantity surveyors, stock monitors and IT experts to monitor storage facilities, concrete processing plants, and constructions sites.



Our Solutions and Services

102-2, 102-6, 102-9, 102-10

CTG offers a range of staffing solutions and Human Resources management services to support clients in the humanitarian and development sectors with the implementation of projects across 21 different fragile and conflict-affected countries.

STAFFING SOLUTIONS AND HUMAN RESOURCES MANAGEMENT SERVICES



PROJECT MANAGEMENT

CTG uses local networks to mobilise large-scale projects at speed with the capabilities to manage projects and programmes of every size, from monitoring and evaluating food distribution to assisting in the return of migrants and displaced populations.

MONITORING & EVALUATION (M & E)

CTG offers monitoring, evaluation, assessment, research and learning services to our clients in some of the world’s most fragile and conflict-affected countries.

SUPPLY CHAIN MANAGEMENT, PROCUREMENT AND LOGISTICS

Delivering agile, scalable and cost-effective logistics and supply chain services to support our partners in their work.

ELECTION MONITORING AND OBSERVATION

CTG designs, implements and oversees efficient operational and logistical management to support election missions in conflict-affected countries.

Our Supply Chain

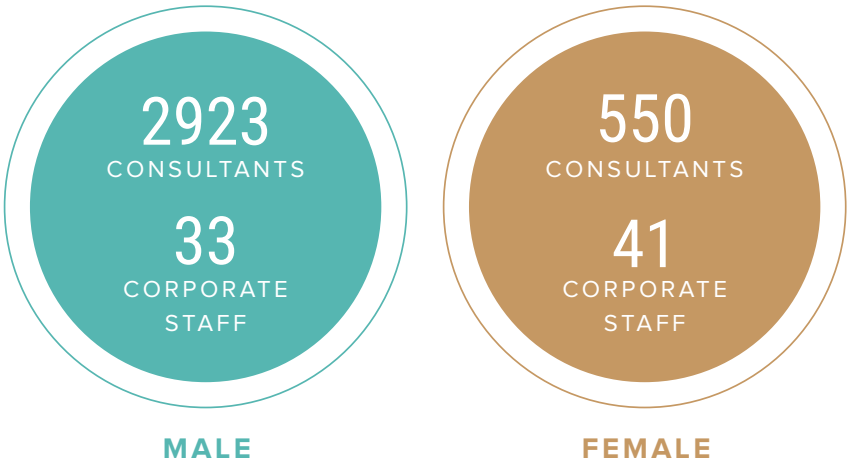
102-9, 102-10

Our supply chain is diverse, offering key support across all our countries of operation. Our partners range from third party security providers and transport services to office facilities and many more. In 2020 there were no significant changes to our partners or the structure of our supply chain. To read more about how we promote sustainable business practices throughout our supply chain and within our local communities please refer to the Human Rights section of this report.

Our Enablers

102-8 102-41, 201-1, 401-1, 401-2, 401-3, 402-1, 403-6, 405-1

CTG’s people solutions and operational support services enable the successful implementation of humanitarian and development projects. Our people are at the heart of what we do, and we are proud that their passion, skills and commitment are making a difference in the fragile and conflict-affected countries where we work.



PUTTING PEOPLE FIRST

To that end, we offer all our staff world class insurance coverage, and no matter what location, they are protected under our exceptional standards of Duty of Care. CTG respects each country’s labour laws as a minimum standard, but we strive to go beyond this where feasible.

CTG ensures that all staff who are entitled take parental leave at a minimum in accordance with local labour law, but in many countries our parental benefit provision extends beyond this. Our corporate maternity leave benefit exceeds that of the UK, offering our female staff 16 weeks full pay. Our maternity benefit for both our corporate and field staff has been well-received and we see our provision of it as a testament of our commitment to our staff.

CTG offers its employees training opportunities to develop their skills and knowledge in areas consistent with the needs of our business. In 2020 our training covered topics as diverse as our Shared Value Approach to Social Good, Cyber Security, and to how to use Microsoft Teams.

Next year, CTG will be launching its Account Manager Academy to support the professional development of all our Account Managers globally. We will also see the roll out of a bespoke CTG Leadership Programme developed by the Leadership Trust in 2020, which is designed to cultivate a new cadre of confident professional managers to help lead Committed to Good. Using a combination of collective work in cohorts and one-to-one coaching, this programme will develop a range of key leadership skills amongst CTG’s management in order to serve their continued professional development.



RECRUITING LOCAL TALENT

We aim to leave a lasting impact in the communities where we work, to build national capacity and promote economic growth. We pride ourselves on being a local employer, with 92% of our staff being nationals from our countries of operation. This ensures a large proportion of our turnover filters into the local economy and allows local communities to benefit even further from foreign aid revenues and development projects.

LABOUR MANAGEMENT PERFORMANCE

CTG maintains open dialogue with its staff and is committed to ensuring we meet their needs and expectations. Each year, CTG issues a consultant feedback survey in order to measure our labour management relations performance. In 2020, 80% of our staff were either 'very satisfied' or 'satisfied' with CTG's services.

ALL STAFF



5283

TOTAL NUMBER OF STAFF EMPLOYED BY CTG IN 2020;

98.5%

ARE CONSULTANTS

2% CORPORATE & TEMPORARY STAFF

92%

OF CONSULTANTS ARE LOCAL NATIONALS

1705

CONSULTANTS RECRUITED IN 2020:



1307 MALE | 398 FEMALE

23.34%

NEW FEMALE RECRUITS



3473

ACTIVE CONSULTANTS, DECEMBER 2020



39,616

APPLICATIONS MADE TO CTG VACANCIES IN 2020

OUT OF 3546 STAFF MEMBERS,

27 STAFF WENT ON PARENTAL LEAVE IN 2020;

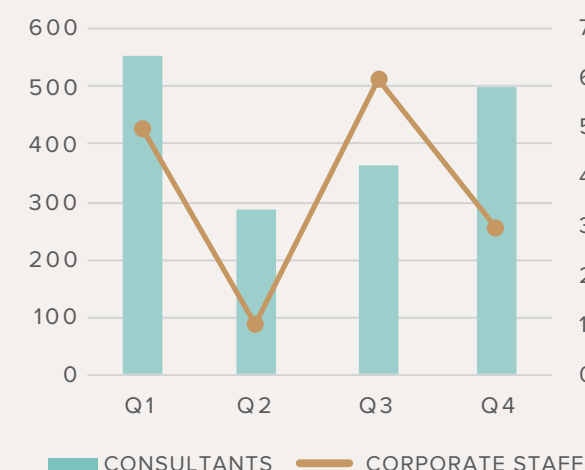


55% OF THESE WERE MALE;

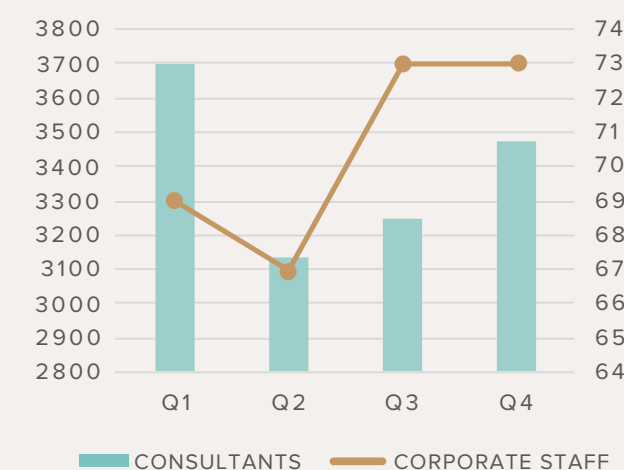
100%

OF THOSE WHO TOOK LEAVE RETURNED TO WORK

NEW JOINERS



TOTAL HEADCOUNT



CORPORATE STAFF

13

FULL-TIME EMPLOYEES RECRUITED IN 2020:

5 MALE | 8 FEMALE

73

NUMBER OF CORPORATE STAFF WITH

19.2% TURNOVER RATE

19% FEMALE TURNOVER RATE;

20% MALE TURNOVER RATE

5

TEMPORARY STAFF WITH 25% TURNOVER RATE

64%

FEMALE REPRESENTATION IN CTG'S BOARD & SENIOR MANAGEMENT

54%

FEMALE REPRESENTATION IN OUR HEADQUARTERS & FIELD MANAGEMENT OFFICES

53%

FEMALE REPRESENTATION IN MIDDLE MANAGEMENT POSITIONS



OUR STRATEGY AND APPROACH

Creating Shared Value

102-15

As a company operating in fragile and conflict-affected countries, we recognise our responsibility to lead the way in promoting sustainable business practices. We believe that for our business to prosper, our local communities must also prosper, which is why our Shared Value approach has been integrated as an essential part of how we do business. In doing so, this strategy aims to mobilise our entire business to come together to create value for us, and for the communities we serve. This approach is rooted in our understanding of areas where we could address our positive and negative social impacts within our local communities. Our strategy is informed by stakeholder engagement to ensure that our programmes continue to have a meaningful impact throughout its development and implementation.

