

A photograph of two women of African descent looking at a smartphone together. The woman on the left is wearing a green headwrap with yellow patterns and a white and black patterned top. The woman on the right is wearing a colorful headwrap with a pink and white band and a bright pink shirt. They are both smiling and looking at the phone held by the woman on the left.

COMMUNICATION ON PROGRESS

Submitted by Cardno International Development
to the United Nations Global Compact

11 February 2022

 **Cardno**
*International
Development*

COMMUNICATION
ON PROGRESS



This is our **Communication on Progress**
in implementing the Ten Principles of the
United Nations Global Compact and
supporting broader UN goals.

We welcome feedback on its contents.

In the spirit of reconciliation, Cardno International Development acknowledges the Traditional Owners of Country throughout Australia and their connection to land, sea and community. We pay our respects to their Elders past, present and emerging.

The opinions expressed are those of the authors and do not necessarily represent the views of any government or donor agency associated with the content of this report.

All photos in this publication are supplied by the relevant program, donor or Cardno ID

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Statement from the CEO

Evolving for success



Cardno International Development's (ID) previous Communication on Progress from February 2021 reflected on a time of 'pivoting for progress.' 2021 proved to be another year of evolution, as we continued to feel the impact of COVID-19, while simultaneously experiencing recovery efforts and the roll-out of vaccination campaigns.

After two years of the pandemic, we have greater clarity on its impact in terms of global development. Even amid recovery and re-emergence, COVID-19 continues to create fundamental challenges to global health, health equity, and economic relief and impact – particularly for vulnerable populations. We are inspired by efforts to meet ongoing and newly-emerging challenges. We have seen normalization of remote work and flexible working arrangements, and in some cases, a slow return to offices. We have been able to deploy more staff to the communities we serve, thanks in part to the availability of vaccinations. Our teams have become even better at coordinating across geographies, even during critical junctures for project implementation, including start-up and close-out. While we have had to adjust out of necessity, we have become stronger and more resilient as a result.

Key events in 2021 highlighted the importance of addressing critical global issues. The UN Climate Change Conference in Glasgow (COP26) put on global display the urgent discussion regarding climate change impact. Political and social unrest in East Africa, Southeast Asia, and elsewhere, re-emphasized the gravity of global human rights. While these events have sometimes been overshadowed by COVID-19, the pandemic has served as a stark reminder for the need for collective action and collaboration to create meaningful change.

This report aims to do just that, and I am proud to share Cardno ID's 2022 Communication on Progress, highlighting the breadth and depth of our work to achieve a better and more sustainable future for all. Cardno ID

continues to work on some of the world's most pressing issues, evolving to promote technical and implementation excellence across our programs. In this report you will find examples of ways we have utilized technology to inform and improve social protection systems; facilitated the development of education systems and curricula to support student engagement and academic growth; promoted gender equality and social inclusion to improve political, economic and social opportunities for marginalised populations; and much, much more.

As we continue to cope with the impact of the COVID-19 pandemic, the physical and mental health and well-being of our staff is a priority. We are proud of the work we have achieved for inclusion, diversity and equity in our workplace, and the promotion of human rights and labour principles. Who we are as a company is reflected in what we do for our clients, stakeholders and communities we serve.

Since our last report in February 2021, Cardno ID has continued to make significant strides to promote our inclusive and values-based culture. We continue to advance the principles set forward in the United Nations Global Compact (UNGC) and the Sustainable Development Goals (SDGs) as a critical part of our strategy, culture and day-to-day operations of the company.

I am pleased to reaffirm Cardno ID's commitment to the UNGC and its Ten Principles, and look forward continued strong progress in the coming year.

A handwritten signature in black ink, reading "Seth J. Yoskowitz".


Seth Yoskowitz

Interim CEO – Cardno International Development



AGRICULTURE AND RURAL DEVELOPMENT

In response to the specific needs of communities, we deliver programs that improve access to training and resources in agricultural technologies and natural resource management to enrich rural development.



GENDER AND SOCIAL INCLUSION

Promoting gender equality and social inclusion is integral to achieving significant and sustainable advances in health, education, governance, the environment and the economy. We are committed to achieving these goals in each of our programs.



GLOBAL HEALTH

Our health team focuses on health systems strengthening and private / non-profit sector solutions to local access and global health issues.



EDUCATION

Our dedicated education specialists design and implement programs to increase access to education and life-long learning. Our educational support services are targeted for maximum impact.



GOVERNANCE

Our experience in governance spans a range of initiatives aimed at sustainably improving public and private sector development, strengthening law and justice, and protecting human rights.



PUBLIC FINANCE MANAGEMENT

We provide support for strategic, social, institutional, and public sector expenditure reforms to gain the trust of communities and, through decentralisation, increase their participation.



ECONOMIC GROWTH

We work with businesses and governments to facilitate activities that have meaningful and broad economic impact for communities.