63

STAFF TRAINED ON
OUR SHARED VALUE
APPROACH TO
SOCIAL GOOD

Our approach is underpinned by 3 pillars:



Putting People
First: Creating an
Inclusive, Rewarding
and Safe Workplace



Transparency and
Corporate Governance:
Sustainability Governance
for Continued Success



Promoting Peace,
Partnerships and
Protecting our
Environment

CREATING VALUE THROUGH THE SUSTAINABLE DEVELOPMENT GOALS

Our Shared Value Strategy is guided by our commitment to the SDGs. Leveraging our experience and capabilities within the humanitarian and development sectors, we identified three SDGs where we could prevent negative impacts and promote positive change through our business operations: SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth and SDG 16 for Peace, Justice and Strong Institutions. These SDGs formed the foundation upon which our Shared Value Strategy and its programmes were built, and correspond with the SDGs that align with the Women, Peace and

Security Agenda. Since then we have also adopted SDG 17 Partnership for the Goals, in recognition of the importance of partnerships not only in supporting progress towards our own sustainability ambitions, but also towards global development overall. To read more about CTG and the Sustainable Development Goals please see pages 36 and 48.



TOP: Salwa Nassar, CTG Civil Engineer in Gaza.

MIDDLE: Nasra, CTG Monitoring and Evaluation Consultant in Somalia.

Stakeholder Engagement Through Materiality

102-40, 102-42, 102-43, 102-46, 102-47, 102-48, 102-49, 102-52, 201-1

Materiality helps CTG identify priority sustainability issues across our value chain. This process informs the development and implementation of our Shared Value Strategy and sustainability priorities, and it helps ensure we report on the issues that matter most to our business and our stakeholders. We update our assessment each year to make sure it reflects any changes to our business and our external operating Environments. Our stakeholders include our staff, clients, partners and local communities, and this year we engaged with a much larger number of stakeholders from across our client, partner and staff stakeholder groups.

METHODOLOGY

1

Issue Identification:
Using our 2019 priority topics list as a starting point, CTG performed a review of sustainability trends shaping our operating environment, and topics selected from international standards including:

- GLOBAL REPORTING INDEX
- DOW JONES SUSTAINABILITY INDEX
- THE UNITED NATIONS GLOBAL COMPACT
- UN SUSTAINABLE DEVELOPMENT GOALS
- THE CARBON DISCLOSURE PROJECT

The result was a comprehensive list of potential material topics.

2

Stakeholder Issue Prioritisation:
The topics were condensed and shared with internal stakeholders, representative of all business segments and corporate functions across all our geographic regions. These individuals were requested to prioritise the topics from 1 to 5 (5 being of the highest priority), in order to determine their importance to CTG. 12 topics were ranked highly and identified as CTG's Material Topics.

3

Internal Stakeholder Review:
The 12 topics were reviewed by the CTG Executive Leadership Team to guarantee the credibility of the assessment outcome.

4

External Stakeholder Engagement:
CTG is driven from the field up and we strive to involve stakeholders involved in our business at a global and local level to ensure the continued relevance of our approach to sustainability. Our staff, clients and key partners were all engaged through an online Likert survey to help us understand how they perceive our material issues.

5

Evaluation and Analysis:
We combined the results from the internal components of the assessment and the stakeholder engagement, and mapped the topics across each dimension. The matrix below shows the result of the assessment and illustrates the importance of the material topics both to CTG, and our external stakeholders. This year, our assessment identified two new topics that are considered important to our stakeholders, namely 'Data Security and Privacy', and 'Customer Relations and Management'.

We believe all the included topics are significant to our business.

CTG MATERIALITY MATRIX

The matrix is a scatter plot with 'IMPORTANCE TO EXTERNAL STAKEHOLDERS' on the y-axis (LOW to HIGH) and 'IMPORTANCE TO CTG' on the x-axis (LOW to HIGH). 12 topics are plotted as colored dots. Most topics are in the high-importance areas, with 'Data Security & Privacy' and 'Customer Relations & Management' being new additions.

Topic	Color
SECURITY	Dark Grey
CUSTOMER RELATIONS & MANAGEMENT	Red
ECONOMIC PERFORMANCE	Brown
GENDER EQUALITY, DIVERSITY & INCLUSION	Orange
ANTI-CORRUPTION	Dark Red
BUSINESS ETHICS & INTEGRITY	Light Blue
LABOUR RELATIONS & EMPLOYMENT	Yellow
SAFETY, HEALTH & WELLBEING	Teal
HUMAN RIGHTS	Gold
DATA SECURITY & PRIVACY	Orange-Gold
LOCAL COMMUNITIES & COMMUNITY ENGAGEMENT	Dark Grey
DIGITALISATION	Light Grey

CTG's Approach to Sustainability Material Topics

102-44, 102-46, 102-47, 102-49, 201-1; UNGC 1, 2, & 10

SECURITY

Security is of paramount importance to our business because of the high-risk areas where we operate. Our three point 'inform, respond and prevent' approach to the Duty of Care of our personnel is achieved through the provision of multiple layers of planning, information and response capability. This allows us to understand and assess potential threats to CTG staff, and thus mitigate the risk of intended harm and violence which guarantees protection of all CTG staff.



HUMAN RIGHTS

A serious commitment to human rights is fundamental when operating in conflict settings. At CTG, we recognise our responsibility for the impact our operations have on our staff and all other stakeholders within our local communities. CTG respects all applicable laws related to human rights, and embraces international human rights standards in accordance with our commitment to the United Nations Global Compact, the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Last year CTG conducted a human rights compliance assessment across our operations to identify potential risks, and this year we will aim to extend a similar assessment to our suppliers.



DATA PRIVACY & SECURITY

As an HR management company, storing data on our staff and prospective staff is a necessary part of our operations, and for maintaining staff safety. CTG recognises its legal and ethical responsibilities with respect to privacy and security of personal and business data for our staff, clients and global operations, which is why we are committed to the protection of all data that is handled by us or on our behalf.

SAFETY, HEALTH & WELLBEING

While health and safety have always underpinned our Duty of Care, the context of COVID-19 has prompted us to expand this topic to incorporate our support for the mental and physical wellbeing of all our staff. CTG proactively responds to the needs of our its staff to ensure their health, safety and wellbeing needs are met. This year we issued a new health and safety policy and launched CTG Wellbeing, a wellness support network to support our staff during periods of anxiety and high stress.



ANTI-CORRUPTION

In accordance with our commitment to the tenth principle on anti-corruption of the UNGC, CTG opposes bribery and corruption in all its forms. We adhere to all anti-corruption laws of the local jurisdictions where we operate, conduct extensive internal audits and have a zero-tolerance approach that is outlined in our Anti-bribery and Corruption Policy, our Code of Conduct and our Supplier Code of Conduct. Our approach to anti-corruption, which includes our Whistleblowing Procedure is managed by our Ethics Committee and overseen by our Good Governance Committee.



GENDER EQUALITY, DIVERSITY & INCLUSION

Gender mainstreaming and SDG 5 remains a priority for CTG and we continue to be committed to the principles of equality, diversity and inclusion. We recognise that the rights to equality and non-discrimination are core principles enshrined in the Universal Declaration of Human Rights, which makes our commitment both a business and moral imperative. Our flagship initiative Female First, which incorporates our gender parity recruitment strategy and our commitment to the Women's Empowerment Principles, brings to life our dedication to gender equality and improving women's access to decent work in conflict-affected countries.



CUSTOMER RELATIONS & MANAGEMENT

CTG's ability to maintain our reputation and exceed the expectations of our clients is not only critical to our ongoing operations, but it is also integral to our business strategy and financial sustainability. Our dedicated Global Account Leads, Account Managers and Field Liaison Officers are integral to how we provide an unrivaled standard of customer relations and management to our clients and our consultants. Doing so allows us to continue offering employment opportunities to local communities and support in the delivery of aid and development projects, and through this we recognise our contribution to shaping a more peaceful and prosperous future.



BUSINESS ETHICS & INTEGRITY

Business ethics and integrity are essential to CTG's success and sustainability. This year, CTG expanded this topic to incorporate integrity, in recognition that we consistently operate in accordance with our values. We always hold ourselves to the highest ethical standards by being transparent, accountable and communicative. We conduct business that adheres to relevant laws, regulations and our Code of Conduct, and we expect our staff to do the same. Our governance team guides this commitment and it is expressed in our core values, professional standards and internal systems and practices.



ECONOMIC PERFORMANCE

Our economic performance facilitates our growth and in turn enhances our ability to create shared value for our local communities, partners and staff. CTG invests 100% of its profits into research and development as a means to boost financial success and strengthen our sustainability so we can continue to create valuable positive impact over the long term in communities that need it the most.



LABOUR RELATIONS & EMPLOYMENT

CTG respects the International Declaration on the Fundamental Principles and Rights at Work as a minimum standard for all our staff. We conduct regular reviews on local labour laws and legislation of the countries where we operate. We work closely with our clients and retain local legal advisors to ensure understanding of these laws and to guarantee our continued compliance. Despite the challenging environments, we aim to go beyond fundamental rights and look to develop opportunities, engagement and fair practices.



LOCAL COMMUNITIES & COMMUNITY ENGAGEMENT

CTG aims to strengthen our local communities not only by providing decent work opportunities to nationals of our countries of operation, but also by offering community engagement programmes to empower the people within them. We do this through programmes such as our Committed to Good Summit and Job-Readiness Workshops. Advocacy underpins our engagement with these communities. By championing causes such as gender equality, human rights and anti-corruption, and increasing awareness of the SDGs, we are hoping to positively transform some of the world's most challenging environments.



DIGITALISATION

CTG embraces the transformative power of digitalisation. We continually adopt and develop new technologies to enhance operational efficiency and productivity, improve data accuracy, and most importantly to foster effective connectivity across our global operations. This year, CTG has continued to install improvements to its Talent Acquisition and Operations system, MyCTG.



Governance

102-16, 205-2

Our Values

INTEGRITY

At CTG we do what is right. Integrity has been inscribed into our organisational culture, and for us it means exceeding compliance by upholding the highest levels of ethical management. Our approach is underpinned by our ethical business standards, operations and transparency across our organisation.

ACCOUNTABILITY

Stakeholders are at the forefront of our business operations and our Shared Value Strategy, and we view our first responsibility to them. We will always be able to offer a rationale or explanation for our actions, positive or negative, to clients, governments, partners or beneficiaries.

TRANSPARENCY

Building trust with our staff, partners and clients takes precedence over all else, and we believe transparency is a critical tool for achieving this. We also see transparency as integral to promoting progress and positive change. We report annually on our sustainability progress and engage with our stakeholders regularly through various online channels and events.

LAWFUL AND ETHICAL CONDUCT

CTG respects the laws of each of our countries of operation and we request that staff do the same. Prior to onboarding, all staff are required to acknowledge and adhere to our Code of Conduct which informs them of our policies and procedures related to anti-corruption and ethical business standards.

OPERATIONAL EXCELLENCE

CTG recognises that a robust governance structure builds the foundation for respect, efficiency, and agility across an organisation. At CTG we are committed to developing an organisation-wide culture that promotes and allows us to exceed client and consultant expectations.

RESPECT

Respect is what makes us stronger. We always demonstrate a high regard for one another, and we believe in the importance of all our stakeholders. We understand that our prosperity is intertwined with the prosperity of our clients, partners, and local communities and we are respectful to integrate their interests into our growth strategies.

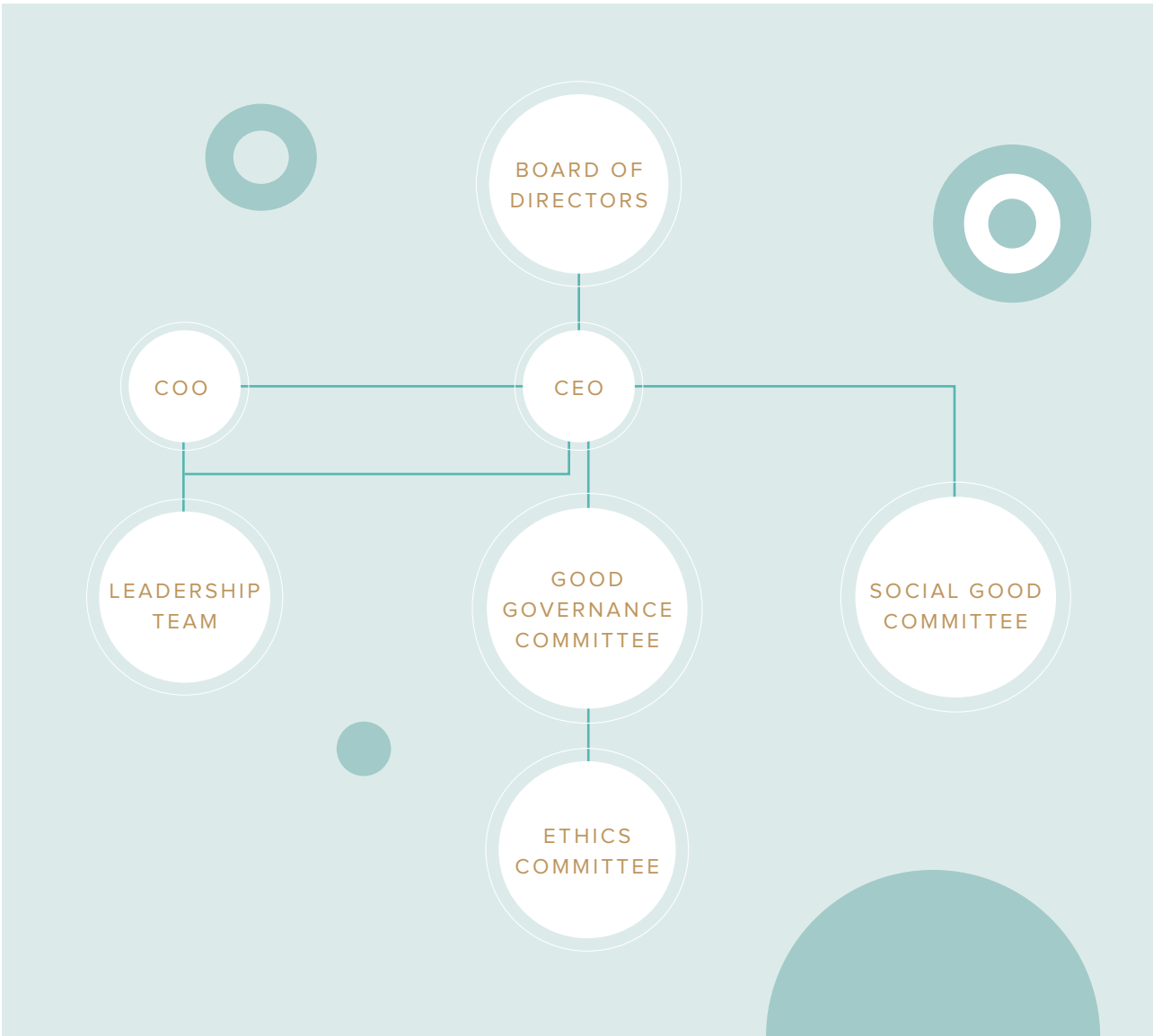
INCLUSION

CTG operates in complex and culturally diverse environments. Our teams draw strength from these differences and we take measures to promote an inclusive and empowering workplace for all. We make a concerted effort to recruit talent from our local communities, particularly women, to promote local economic growth and create shared value.

Governance Structure

102-18, 102-19, 102-27, 102-31, 102-32, 205-1, 205-3

CTG's Governance structure has been designed to ensure effective leadership in the promotion of CTG's long-term sustainable success and to deliver long-term value for all our stakeholders.



ADVISORY BOARD

Composed of industry experts, CTG's Advisory Board meets twice a year and leads corporate governance by building CTG's financial performance and promoting long-term sustainable success. In doing so, the board maintains oversight of our strong commitment to social good and generates Shared Value for CTG stakeholders.

GOOD GOVERNANCE COMMITTEE

Chaired by CTG's CEO, the Good Governance Committee meets quarterly to ensure CTG's Shared Value Strategy is being followed, tracked, measured and communicated. It assesses commercial and community stakeholder risks to allow for minimum negative impacts through our operations. It is also responsible for evaluating risks and tracking incidents related to corruption across all CTG operations. In 2020, there were no incidents of corruption identified by CTG across our operations.

ETHICS COMMITTEE

The Ethics Committee is chaired by CTG's General Counsel and is responsible for initiating and overseeing best practice in ethical behaviour, ensuring integrity is instilled in the culture beyond compliance. This includes managing our whistleblowing and whistleblower policy and procedure and investigating any ethical issues in an impartial, confidential and swift manner.

SOCIAL GOOD COMMITTEE

The Social Good Committee is chaired by our Social Impact Project Manager and comprises of staff who play a role in executing our sustainability strategy. Composed of several different working groups, this committee channels the interests and expertise of all our employees into positive action.

28

MEMBERS OF THE
SOCIAL GOOD
COMMITTEE IN 2020



CTG has established networks across 18 fragile and conflict-affected countries, enabling the implementation of diverse aid and development projects, such as these in South Sudan (top), Afghanistan (bottom left) and Mali (bottom right).

DUTY OF CARE

403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9,

“

The security situation is very fragile in the countries where CTG operates. Most of our consultants work in the field and our Duty of Care support is necessary to ensure their safety. This starts at staff onboarding with the security induction where we clearly set out exactly what the operation will look like from a security perspective. Many of our consultants are required to travel around the country to collect large amounts of data. Because of this, movement tracking and monitoring is also a really important part of our Duty of Care. We conduct regular assessments of the security situation and keep all our staff informed. If there are any predicted threats, we advise them how best to respond to mitigate danger. Our collaborative methods and established local networks enable us to provide an unrivalled level of care to our staff. ”

– CTG FIELD SECURITY OFFICER, AFGHANISTAN

Working in a healthy and safe environment is a human right, recognised globally by the International Labour Organisation, The Organisation for Economic Co-Operation and Development (OECD) and the World Health Organisation (WHO).