POST-CONFLICT AND FRAGILE STATES

We have demonstrable experience working with senior lawmakers and government officials to engage in public sector reform and rule of law as well as improving state and civil society engagement globally.



MARKET LINKAGES AND TRADE

We have more than 30 years' experience in helping businesses and governments work together to implement reforms that have meaningful and wide economic impact.



CLIMATE CHANGE

We provide a complete portfolio of services designed to establish sustainable climate change adaptation, mitigation, and integration measures.



SOCIAL & ENVIRONMENTAL IMPACT MANAGEMENT

We help businesses to conceptualise, deliver, and review their social investment initiatives, providing support to align business and societal benefits and measure return on investment and positive community impact.



INFRASTRUCTURE AND ENVIRONMENT

We have extensive experience in providing project design, consultation, and construction with a focus on sustainability and environment.

Company overview

Cardno International Development

Cardno International Development (ID) is dedicated to enabling lasting and positive change globally. Since 1969, we have worked with multilateral and bilateral agencies, businesses, governments, and communities to build and implement sustainable solutions to complex development challenges.

Strengthened by our multi-disciplinary team, technical and operational excellence, and geographic diversity, and experience in over 150 countries, we are committed to creating lasting change in emerging economies.

We believe in the power of co-creation and collaboration with our donors, host governments, international and local partners, and other stakeholders, to empower locally led solutions that deliver sustainable change.

SUSTAINABLE DEVELOPMENT GOALS



Our commitment to the United Nations Sustainable Development Goals – our project work

For more than 50 years, Cardno ID has partnered with public and private sector clients to promote sustainable development and improve the well-being of people in emerging markets. Fundamentally, every aspect of our project work aligns with and supports progress towards the 17 United Nations Sustainable Development Goals (SDGs) and their foundational aim to achieve a better and more sustainable future for all.

2021 represented a year of continued reflection and change. As the world continues to grapple with the long-term impact and recovery of COVID-19, we reflect on the lessons and necessary adaptations towards progressing the SDGs and achieving sustainable development. The UN Climate Change Conference of Parties (COP26) held in 2021 highlighted the urgent and necessary need for decisive action and global solidarity to face these challenges in the coming decade. Cardno ID remains committed to pursuing transformative pathways that promote sustainable, equitable change.

In this publication, we present a sample of our projects that reflect our work across the 17 SDGs. While these projects are showcased against individual SDGs, their work touches upon and is interlinked across multiple goals. This interconnection demonstrates the importance of an integrated response to key development challenges, including equity and inclusion, climate action, partnerships, and poverty alleviation.

Cardno ID's work is a culmination of the commitment of our staff and continued collaboration with our donors, partners, stakeholders, and beneficiaries. These projects demonstrate achievements from this past year: in recently ended projects and the results they have achieved, to ongoing projects and their adaptation to evolving development challenges, to recently started projects and their aspirational impact. We approach every project—no matter the size, donor or country—with a rigorous approach informed by past work and lessons, and tailored to the evolving needs to achieve sustainable and effective solutions.



By boosting social protection systems and policies in Indonesia, PROSPERA directly supports global efforts to achieve SDG 1 – No Poverty

To understand the economic impact of COVID-19, PROSPERA conducted a national survey of over 12,000 households across the country. The Social and Economic Impacts of COVID-19 on Households and Strategic Policy Recommendations for Indonesia helped inform national level policies to strengthen social protection.



PROSPERA

All projects implemented by Cardno ID contribute to reducing poverty – whether supporting social protection and equality, livelihood development, or economic resilience. We work with local and international partners to advance global prosperity and equity, including policy makers and institutions. Cardno ID supports governance mechanisms at national, regional and international levels to progress policy frameworks that help mobilise resources and investments to eradicate poverty. Our work promotes social protection systems and measures – particularly among the most vulnerable populations.

In Indonesia, Cardno ID has been implementing the Australia Indonesia Partnership for Economic Development (PROSPERA), funded by Australia's Department of Foreign Affairs and Trade (DFAT). Now in its fourth year, the program is supporting the creation of a strong and inclusive Indonesian economy by creating economic safeguards and financial stability. Since the early 2000s, the Government of Indonesia has advanced a social protection scheme to support vulnerable households – including through cash transfers and food vouchers. PROSPERA is furthering these policies by working with the Indonesian Ministry of Finance to ensure adequate budget, resource allocation and effective financial management for the successful delivery of social protection and health. The COVID-19 crisis has heightened the demand for these services and

demonstrated why the effective delivery of social protection is vital.

The Indonesian economy is reliant on small and micro businesses, which dominate the 63 million registered organisations in the local economy. Many of these are in the informal sector and serve as a back-up income source in the absence of employment opportunities. Social protection and support merge for these businesses. Since the onset of the pandemic, three-quarters of Indonesian households have indicated that they are earning less. Rising informal-sector employment suggests that livelihoods have been lost and that households are struggling to sustain themselves on minimal incomes.