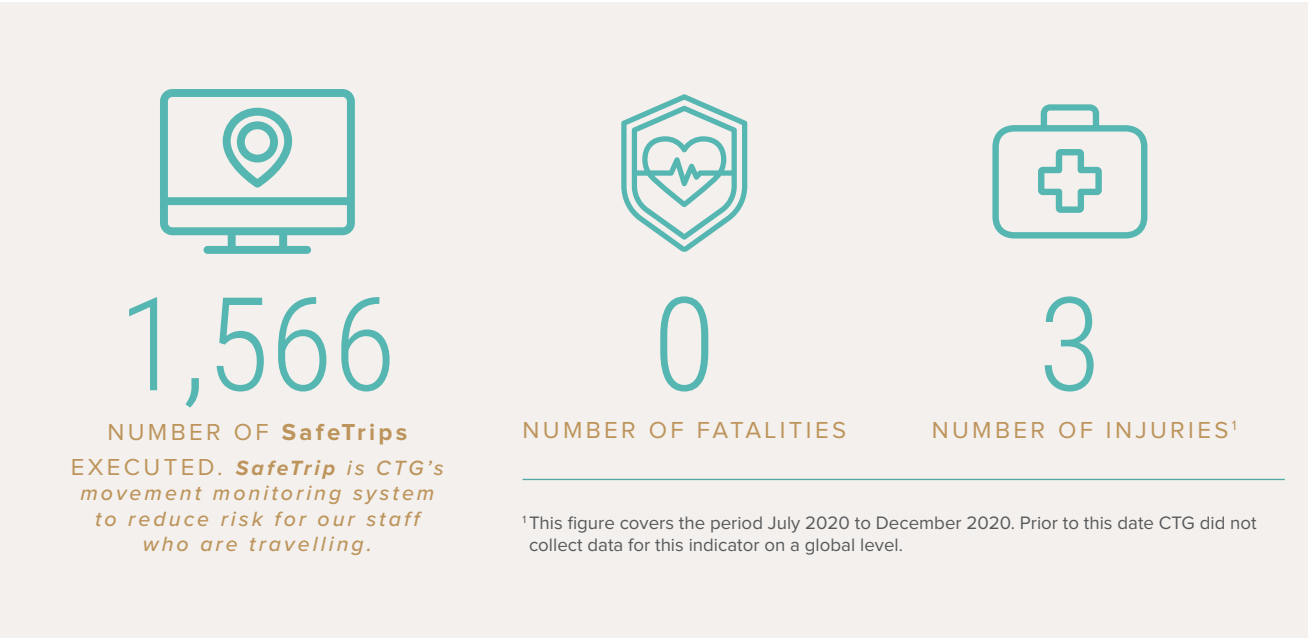
The nature of our business means most of our staff are operating in conflict environments. This can pose risks which is why we maintain a strong commitment to Duty of Care and to always protect the security, safety and wellbeing of our staff, everywhere. We have implemented an integrated and comprehensive risk management system that applies to all CTG staff and facilities, and which meets all legal and regulatory requirements at a minimum standard. This system is overseen by our Chief Operations Officer and supported by local Country Field Security Officers. As part of this, qualified CTG staff conduct regular risk and site assessments to identify any risks posed to staff. These assessments indicate opportunities on which CTG takes action to make any necessary improvements.

Each year CTG conducts a review on our incidents and outcomes to assess and continually improve the effectiveness of our systems. This year, CTG launched a new **Health and Safety Policy**. Not only does it outline CTG’s health and safety standards, response

and investigation procedures, and approach to risk management that staff are required to adhere to, but it also encourages staff to take preventative measures to avoid risk. We have also introduced a new Health and Safety incident reporting mechanism to support the collection of Health and Safety related data, and in turn enable us to better manage health and safety-related risks and respond to incidents. This will continue to be improved and developed in 2021.

Externally, CTG’s Supplier Code of Conduct sets out the Health and Safety standards that we expect those with which we engage in business relationships to adhere to in order to mitigate further health and safety impacts. Moving forward, CTG will supplement this by introducing Health and Safety Training for all employees.

Each year, CTG continues to leverage partnerships, technology and policies to develop our Duty of Care approach and ensure its continued quality and effectiveness. In 2020 CTG began the process of upgrading our Duty of Care functionalities and integrating it within our HR Management System, MyCTG. For more information on this update, please refer to the Digitalisation section of this report.



COVID-19

With the onset of COVID-19 in 2020, our dedication to maintaining our exceptional standards of Duty of Care only became stronger. We took extra precautions to ensure our operating procedures would continue to be viable throughout the pandemic to guarantee that we were able to continue supporting our staff in the field. This included ensuring there was always a plan in place to safeguard our staff in the event of an incident. We also reassured our staff that all our security measures would remain in place and that we would continue to protect their security, health and safety. Our Duty of Care remained so effective that we were able to continue supporting 3,500 staff in the field. This includes much of our international staff who were able to safely stay in country during global lockdowns. This enabled our client's humanitarian and development projects to successfully continue despite the rest of the world shutting down.

OUR RESPONSE:



“ COVID-19 came as a shock to everyone. When it hit in Somalia, we had to move fast to make sure all our staff in the field were safe and protected. This included providing them with all the required PPE such as facemasks, and hand sanitiser. We also facilitated WHO COVID-19 response training to all our field monitors, which educated them on what COVID-19 is, common symptoms and what measures can be adopted to prevent the spread. This has been supplemented by our frequent broadcasting of messages sharing up to date WHO guidelines to all our consultants. We kept comprehensive tracking systems, not only monitoring which of our consultants caught COVID-19 and how their symptoms were progressing and improving, but also who they had been in contact with. Using this information, our Account Managers prepared medical support where necessary, and were able to inform their contacts of their possible exposure which helped prevent the spread of the virus. Our response to COVID-19 and our comprehensive health and safety measures meant that all our client's aid and development programmes in Somalia were able to continue.”

– IMAN SHAWWA, REGIONAL DIRECTOR FOR SOMALIA AND YEMEN

COVID-19 has validated our ability to rapidly adapt our policies and procedures to preserve our business and safeguard staff safety in times of crises. This could not have been achieved without the continued dedication and professionalism of CTG staff, many of whom willingly stayed in the field for extended periods in order to continue delivering the important programmes they were working on.



“ The pandemic became very serious very quickly in South Sudan, and guaranteeing the health and safety of our staff was paramount, as was ensuring our operations were able to continue as normal. To do this we engaged in conversations with our clients from the outset to find feasible COVID-safe solutions, such as minimising in-country and international travel, purchasing PPE and guaranteeing it was always in supply for those who needed it. We set up handwashing stations across offices and ran campaigns to remind staff to practice social distancing and how to wash their hands properly. When staff developed COVID-19 symptoms we worked to ensure they could isolate safely and informed anyone at risk of exposure. We supported our consultants by facilitating testing and making sure our international consultants were aware of which medical clinics they could go to. In the future this support will also include assisting our consultants with getting vaccinated.”

– MERIAM ABUELGASIM, COUNTRY MANAGER SOUTH SUDAN

CTG Wellbeing

While security and safety have always been fundamental pillars underpinning our Duty of Care, this year we also expanded our approach to give light to the importance of staff health and wellbeing. Our employees and consultants are often exposed to stressful situations operating in high-risk locations. Over the last year, the threat of COVID-19 and its emerging social and economic consequences have added additional pressures to our staff. CTG Wellbeing, a wellness support network for CTG staff, was launched to assist during times of anxiety and periods of high stress. This platform gives our staff online access to free remote counsellors with backgrounds within the humanitarian and development sector, who have an understanding of the kind of challenges our staff face.

CTG Wellbeing provides high impact training and support in wellbeing and resilience as well as safety and security. Each year, staff are entitled to up to six one-hour remote sessions at any time and for any reason, and they are also eligible to access up to six additional one-hour remote sessions following any critical incidents.

In 2021, key CTG employees will be trained in Psychological First Aid, to help develop effective support strategies for all our staff in the aftermath of a critical incident.

CTG WELLBEING

100%

CTG STAFF
ELIGIBLE FOR CTG
WELLBEING



Safeguarding

At CTG, we both protect our staff and strive to ensure they don't harm others. All staff are required to undergo compulsory training on Safeguarding Essentials on CTG Learning prior to employment. In 2020, CTG also issued a safeguarding policy to protect people, particularly children, at-risk adults and beneficiaries of assistance, from harm when coming into contact with CTG staff.



TOP: Eman Abusaada, CTG Civil Engineer in Gaza.

MIDDLE: Yasmin, CTG Operations Consultant in Libya.

BOTTOM: From supporting food delivery operations in South Sudan, to displacement tracking, monitoring and evaluation in Libya, our consultants and their global capabilities are as diverse as the beneficiaries we serve.

SOCIAL IMPACT

At CTG, making a positive social impact is an integral part of our business strategy. In line with our commitment to the SDGs our social impact reaches from the staff we employ to how we engage with our local communities in our impact initiatives.

Gender Equality

Gender equality and the empowerment of women is a priority for CTG and we have committed to gender mainstreaming and achieving gender parity across our entire global workforce. With over 3,500 staff working across 25 countries, CTG represents a large number of different nationalities and cultures. For CTG and the work of our consultants, it is essential to employ local staff and engage a workforce representative of the communities we serve.

Our company-wide gender parity ambitions are built on our commitment to Sustainable Development Goal (SDG) 5 and driven by our Female First initiative which was launched in 2017.



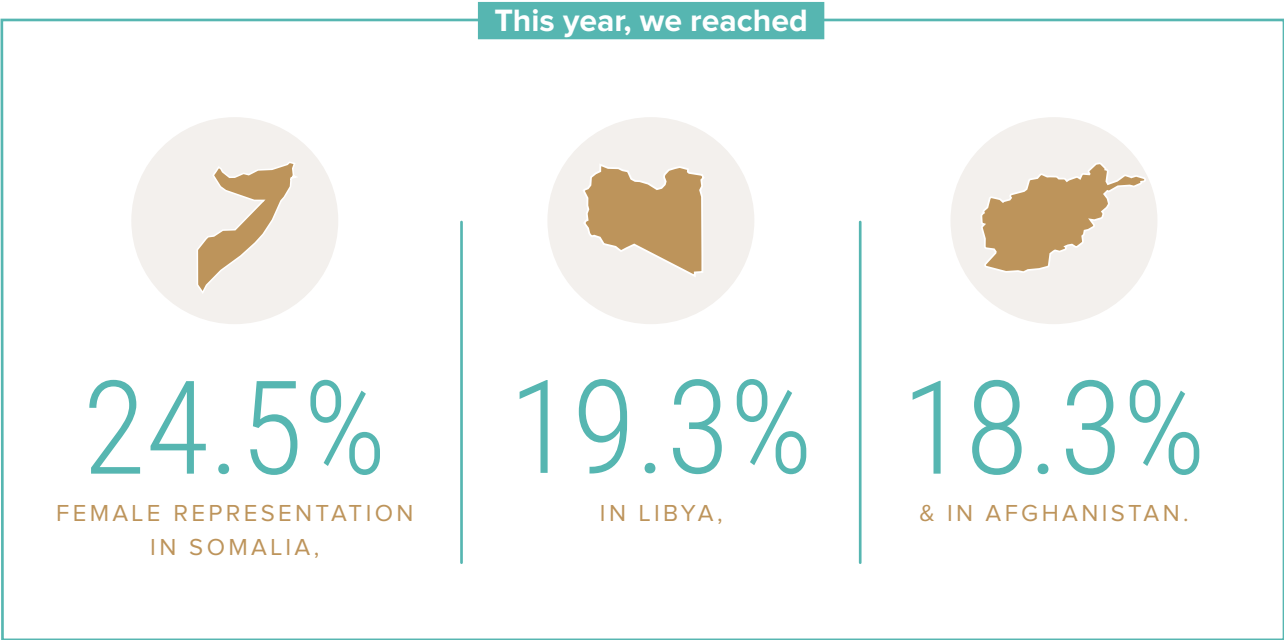
Our pledge:

To improve women’s access to decent work in fragile and conflict-affected countries.

Our goal:

30% of our project related roles will be represented by women by 2030.

CTG IS CONTINUALLY MOVING CLOSER TO OUR 30% GLOBAL GOAL.



There are four key projects which support Female First and our gender parity ambitions:

- GENDER PARITY RECRUITMENT INITIATIVE, “SOURCE. SUBMIT. SELECT.”
- CAREER DEVELOPMENT PROGRAMME
- WOMEN IN AID INTERNSHIP PROGRAMME
- ADVANCING THE UN WOMEN’S EMPOWERMENT PRINCIPLES

Due to COVID-19, our face-to-face career development workshops and our internship programme were put on hold in order to safeguard the health and safety of our staff and participants. CTG looks forward to reigniting these projects in 2021 with new goals and targets once it is deemed safe to do so.

For more information on our approach to Gender Equality, please read our most recent Gender Equality in Progress Report [here](#).




“ In Somalia women face huge challenges which prevent their access to decent employment. Many women are not educated because of poverty, early marriages or gender discrimination, cultivated by longstanding cultural values and beliefs. And then the women who are educated are often overlooked and aren’t offered the same opportunities to work as men. Men are often given precedence in the application process, with many believing women can’t handle certain roles, despite this not being the case. Qualified women do exist for the positions we recruit for and are often extremely capable and hard workers. Women are an equal part of our community and its time they were recognised as such.”

– YASMIN HASSAN, ACCOUNT MANAGER, SOMALIA



GENDER EQUALITY IN PROGRESS

16% 

OF OUR PROJECT ROLES ARE REPRESENTED BY WOMEN.

10,822

NUMBER OF FEMALE CANDIDATES ON THE DATABASE.

62% INCREASE SINCE 2019.

102% 

INCREASE IN THE NUMBER OF APPLICATIONS MADE BY WOMEN TO OUR CONSULTANT POSITIONS IN 2020 COMPARED TO 2019.



398
NEW CONSULTANT FEMALE HIRES;

1307

NEW CONSULTANT MALE HIRES IN 2020.

5,250



APPLICATIONS MADE BY WOMEN TO CTG VACANCIES IN 2020

23% 

OF NEW CONSULTANT HIRES IN 2020 WERE WOMEN.

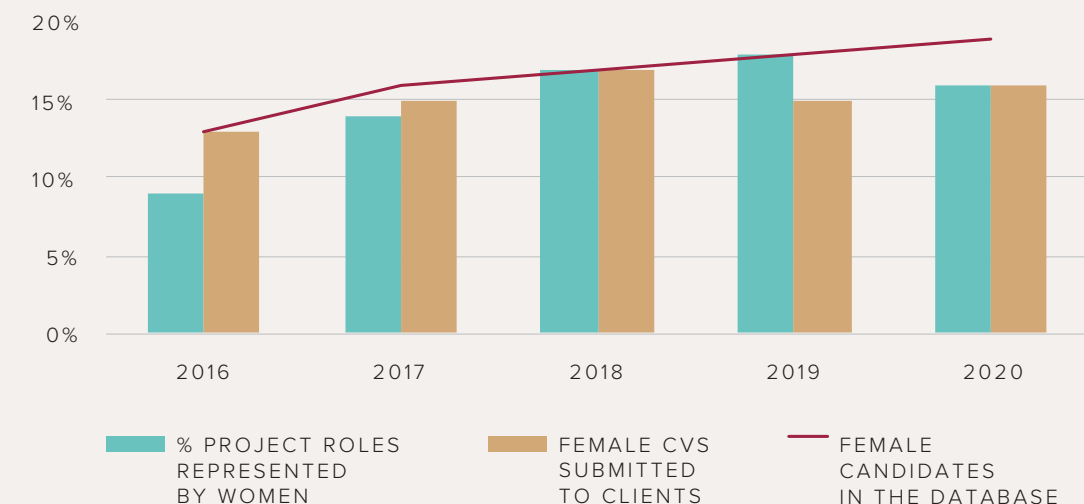
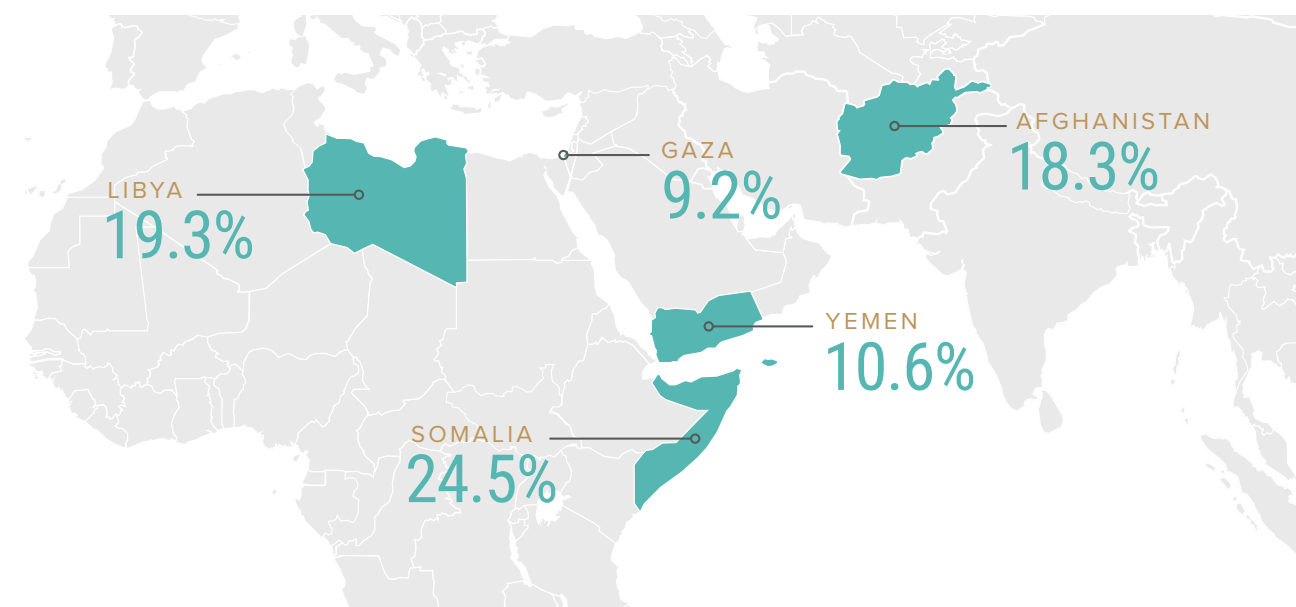
18.1% IN 2019. | 17.8% IN 2018.

0 INCIDENTS OF DISCRIMINATION RELATED TO SEX OR GENDER.

'LEADER' STATUS ACHIEVED, WITH

92% 

IMPLEMENTATION OF THE WEPS ACCORDING TO THE GENDER GAP ANALYSIS TOOL.



*CTG saw a significant drop in its Female First % in 2020 following the closure of two key projects which employed large numbers of women. Our % directly represents our projects and as such will change when projects end. In light of this we are now working even harder to achieve our gender parity goals.