To assess the impact of COVID-19 on households in Indonesia and to inform government policies, PROSPERA collaborated with local and international partners on a ground-breaking survey of 12,216 nationally representative households across all 34 provinces. It was the largest national survey of COVID-19 impacts so far and focused on the pandemic's impact on children and vulnerable groups. The resulting analysis provided policy recommendations, and informed policy decision making for necessary social protection measures, such as cash transfers, electricity discounts and wage subsidies. These policies will greatly benefit poorer and vulnerable populations in Indonesia and help to advance economic recovery.



With its focus on improving access to meet the immediate food needs of vulnerable populations in Timor-Leste, USAID's Avansa Agrikultura Project directly supported SDG 2 – Zero Hunger.

Thanks to USAID's Avansa Agrikultura Project interventions across targeted populations in Timor-Leste – especially for women and infants – moderate-to-severe hunger and malnutrition decreased from 15 per cent to less than 1 per cent.



USAID AVANSA AGRIKULTURA

In 2021, Cardno ID concluded implementation of the United States Agency for International Development (USAID)-funded Avansa Agrikultura Project in Timor-Leste. Over six years, the project worked to strengthen market linkages and transform subsistence farming practices across key horticulture value chains to improve nutrition, food security and household incomes.

In Timor-Leste, poor nutrition and high levels of hunger afflict households and vulnerable populations, particularly women and children. This is attributed to a lack of available nutritious foods and awareness over what constitutes a healthy diet. USAID's Avansa Agrikultura Project worked to reduce hunger and malnutrition by raising awareness and increasing consumption of homegrown vegetables and other nutritious foods. Working within Timor-Leste's agricultural market system, the project launched a strategy that integrated 'nutrition groups' into traditional horticulture value-chains. The goal was to increase Timorese farmers' capacity to commercialize their agricultural production, while improving nutrition and health. USAID's Avansa Agrikultura Project supported small-scale farmers to diversify crop rotations and introduce high-value and nutritious crops, such as broccoli and

leafy greens. The added value boosted household incomes and people's ability to purchase more nutritious foods. More diverse consumption practices also helped increase food security. Farmers were able to increase production and sell these horticulture products, expanding the availability of nutritious foods on the local market.

Thanks to USAID's Avansa Agrikultura Project's interventions across targeted populations in Timor-Leste – especially for women and infants – moderate-to-severe hunger and malnutrition decreased from 15 per cent to less than 1 per cent. In addition, USAID's Avansa Agrikultura Project received US\$8.5 million in new donor funding and private sector investments to help support food security and nutrition.

At the conclusion of USAID's Avansa Agrikultura Project, Cardno ID began implementing a new USAID-funded program, Feed the Future Uganda Institutional and Systems Strengthening. Applying a similar market-systems approach, the activity is working across key government and industry stakeholders to create pathways to prosperity, improve resilience, and enhance nutrition for the people of Uganda.



Provision and access to critical health services promotes healthy lives and well-being. PSPH promotes health equity and access in Somalia, supporting SDG 3 – Good Health and Well Being.

PSPH conducted evidence-based research for its market systems approach to health financing, and brokered five strategic partnerships with local organizations.



PRIVATE SECTOR PARTNERSHIPS IN HEALTH

Somalia's health indicators are among the weakest in the world. Decades of civil unrest have made Somalia one of the most impoverished nations and created generations of internally displaced and vulnerable populations. Public services remain fragmented, including a weakened national health system. The Swiss Agency for Development and Cooperation (SDC) has been working to improve Somalia's health services through the Private Sector Partnerships in Health (PSPH) project. PSPH works to provide Somali citizens, including disadvantaged groups, with better access to quality and affordable health services.

Cardno ID leads the PSPH project, implementing a market systems approach for health service provision. Outcomes focus on developing innovative financing mechanisms and safety nets (such as subsidies and social health insurance), and facilitating service provision through private service providers, including associations and networks. By supporting health financing and resources, PSPH aims to improve resource utilization and

supplement public sector services with other health modalities.

The project launched in early 2021 and conducted a market assessment of the private health system in Somalia. Cardno ID drew on nearly two decades' experience in promoting the private health sector in Eastern Africa. The research, Evidence on Pro-Poor Healthcare Finance Approaches in Resource-Constrained Settings, framed and informed models that would be most applicable given Somalia's context and constraints.

Based on the research and market assessment, Cardno ID has already brokered five strategic partnerships with Somali organisations to promote integrated health outcomes and access, including:

- Promoting local capacity and skills development for the maintenance and repair of hospital equipment
- Developing innovative health insurance products for low-income Somali communities
- Forming a network of licensed and qualified pharmacies to provide quality and affordable pharmaceutical products.



Increasing access to equitable and quality education is vital to creating sustainable development for all. Through KEIP, our work to advance education outcomes has a direct and positive impact on SDG 4 – Quality Education.