Improving Women's Access to Decent Work in Conflict Settings

At CTG we believe in our people. That is why we are willing to go the extra mile to support them in securing decent work.

“

Words aren't enough for me to express my gratitude to the CTG team. CTG supported me when I was feeling desperate and frustrated with applying for jobs over and over again, unsuccessful each time. When the CTG Libya team contacted me, I told them that I felt I should stop applying as I was getting so many rejections. They encouraged me to keep going as they would continue to support me by finding the right position for me. This inspired me to not give up. After four months of job hunting my application was successful, and I was hired as a Monitoring and Evaluation Enumerator. I feel so proud to be an aid worker and that I'll have the opportunity to make a difference in fragile communities. Having CTG here in Libya is a strong source of support. The best thing about the CTG recruitment process is the credibility, transparency, and their support for women.”

– LAYAL, CTG MONITORING AND EVALUATION ENUMERATOR IN LIBYA

Female First and the SDGs



1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day

By striving to increase the number of women we employ in fragile and conflict-affected countries we are promoting women's equal access to economic resources. By specifically employing women from the countries where we operate, we recognise that their pay disperses into their community, promoting local economic development and opportunities to eradicate extreme poverty.

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

CTG is unwavering in its advocacy for promoting greater female representation in the aid and development sectors. We work closely with our clients to mobilise more women into all our roles, no matter what their nature, to undermine ingrained gender expectations and create a pathway for full and productive employment for all.



SDGs & the Women, Peace and Security Agenda

The aims outlined in the Beijing Platform Action and the United Nations Security Council Resolution 1325, also known as the Women, Peace and Security (WPS) Agenda, were captured in the Sustainable Development Goals (SDGs) and their targets when they launched in 2015. This is particularly true of SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth and SDG 16 Peace, Justice and Strong Institutions, three SDGs that can be used as a framework to support private sector contribution to the WPS Agenda. As an organisation that has already aligned itself with these three SDGs, CTG recognises its responsibility to continue advocating for these SDGs and similar gender equality frameworks such as the WEPs. In doing so we hope to encourage progress towards the WPS Agenda from within the wider business community of fragile and conflict-affected countries.



Human Rights

412-1, 412-2, UNGC 1 & 2

Human Rights are not only extremely important to CTG but they are also an essential part of our commitment to the United Nations Global Compact. We are dedicated to creating safe environments for all and have a zero-tolerance approach to abuse, bullying, exploitation, discrimination and harassment. We take the reporting of human rights violations seriously, and all CTG staff are expected to report any misconduct or wrongdoing to the ethics committee.

This year, CTG developed and rolled out a Human Rights and Compliance Assessment across all our main country operations to identify possible risks our activities or the context of our operations could pose to human rights. These assessments are based on the Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

All staff are required to undergo a series of compulsory trainings on CTG Learning as part of their CTG Onboarding Pass prior to employment. This includes undergoing training on our Code of Conduct which sets out our approach to protecting human rights across all

our operations. In addition, staff also undertake trainings which not only promote a work environment free from violence and harassment but also address other key human rights risks that commonly arise in our areas of operation. More information on these trainings can be found in the Digitalisation section of this report.

As a company operating in conflict-affected countries, human rights risks can also arise in our supply chain. That is why this year CTG issued a Supplier Code of Conduct which sets the minimum social, ethical and environmental standards that we expect our suppliers to comply with. We also introduced a comprehensive and mandatory due diligence process to help us identify risks posed by all our suppliers, globally. Next year, CTG will look to extend its promotion of a sustainable supply chain by launching a supplier assessment that will encourage our partners to consider the human rights risks that their operations pose. Following the results and analysis of this assessment, CTG will create educational resources as part of its Committed to Good Curricula to support capacity development and guide suppliers on how they can protect human rights and adopt sustainable business practices.



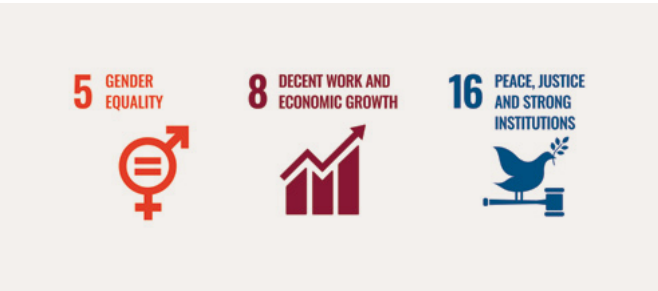
Local Communities

413-1, 413-2

CTG GIVING

CTG Giving facilitates philanthropic giving and fosters strategic partnerships in the fragile and conflict-affected countries where CTG operates. **This programme is underpinned by our commitment to SDGs 5, 8 and 16 and drives social impact in three corresponding areas:**

- 1. GENDER EQUALITY AND WOMEN'S EMPOWERMENT
- 2. WORKFORCE EDUCATION AND EMPLOYABILITY SKILLS
- 3. COMMUNITY STABILITY AND ENVIRONMENTAL PROTECTION IN CONFLICT AND POST-CONFLICT COMMUNITIES



COMMITTED TO GOOD SUMMIT

Each year CTG aims to host a Committed to Good Summit in one of its countries of operation to promote the voices and interests of stakeholders within conflict-affected countries. The summit brings discussions surrounding sustainable development to the forefront of local communities, allowing the international community to better understand their needs and expectations. The facilitation of this dialogue between various stakeholders also aims to encourage partnerships, collaboration and highlight the importance of coming together to accelerate progress towards the SDGs.

Our 2019 Committed to Good Summit hosted in Mogadishu, Somalia, was a great success, hosting 100 attendees with the intention of mobilising enthusiasm for the 2030 Agenda on Sustainable Development and

the Somali National Action Plan. The event offered vast opportunities for ongoing dialogue and collaboration amongst partners and wider stakeholders which continue even to this day.

Due to COVID-19, CTG has begun exploring new ways of facilitating dialogue related to global sustainable development in its fragile and conflict-affected countries of operation between the private and public sectors, on both a local and global scale.



PARTNERSHIPS

Our approach is rooted in our belief in the impact of partnerships and SDG 17. We work in collaboration with trusted and respected local partners to galvanise community development in our priority areas.

We are committed to tracking and measuring the impact of our local community initiatives in close collaboration with our strategic partners. This is to ensure maximised

positive outcomes for the communities CTG and our partners serve. Through these efforts, we plan to disclose both our negative and positive impacts in the future.



TOP: CTG Retail Logistics Consultant, Hamdi in Somalia.
BOTTOM LEFT AND RIGHT: All CTG staff undergo compulsory trainings prior to employment to promote safety and security for all. This includes BSAFE, Safeguarding Essentials and Gender Equality, Diversity and Inclusion.

PERFORMANCE AND OPERATIONS

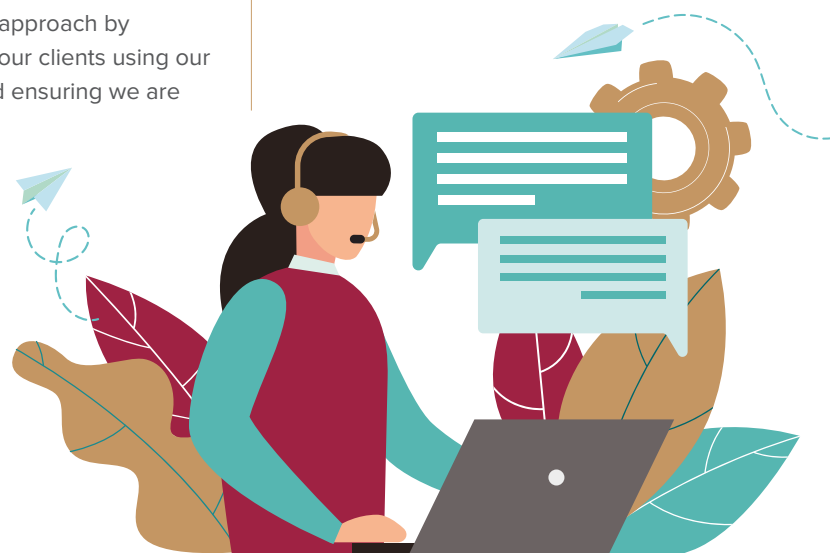
Customer Relations and Management

CTG's approach to Customer Relations and Management plays an integral role in enhancing the implementation of aid and development projects in some of the world's most challenging locations. By offering a seamless customer experience and steadfast on-the-ground support to all those in the field, we enable our clients to focus on their important task at hand.

CTG's approach to Customer Relations is integrated into our business strategy and is supported by multiple mechanisms to ensure its continued effectiveness. Our Global Account Leads direct our approach by maintaining oversight of reporting to our clients using our project performance dashboards, and ensuring we are

meeting our Key Performance Indicators and contractual commitments. On the other hand, our Account Managers and Field Liaison Officers, supplemented by our 24/7 FloBot, support the needs of all our consultants on the ground.

We request feedback from clients on our performance every six months and put in place improvements based on their response. In our last Client Feedback Survey, 95% of clients responded saying they were satisfied with our service.



“

The FLO team supports consultants on a daily basis answering any queries or concerns related to insurance, contracts or system access. We also have our own remote accounts where we do account management and manage the entire consultant lifecycle with CTG from onboarding, to induction and payroll to offboarding. Our function is extremely diverse and we support all CTG's countries of operation, working closely with many departments across the organisation to ensure high standards and quality customer support at all times. Every day is varied, dynamic and unpredictable, and we often expect new challenges, but as a multilingual customer service driven department we always rise to them with enthusiasm.”

– SVITSAI KUNYENYA, FIELD LIAISON OFFICER

Digitalisation

CTG recognises the transformative potential of digital technology, for the way we operate and for the communities we serve. At CTG, digitalisation, technology and innovation continuously allow us to improve our everyday efficiency and deliver the best service possible to our stakeholders, by finding the perfect balance between automation and human connection and activity. Digitalisation also plays an important role in allowing us to accurately measure and report on our impact.

MYCTG

Always striving to improve, CTG has continued to develop its MyCTG system throughout 2020, allowing us to provide more bespoke Human Resources Management and Talent Acquisition support to our customers. MyCTG makes our service delivery more efficient and enables us to identify how we can make more impact with what we do in hard to reach locations. In 2021, advanced monitoring and reporting mechanisms will contribute to

the prevention of corruption, mitigation of harassment and will allow us to measure economic prosperity within our countries of operation.



DUTY OF CARE

We continue to develop our technology in support of our Duty of Care for our staff. From 2021, our technology will offer live security alerts, GPS tracking, a panic button and greater improvements to incident reporting and security communications across CTG, which will better serve the needs of our people and clients.



“

CTG's business involves managing thousands of staff working in high-risk environments. CTG invested in digitalisation to support sustainable business growth, to enhance people's experience and to make CTG a great place to work for all staff. We frequently review our processes to see what can be improved through digitalisation. We also listen to customer and staff feedback, and work with partners to ensure we are informed on new and emerging technologies. Our new system which will be launched in 2021 builds on improvements and a comprehensive stakeholder consultation process to help maximise its functionality. Digitalisation has transformed our business and it will be exciting to see what further developments it brings us in the future.”

– ALGENE SURIA, DIGITAL AND FIELD SUPPORT TEAM MANAGER

CTG LEARNING

This year, we launched CTG Learning, an online learning portal to keep our teams informed and inspired. This e-learning platform provides our staff with easy access to a catalogue of free courses designed specifically for staff working for international humanitarian and development organisations in fragile and conflict-affected countries, ranging from security awareness to operating within the COVID-19 landscape.

The CTG Learning portal hosts essential CTG resources and information for our staff such as how to use MyCTG and our approach to Duty of Care, ensuring our new staff are prepared for deployment. Incorporated into our Onboarding Pass are the series of compulsory trainings that our staff are required undergo prior to employment to promote safety and security for all.

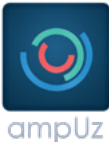
These courses include:

- THE PREVENTION OF SEXUAL EXPLOITATION AND ABUSE (PSEA)
- PREVENTION ON SEXUAL HARASSMENT AND ABUSE OF AUTHORITY (UNICEF)
- EQUALITY, DIVERSITY AND INCLUSION
- BSAFE
- SAFEGUARDING ESSENTIALS



AmpUz

CTG is committed to monitoring our impact. We have partnered with the social impact technology company, AmpUz to track our sustainability progress towards key frameworks including the Sustainable Development Goals.



Data Privacy and Security

418-1

Digitalisation has dramatically increased the complexity and volume of data stored worldwide. As an HR management company operating in fragile and conflict-affected countries, storing data on our staff and prospective staff is a necessary part our operations, and for maintaining staff safety. CTG recognises its legal and ethical responsibilities with respect to privacy and security of personal business data for our staff, clients and global operations, which is why we are committed to the protection of all data that is handled by us or on our behalf.

In 2020, CTG had no identified substantiated complaints received concerning breaches of customer privacy.

Our Chief Operations Officer maintains oversight of CTG’s approach to Data Protection and Security and is supported by our Legal and Compliance team. This approach is clearly set out in our Code of Conduct and Privacy Policy. CTG includes confidentiality provisions in all its agreements with suppliers or third-party contractors, and our Supplier Code of Conduct also includes a data privacy section. CTG expects all stakeholders to ensure they are aware of and comply with our Code of Conduct, Privacy Policy and relevant confidentiality agreements, as well as all applicable laws regarding data protection and privacy, such as the EU’s General Data Protection Regulation of 2018. Where there are no applicable laws in place or where those laws are basic or out of date, CTG expects as a minimum that all its stakeholders conform to the United Nations Global Pulse’s Privacy and Data Protection Principles.

All personnel information is kept in a secured and auditable comprehensive HR system to manage the entire employee lifecycle for all CTG staff. Each of our staff is provided with their own access to the system so they can manage their own profile and submit requests such as leave, timesheets and expense claims. We also ensure that users’ permission rights are in place in the system to control what user can access and maintain data privacy and security of all information.

In response to the increasing importance of this topic to our stakeholders, CTG will be consolidating its approach. In 2021, CTG will deliver training to our staff on Data Security and Privacy which will cover key legislation such as GDPR, and we are considering a digital security assessment by an external third-party.



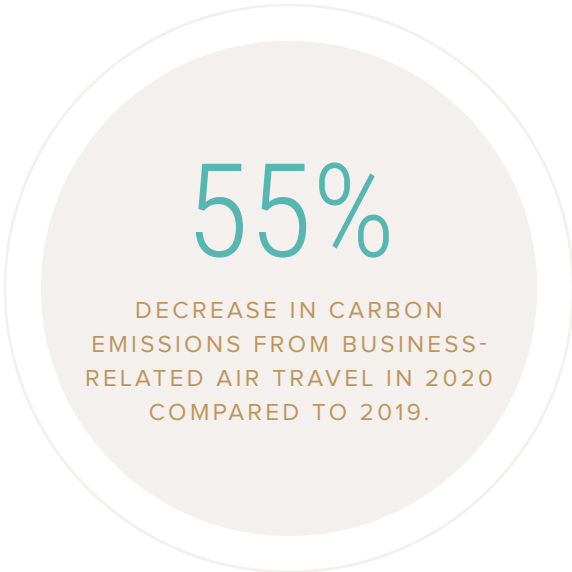
PROTECTING OUR ENVIRONMENT

102-48, UNGC 7, 8 & 9

CTG recognises that threats to our environment are becoming increasingly urgent. We take a precautionary approach to our environmental strategy and have committed to reducing our direct and indirect impacts on the environment as part of the third pillar of our Shared Value Strategy.

CTG's first Environmental Sustainability Policy was issued in 2020 in testament to our commitment to proactively reduce any adverse impacts our staff or our operations have on the environment.

In 2019 we took the first step to establish a baseline for our energy and water consumption and calculated the carbon emission for our headquarters in Dubai. This year, CTG has extended its environmental tracking and reporting further by also setting a baseline for our carbon footprint linked to our business-related air travel.



CTG's ENERGY & WATER PERFORMANCE				
INDICATOR	2019	2019 CO ₂ EMISSIONS ²	2020	2020 CO ₂ EMISSIONS ³
ENERGY USAGE (GJ) ⁴	440.67	11.14 TCO ₂ E	521.76 ⁵	11.73 TCO ₂ E
WATER CONSUMPTION (M ³) ⁶	180.03	2.29 TCO ₂ E ⁷	139.56	1.24 TCO ₂ E
BUSINESS-RELATED AIR TRAVEL (MILES)	2,631,915	584 TCO ₂ E ⁸	1,428,714	262 TCO ₂ E ⁹

At CTG, business-related air travel is an important part of our business operations, particularly for our consultants who are often required to fly to other countries to deliver their aid and development knowledge and skills. It is also important for building relationships with our clients and stakeholders in our local communities. Despite this, we will continue to challenge ourselves to reduce air travel where feasible.

COVID-19 has given CTG the opportunity to reduce its air travel and we will aim to maintain this reduction amongst our corporate staff by creating a 'Travel Smart Policy'. In the future, we will also continue to develop our environmental reporting by incorporating other energy sources.

² CO₂ emissions were calculated using DEWA's 2018 grid emission factor for electricity 0.4258 tCO₂e/MWh and Abu Dhabi Environment Agency emission factor for Water 12.74 CO₂eq/m³.

³ CO₂ emissions were calculated using DEWA's 2019 grid emission factor for electricity 0.4178 tCO₂e/MWh and Abu Dhabi Environment Agency emission factor for Water 8.878 kg CO₂eq/m³.

⁴ Energy usage has been calculated using standard conversion factor of kWh/0.0036 GJ. Consumption includes electricity and cooling.

⁵ CTG Headquarters moved offices in Dubai in April – May 2020 so this figure includes an overlap period of 1 month during that time.

⁶ Water consumption has been calculated using standard conversion factor of IG/0.00454609 m³.

⁷ This figure is a restatement of the original baseline figure disclosed in the 2019 report due to a previously incorrect emission factor being used.

⁸ CO₂ emissions calculated using DNATA conversion factor for air travel of 0.11 - 0.15kgCO₂eq/km (variation in factor depends on the distance of the flight).

⁹ CO₂ emissions calculated using DNATA conversion factor for air travel of 0.11 - 0.15kgCO₂eq/km (variation in factor depends on the distance of the flight).