KEIP supports standardised testing in Kiribati. Latest results show 70 per cent of Year 6 students met or exceeded proficiency in Te Kiribati literacy, moving towards the national target of 72 per cent.



KIRIBATI EDUCATION IMPROVEMENT PROGRAM

It is widely understood that better learning environments directly correlate with improved education outcomes. For example, improving access to schools; ensuring curricula support student engagement and development; and improving teaching quality all play a role in supporting school retention for boys and girls.

The Australian Government-funded Kiribati Education Improvement Program (KEIP) supports the Kiribati Ministry of Education to implement its ambitious education sector plan. The program is improving education outcomes for children in school years 1 to 9, including children with a disability.

Beginning in 2020 during the height of the COVID-19 pandemic, KEIP has provided flexible assistance to Kiribati's Ministry of Education, adapting its support to meet the challenges of the pandemic, such as using alternate curriculum, teaching and learning approaches that better enable remote teaching and learning across basic education.

Despite the challenges of operating in the era of COVID, with heavy restrictions in place for the education sector, in 2021 KEIP has:

- Worked with local storytellers and artists to develop a collection of more than 150 original children's books in te-Kiribati, as well as a new English-Kiribati dictionary
- Helped to establish two new model disability-inclusive schools with the Ministry of Education
- Built up the capacity of 50 new and emerging school leaders
- Rehabilitated two outer island schools, including classrooms, water, sanitation and hygiene (WASH) facilities, ensuring safe water storage and solar power
- Supported the reduction of gender-based bullying in schools, and negative gender stereotyping in the curriculum and school materials
- Helped the Kiribati Training College to progress towards its goal of achieving external accreditation, providing pathways for teachers to undertake an Advanced Diploma of Teaching in Kiribati.



Our work in the Pacific supports progress made towards gender equality, which is not only a fundamental human right but necessary for a peaceful and prosperous world. We are proud of our long-term support to these efforts, contributing to SDG 5 – Gender Equality.

Pacific Women connected more than 180 gender equality initiatives funded by the Australian Government and implemented by over 192 partners across 14 Pacific Island countries. It helped establish the Women's Fund Fiji – the first locally led and fully sustainable national women's fund in the Pacific.



PACIFIC WOMEN SHAPING PACIFIC DEVELOPMENT SUPPORT UNIT

Promoting gender equality and social inclusion is integral to achieving significant and sustainable advancements in health, education, governance, the environment and the economy. Since 2012, the Australian government has funded the Pacific Women Shaping Pacific Development Program (*Pacific Women*), the largest donor-funded gender investment in the world.

Cardno ID supports the implementation of *Pacific Women* through a support unit. We aim to improve opportunities for political, economic and social advancement of women in the Pacific, regardless of income, location, disability, age, or ethnic group. *Pacific Women's* focus has been on building relationships and networks with stakeholders across the program's 14 Pacific Island partner countries to ensure that the needs

and priorities of women and girls are addressed. Over the decade, *Pacific Women* has helped connect more than 180 gender equality initiatives which have been implemented by over 190 partners.

In addition to providing programmatic support, Cardno ID led the Fiji Women's Fund (now Women's Fund Fiji) from inception through to its registration in September 2021 as a local entity under Fiji's *Charitable Trust Act*. The Fund was designed to reach women in rural and remote areas and to expand and enhance women's empowerment and gender equality through women's groups, networks and organisations. Initiated through *Pacific Women*, we are proud to have supported the Fund in its journey to become the first locally led and fully sustainable national women's fund in the Pacific.



PARTISIPA empowers local communities to improve their basic infrastructure, with a focus on water and sanitation, contributing to SDG 6 – Clean Water and Sanitation.

PARTISIPA has supported more than 2000 infrastructure projects, benefitting 300,000 households across all 442 villages in Timor-Leste. Nearly half have been water and sanitation projects, which have been vital to the nation's recovery efforts following the 2021 Easter floods.



PARTISIPA

Officially launched in 2012, the Programa Nasional Dezenvolvimentu Suku (PNDS) supports the Government of Timor-Leste's commitment to improve living standards, particularly for those in rural areas. The PNDS program is unique because Timor-Leste is the only country to fully fund its own community-driven development (CDD) program. Since its inception, Cardno ID has provided technical support to the Government of Timor-Leste to implement PNDS, firstly through the Australian Government-funded PNDS Support Program, and later its successor, the Partnership to Strengthen Village Development and Municipal Administration (PARTISIPA).

PNDS focuses on village level community driven development by providing sucos (villages) with annual grants to plan, construct and manage their own small-scale infrastructure projects, including water and sanitation. PARTISIPA provides technical assistance and management of the funds to all 442 sucos in Timor-Leste, enabling and empowering these communities to construct, rehabilitate and maintain basic tertiary infrastructure.