TOP: Pierre Colomb Twayigize, CTG Environmental Services Support Supervisor, South Sudan.

MIDDLE: Many conflict-affected countries are affected by a diverse range of environmental challenges from desertification and deforestation to soil erosion and drought.

BOTTOM: CTG consultants working on a canal rehabilitation project in Jowhar, Somalia.


2021 GOALS AND TARGETS




CONTINUE TO WORK CLOSELY WITH OUR STAKEHOLDERS TO DRIVE FEMALE FIRST AND OUR GENDER EQUALITY AMBITIONS WITHIN OUR VALUE CHAIN AND BEYOND.



WORK WITH OUR SUPPLY CHAINS TO ENCOURAGE SUSTAINABLE BUSINESS PRACTICES THAT PROMOTE ADHERENCE TO INTERNATIONAL HUMAN RIGHTS STANDARDS AND PROMOTE GENDER EQUALITY.



ADVANCE THE WOMEN'S EMPOWERMENT PRINCIPLES BY LAUNCHING AN ADVOCACY CAMPAIGN TO PROMOTE THE WEPs WITHIN FRAGILE AND CONFLICT-AFFECTED COUNTRIES.



CONTINUE EXPANDING OUR OUTREACH TO LOCAL NATIONAL CANDIDATES IN OUR COUNTRIES OF OPERATION.



GROW OUR WORKFORCE OF LOCAL NATIONAL CONSULTANTS FROM OUR COUNTRIES OF OPERATION TO SUPPORT LOCAL ECONOMIC DEVELOPMENT AND PROMOTE PEACE AND PROSPERITY.

SUSTAINABLE DEVELOPMENT GOALS

Our commitment to the SDGs is both a moral and business imperative, as we recognise that our business success is interconnected with the prosperity of the communities where we operate. This year we have strengthened our commitment to the SDGs by setting tangible ambitions that align with specific targets under our priority SDGs.

MEASURING OUR PERFORMANCE AGAINST OUR PRIORITY SDGs

Target 5.1 End all forms of discrimination against all women and girls everywhere.

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value.



Our goal:

Build gender diversity in employment within the aid and development sectors of fragile and conflict-affected countries by increasing women's representation across our consultant roles globally.

KPI	2020	2021 TARGET	2030 TARGET
% CONSULTANT ROLES REPRESENTED BY WOMEN	16%	20%	30%

Target 5.1 End all forms of discrimination against all women and girls everywhere.

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value.



Our goal:

Strengthen women's access to CTG's job vacancies by increasing the number of female candidates on the CTG database.

KPI	2020	2021 TARGET	2030 TARGET
# FEMALE CANDIDATES ON THE CTG DATABASE	10,822	12,500	25,000

Target 5.1 End all forms of discrimination against all women and girls everywhere.

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value.



Our goal:

Equip young women in conflict-affected countries with job-readiness skills and knowledge to support their entry into the formal labour market.

KPI	2020	2021 TARGET	2030 TARGET
# WOMEN TRAINED IN JOB-READINESS	-	50	450

Target 5.1 End all forms of discrimination against all women and girls everywhere.

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value.

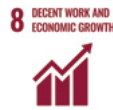


Our goal:

Offer tangible work experience opportunities to young women as part of our Women in Aid internship programme to help them establish strong careers in the aid and development sectors and beyond.

KPI	2020	2021 TARGET	2030 TARGET
# WOMEN IN AID INTERNS	2	10	100

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for equal value.



Our goal:

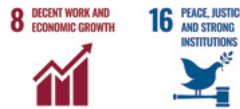
Improve people’s access to decent work opportunities in the aid and development sectors of fragile and conflict-affected countries by increasing the number of new employment opportunities that CTG offers to nationals of our countries of operation.

KPI	2020	2021 TARGET	2030 TARGET
# NEW LOCAL NATIONAL HIRES PER YEAR	1586	1750	3000

Target 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

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

Target 16.1 Significantly reduce all forms of violence and related death rates everywhere.



Our goal:

Launch a social impact assessment to help our key suppliers identify risks related to human rights and gender equality across their operations.

KPI	2020	2021 TARGET	2030 TARGET
% KEY SUPPLIERS THAT HAVE BEEN ASSESSED FOR SOCIAL IMPACT	0%	50%	100%



TOP: Veronica Mutakyala, International Workshop Supervisory in South Sudan.
MIDDLE: Lawrence, Airdrop Coordinator in South Sudan.
BOTTOM: Ahlam, CTG Fieldworker in Syria.

GRI CONTENT INDEX

102-46, 102-55, 103-1, 103-2, 103-3



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

Disclosure Number	Disclosure	Page	Chapter	Omission & Clarification	SDG Alignment	UNGC Principle	WEPs Principle
GRI 101 Foundation 2016							
GRI 101 has no disclosures							
GRI 102 General Disclosures 2016							
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	102-2 Activities, brands, products and services	14	Solutions and Services				
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	102-9 Supply Chain	15	Our Supply Chain				
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	102-11 Precautionary Principle or Approach	48	Protection our Environment			7	
	102-12 External Initiatives	4, 5	About this Report				
	102-13 Membership of Associations	4, 5					
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GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	6	A Letter from the CEO				
	102-15 Key impacts, risks and opportunities	19	Creating Shared Value				
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	102-19 Delegating Authority	25					
	102-27 Collective knowledge of highest governance body	25					
	102-31 Review of economic, environmental and social topics	25					
	102-32 Highest governance body's role in sustainability reporting	25					

Stakeholder Engagement							
GRI 102: General Disclosures 2016	102-40	List of Stakeholder groups	20	Stakeholder Engagement through Materiality and CTG's Approach to Sustainability Material Topics			
	102-41	Collective bargaining agreements	15	Our Enablers		3	
	102-42	Identifying and selecting stakeholders	20	Stakeholder Engagement through Materiality			
	102-43	Approach to Stakeholder Engagement	20				
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GRI 102: General Disclosures 2016	102-45	Entities in the consolidated financial statements	4, 12	About this Report, CTG at a Glance			
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	102-47	List of material topics	20, 22	Stakeholder Engagement Through Materiality; CTGs Approach to Sustainability Material Topics			
	102-48	Restatements of information	48	Protecting our Environment			
	102-49	Changes in reporting	4, 20, 22	About this report; Stakeholder Engagement Through Materiality; CTG Approach to Material Topics			
	102-50	Reporting period	4	About this Report			
	102-51	Date of most recent report	4				
	102-52	Reporting cycle	4				
	102-53	Contact point for questions regarding the report	5				
	102-54	Claims of reporting in accordance with GRI standards	4				
	102-55	GRI Content Index	54-59	GRI Content Index			
102-56	External Assurance	4	About this Report				
GRI 200 Economic Standards Series							
GRI 201: Economic Performance 2016							
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	59	Material Topic Boundaries	8		
	103-2	The management approach and its components	59				
	103-3	Evaluation of the management approach	59				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	10, 11, 15, 16, 17, 22, 23	2020 Highlights; Our enablers; CTG's Approach to Sustainability Material Topics			
GRI 205 Anti-corruption 2016							
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	59	Material Topic Boundaries		10	
	103-2	The management approach and its components	59				

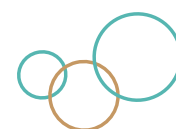
GRI 103: Management Approach 2016	103-4 Evaluation of the management approach	59	Material Topic Boundaries			10	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	24, 25	Governance				
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	103-3 Evaluation of the management approach	59					
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GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	28, 29	Duty of Care		3		3

GRI 403: Occupational Health and Safety 2018	403-5 Worker Training on Occupational Health and Safety	28, 29	Duty of Care		3		3	
	403-6 Promotion of Worker Health	15,16, 28, 29	Our Enablers and Duty of Care					
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	403-8 Workers covered by an occupational health and safety management system	28, 29						
	403-9 Work related injuries	29						
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	Anti-Corruption	GRI 205 Anti-corruption 2016	Internal and External Impact
	Business Ethics	General Disclosures	
	Customer Relations and Management	General Disclosures	Internal and External Impact
People	Labour Relations and Employment	GRI 402 Labor Management Relations 2016	Internal Impact
Gender Equality	Diversity, Inclusion and Gender Equality	GRI 405 Diversity and Equal Opportunity 2016	Internal and External Impact
Duty of Care	Security	GRI 410 Security Practices 2016	Internal Impact
	Health and Safety	GRI 403 Occupational Health and Safety 2018	
Human Rights	Human Rights	GRI 412 Human Rights Assessment 2016	Internal and External Impact
Social Impact	Local Communities	GRI 413 Local Communities 2016	External Impact
Digitalisation	Digitalisation	General Disclosures	Internal and External Impact
Data Security and Privacy	Data Security and Privacy	GRI 418 Customer Privacy 2016	Internal and External Impact



This report reflects our belief in the ripple effect, which is also embedded as a central component of the CTG logo. CTG strives to make a positive impact in the local communities of the fragile and conflict-affected where we operate.

We recognise that by empowering people through positive change, we can make substantial contributions to local development that spreads far beyond the people we reach.

Thank you for taking the time to read our 2020 Sustainability Report. If you would like to partner with us, or find out more about our Female First initiative, please reach out to csr@ctg.org

FEMALEFIRST

TOGETHER WE CAN CONTINUE
TO MAKE A DIFFERENCE.



Committed to Good