PARTISIPA has supported PNDS to build a total of 2020 infrastructure projects (40 per cent supporting water and sanitation), benefitting 300,000 households. Access to clean water has great benefits for households, with evidence suggesting that improving service levels can dramatically improve health by reducing water-borne diseases. PNDS support for water projects allows more water to be available closer to households, meaning less time spent on fetching water, saving households as many as four hours a day in water collection.

In addition to infrastructure, PARTISIPA has helped communities become more resilient, and supported emergency responses. In the aftermath of the devastating flash floods and landslides that hit all 13 municipalities in April 2021, the PARTISIPA team helped to provide safe drinking water and sanitation facilities to thousands of people who had lost access to clean water. The project provided a cumulative 20 million litres of clean water to evacuation centres and affected communities across Timor-Leste.



CIG is improving access to reliable and affordable power for households and businesses in Uganda, supporting SDG 17 – Affordable and Clean Energy.

CIG conducted a climate risk assessment of Uganda's electricity distribution network to help decarbonize electricity distribution, access climate financing and promote climate responsiveness. A new corporate social responsibility programme was developed for Uganda's largest energy distributor, focusing on tree planting throughout the country to help mitigate the impact of climate change.



CITIES FOR INFRASTRUCTURE AND GROWTH

Almost half of the global population without access to electricity lives in Africa, which in turn hampers economic development. Cardno ID is implementing the Cities and Infrastructure for Growth (CIG) programme in partnership with the UK Government. CIG is improving Ugandan public sector capacity in urban infrastructure management, power sector development and infrastructure service delivery. The programme promotes investment in urban infrastructure projects to improve the standard of living for communities.

Perhaps counterintuitively, Uganda generates a considerable surplus of power. As a developing country, electricity consumption is lower than in other nation states and Uganda only has a domestic utilisation rate of 50 per cent. This is primarily due to market demand – less than a quarter of the population has access to grid electricity, and a

lack of demand for electricity can be attributed to low levels of industrialisation.

CIG partnered with the Ministry of Energy and Mineral Development in Uganda and the broader power sector players to produce the Roadmap for Catalytic Power Sector Transformation which is addressing some of the prime challenges limiting the sector. The Roadmap team analysed demand and supply side issues to improve the productive use of available power and drive economic and social growth and efficiency. The project facilitated coordination and collaboration between sector players in the energy value chain, with emphasis on implementation support and technical capacity improvement. CIG also studied options for electric mobility (e-mobility) in Uganda to make transportation more sustainable. Analysis revealed potential investments and opportunities for the use of e-vehicles and enabling infrastructure.



Efforts focused on labor productivity and employment are critical to bolstering the global economy and ensuring living wages. The USAID/Djibouti Workforce Development Program and USAID Compete Activity in Kosovo are contributing to these efforts, linked to SDG 8 – Decent Work and Economic Growth.

Cardno ID conducted an expansive labor market assessment in Djibouti by surveying over 200 businesses across five key sectors. The analysis gathered employment trend data to better understand the labor market and its needs in order to increase employment.



USAID/DJIBOUTI WORKFORCE DEVELOPMENT PROGRAM

Productive employment is critical for inclusive and sustainable economic growth – particularly for younger generations entering the workforce. An estimated 73 per cent of the population in Djibouti's rural areas are under the age of 35, and youth unemployment is high. As few formal private sector industries exist and public sector jobs are limited, many unemployed opt to create micro-enterprises.

Beginning in 2017, Cardno ID led the Market Linkages team on the USAID/Djibouti Workforce Development (WFD) Program. Cardno ID directed efforts to develop sustainable, productive links between technical and vocational education and training institutions and private sector employers, to help align formal education and training programs with market needs. This included extensive work supporting the Ministry of National Education and Vocational Training to revise curricula for technical training programs based on private sector engagement and feedback. Cardno ID also worked with the Chamber of Commerce of Djibouti to develop and manage a youth entrepreneurship program. This provided select Djiboutian youth with coaching and mentoring from successful businesspeople, access to business development tools and training, and the opportunity to pitch their business ideas to bank executives to receive feedback and investment advice. Other market

linkage activities included support to revise national qualification standards and securing strong private sector engagement for National Internship Day.

The WFD market linkages component also featured a significant focus on understanding the labor market. Cardno ID conducted an expansive labor market assessment of more than 200 businesses across five key sectors (tourism, transport and logistics, construction, energy, and ICT), analyzing value chains to identify where entry-level jobs exist and what skills employers seek. These applied quantitative surveys to gather employment trend data (hiring, turnover, etc.) and qualitative surveys on skill needs. The results informed analysis of sector priorities and provided insight into curriculum development and policy making for future workforce development programs in Djibouti.

Under the USAID Compete Activity in Kosovo, Cardno ID is collaborating closely with private sector businesses and associations in targeted sectors to implement a skills development work stream which meets the sectors' labor force needs. This includes supporting the establishment and growth of private vocational education providers, improving local availability and provision of specialized services required by those sectors (e.g. machinery maintenance for food and wood processing firms), and promoting education and career opportunities for women and youth.



CAVAC's support to Cambodian agriculture by promoting innovative technologies, resilient infrastructure and value-adding services advances SDG 9 – Industry, Innovation and Infrastructure.

To date, CAVAC has reached 550,000 farmers to apply innovative agricultural practices across 300,000 hectares of land, creating close to A\$55 million in additional value-add agricultural production.



CAMBODIA–AUSTRALIA AGRICULTURAL VALUE CHAIN

Agriculture accounts for 22 per cent of Cambodia's economy, employing about three million people. Cambodian agriculture is experiencing rapid transformation, with growth among the highest in the world. Cardno ID has been supporting Cambodia's agriculture expansion, implementing the Australian Government-funded Cambodia Agricultural Value Chain Program Phase II (CAVAC) by promoting innovative, sustainable, and resilient agriculture production and industrialisation.

The program has been at the forefront of innovative techniques and technologies to increase production in agriculture. CAVAC supports improved agriculture infrastructure, such as community-based irrigation schemes, river basin management, and water simulation modeling to increase yields using sustainable resources. CAVAC is supporting the introduction of new farming technologies and mechanisation to boost productivity and increase household incomes.

Newly introduced rice seeders reduce labour requirements (from 25 persons to 2 per hectare) and save farmers as much

as 75 per cent of their seed compared to manual planting methods. Working with the new rice seeders also reduces water and pesticide use, making production more environmentally friendly and climate resilient. To date, CAVAC has reached 550,000 farmers to apply innovative agricultural practices to 300,000 hectares of land, creating nearly A\$55 million in additional agricultural production.

While agriculture is a significant contributor to Cambodia's Gross Domestic Product, the agro-processing sector only contributes 1.1 per cent compared to the ASEAN average of 4.5 per cent. To boost the agriculture industry, CAVAC is also working with small-to-medium enterprises to enhance their production, marketing and accreditation – ensuring more of the value-add remains in Cambodia. The program is working with the government and private sector to support the development of a national Agri-food Industrial Park. CAVAC is part of the Steering Committee for the Park's inception to help boost domestic agro-processing industry and innovation.



By boosting social protection systems and frameworks in Indonesia, MAHKOTA directly supports global efforts to achieve SDG 10 – Reduced Inequality.

MAHKOTA provides ongoing support to advance the next generation of the national Social Welfare Information System, a key tool to provide statistical evidence to advance social policies. Re-developed disability indicators were added to collect data on disability type, vulnerability and needs, extra-cost, and public service access.



MAHKOTA

In Indonesia, the COVID-19 pandemic is expected to rapidly increase the prevalence and severity of poverty. Many people are unable to work, jobs and incomes have been lost, and businesses forced to close, increasing debt for many. Recent projections estimate that as many as 8.5 million people could be pushed into poverty. People with disabilities – one in 11 Indonesians – are further at risk from these economic shocks, and the pandemic is only expected to heighten inequalities.

Since 2015, Cardno ID has implemented Towards a Strong and Prosperous Indonesian Society (MAHKOTA), a bilateral Australian Government-funded program supporting the Government of Indonesia to improve its social protection system to reduce poverty and inequality, particularly for the most vulnerable populations. The program has supported the Indonesian government to strengthen, capture and assess demographic information regarding people with disabilities, to make better informed policy decisions.

Against the backdrop of COVID-19, MAHKOTA analysed the pandemic's economic impact on people with disabilities. Most people with disabilities who work are employed in the informal sector, earning low and irregular income and making them susceptible to income shocks in times of crisis. Research from MAHKOTA revealed enormous shortcomings in Indonesia's social assistance programs, including an inability for most people with disabilities to access these programs. A staggering 97 per cent of people with disabilities in Indonesia do not currently have access to regular social protection benefits.

Based on its findings, MAHKOTA published the policy brief, Economic Impacts and Access to Social Protection during the COVID-19 Crisis: The Experiences of People with Disabilities in Indonesia, advocating for the urgent expansion of social protection programs for people with disabilities, both in the current crisis response and in long-term social protection policies.



Increased urbanization places increased pressure on the environment and the provision of basic services, infrastructure, and affordable housing. KIAT supports Indonesian cities and communities to improve urban resilience and sustainability – advancing SDG 11.

KIAT is supporting Palembang City in the development and construction of a wastewater treatment plant that will accommodate 220km of sewer networks and service 100,000 people.



KIAT

Indonesia is among the world's most populated countries, with over 56 per cent living in urban areas. The Greater Jakarta metropolitan region has a population of 35 million – the second largest in the world. Cardno ID implements the Indonesia Australia Partnership for Infrastructure (KIAT), a partnership between the Governments of Indonesia and Australia to support sustainable and improved access to urban infrastructure. The project focusses on water and sanitation, solid waste management, transport and mobility, infrastructure financing and gender and social inclusion.

KIAT works directly with the Government of Indonesia, providing technical assistance to support policy and regulatory reform, project preparation, and financing and delivery. KIAT is supporting the development of Sustainable Urban Mobility Plans for Semarang, Makassar and Denpasar cities, to plan for the provision of universal access to affordable, sustainable, and safe mobility for city residents. In Palembang City, KIAT is providing construction management services (design and procurement support and

quality supervision) to develop and construct a wastewater treatment plant that will accommodate 220km of sewer networks and service 100,000 people. KIAT is also building the capacity of the City Government and local water utility in their operations and maintenance. The project is similarly working with the City of Jakarta on the design and build of a new sewage system project, including environmental and social due diligence reports, a conceptual design document for a wastewater treatment plant and geotechnical investigation.

Increased municipal solid waste poses a serious environmental problem for Indonesian cities. Greater Jakarta for example, sends more than 14,000 tons of waste to eight landfills every day, with many of these landfills already becoming overloaded. KIAT is working with the cities of Jakarta and Semarang to increase investment in Reduce, Reuse and Recycle centres and Waste-to-Energy projects. The project is also working to identify alternative modalities for the management of the waste, including increasing private sector involvement.



Sweden/USAID FARMA II promoted sustainable agriculture markets, directly supporting the overarching goal of SDG 12 – Responsible Consumption and Production. The project promoted economic advancement, coupled with responsible consumption and production that reduced food waste and loss.

Sweden/USAID FARMA II assisted over 100 companies and 830 individual farmers to obtain international certifications (such as Organic, Halal, and GLOBALG.A.P.), and meet various international standards.



SWEDEN/USAID FOSTERING AGRICULTURAL MARKETS ACTIVITY II

With global population growth and increased consumption, emphasis on retail, production, and supply chains are necessary for future sustainability. Responsible and innovative production practices can help advance sustainable, environmentally sound practices, reduce material footprints, and increase consumer safety. Cardno ID supports domestic, regional, and international agricultural markets by promoting quality and safety, and reducing food loss and waste – including post-harvest losses.

The USAID – and Government of Sweden-funded Fostering Agricultural Markets Activity II (FARMA II) project in Bosnia and Herzegovina supported agriculture producers and agri-businesses to adopt international agricultural and food standards and new production techniques. The project supported agro-producers to meet international manufacturing standards and food safety procedures to help local agribusinesses access European Union markets. New hygiene and quality manuals helped businesses ensure their input supply chains were

appropriately following standards. By the project's conclusion in 2021, Sweden/USAID FARMA II had assisted over 100 companies and 830 individual farmers to obtain international certifications (such as Organic, Halal, and GLOBALG.A.P.), and meet various international standards. Compliance with these standards sends an important signal of product safety and quality to potential buyers – expanding sales and export opportunities.

Sweden/USAID FARMA II also helped producers purchase processing and value-add equipment to support post-harvest handling and processing to reduce food loss and waste. Grants to producers helped purchase cooling facilities, freezing tunnels, drying kilns, packaging machines, pasteurizing tunnels, water treatment and other processing equipment. This equipment enabled producers to properly store, process, and/or package fruit and vegetables. It also contributed to reduced waste and increased final production and profitability, while shrinking environmental impact.



Building Resilience to Climate Change in PNG directly supports SDG 13 – Climate Action, in climate change planning and community resilience.

Cardno ID contributed to Climate Change Vulnerability Assessments across 20 remote islands and atolls in Papua New Guinea. The effort supported over 16,800 people to identify, plan, and respond to the impacts of climate change and increase community resilience.



BUILDING RESILIENCE TO CLIMATE CHANGE IN PAPUA NEW GUINEA

COP26 placed a global spotlight on the impact of climate change and called for combined efforts to mitigate the climate crisis. While these high-level discussions emphasized the importance of global collaboration and participation, understanding the true short and long-term impacts of climate change on communities is critical to effectively understand localized vulnerabilities, mitigate their impact and promote greater resilience. Communities and customary landowners are often best placed to understand climate impact, given their detailed knowledge of the local environment and resources. Cardno ID works from the community perspective, incorporating successful practices and knowledge to inform and build communities' capacity in environmental planning and monitoring activities.

The United Nations Development Programme (UNDP) funded the Building Resilience to Climate Change in Papua New Guinea (PNG) project to support the country's transition to climate compatible

development and mainstream climate resilience into development strategies and plans. As part of the project, Cardno ID facilitated participatory Climate Change Vulnerability Assessments (CCVAs) to develop adaptation plans for climate vulnerable communities across 20 remote islands and atolls in five provinces in PNG – targeting over 16,800 people.

The CCVAs involved carrying out household surveys, key informant interviews, site observation, hazard and resource mapping, hazard and exposure assessment, vulnerability assessment, stakeholder mapping, formulating and prioritising adaptation options. The participatory process helps communities identify, plan and respond to the impacts of climate change and climate variability, to increase community resilience. Cardno ID delivered training workshops to provincial government staff, to build capacity in further climate change assessments and monitoring.



The Nauru Port Development Project helps balance economic resilience with marine conservation and sustainability. The climate-resilient designs, along with the careful implementation of associated environmental safeguards, support key targets of SDG 14 – Life Below Water.

Cardno ID supervision consultants track and monitor the effectiveness of health, safety and environment mitigation measures. In 2021, eight environmental incidents were reported, and the risks effectively managed through corrective actions, and future mitigation measures put in place.



SUSTAINABLE AND CLIMATE-RESILIENT CONNECTIVITY PROJECT – NAURU PORT DEVELOPMENT

Ninety-eight per cent of the area occupied by Pacific Island Countries is ocean. These small island developing states and their surrounding marine ecosystems are already being directly and visibly impacted by climate change. However, each country must balance the need to conserve and sustain its marine resources with the need to promote social and economic development.

Nauru relies on a century-old boat harbour for much of its international trade, supplies and transport. However, its offshore docking is unsafe and inefficient. The Asian Development Bank, Green Climate Fund, and Governments of Nauru and Australia are funding the development of a modern, climate-resilient international port – a necessary upgrade to boost the island's economy and better prepare for rising sea levels. Since 2016, Cardno ID has supported the port's development, providing engineering support and supervision to monitor environmental safeguards and impact. One of the key objectives is to ensure and maintain Nauru's abundance,

diversity, distribution, and conservation of marine species by avoiding or managing the impact during the port's construction.

Cardno ID is working to implement environmental safeguards to protect Nauru's marine flora and fauna. Underwater surveys help map the marine habitat and survey the number of fish species to assess the biological impact. We work with the construction company to ensure machinery is confined to specific areas to reduce the impact on nearby reefs, and restrict dredging and reclamation works to designated areas – reducing widespread environmental degradation. The project engineers proactively monitor machinery for potential leaks and spills of hazardous chemicals into the marine environment, including developing spill response and management plans in the event of an emergency. These measures help safeguard and protect the marine environment, while progressing this necessary project to advance Nauru's economy and climate-resilience.



Halting the loss of biodiversity – particularly in places with unique ecosystems like PNG’s – is a key component to SDG 15 – Life on Land. USAID LGP is directly supporting achievement of this goal.

USAID LGP supported creation of a new community-based protected forest area in PNG’s Highlands, which aims to permanently protect over 10,000 acres of natural forests.



USAID *LUKAUTIM GRAUN*

Papua New Guinea’s Forest Authority (PNGFA) estimates that 80 per cent of the country is covered by natural forests, of which 60 per cent are considered intact. This dynamic and diverse canopy is not only critical to global carbon absorption, it also directly supports the livelihoods of more than 4.5 million local community members and shelters some of the world’s most unique species. Pressure on these finite resources continues to mount from an ever-increasing population, escalating impacts of a changing climate, and as the result of poor land use planning.

Cardno ID is implementing the USAID-funded Lukautim Graun Program (LGP) – or “Protect the Environment” in the local language of Tok Pisin. Alongside the PNG Government and in partnership with local non-government and civil society partners, Cardno ID is helping to enhance PNG’s position in the fight against climate change. USAID LGP improves natural resource management

by strengthening institutions, governance systems, and environmental regulations; engaging the private sector; and empowering traditional landowners, women, and communities to more effectively manage forests.

In 2021, USAID LGP supported creation of a new community-based protected forest area – Mt. Goplom Conservation Area – the largest community-conserved area in the Bismarck Range. A Conservation Deed was established as a legally-binding agreement, recognized under PNG law. It will permanently protect over 10,000 acres of traditional and communally-owned forests – a first for the PNG Highlands. The project is also engaging private sector forest industries to ensure uptake of the national PNG Timber Legality Standards. USAID LGP is supporting development of a Timber Legality Verification System to help certify sustainable timber harvest operations in compliance with the national standards.



The USAID Strengthening Resource Mobilization Activity contributes to anti-corruption efforts by building stronger institutions, and enhancing transparency and accountability – key tenets of SDG 16 – Peace, Justice and Strong Institutions.

For over 40 years, Cardno ID has provided financial oversight of nearly A\$10 billion, ensuring transparent and effective use of public funds to help achieve development objectives.



USAID STRENGTHENING RESOURCE MOBILIZATION ACTIVITY

Robust public financial management systems are essential for effective delivery of basic public services. Ensuring these systems are strong and that institutions have the capacity and specialization to manage domestic resources builds independence, trust, and transparency to achieve financial sustainability and self-reliance. Effective, strong institutions help minimize fiduciary risks, combat instances of corruption and bribery, and increase efficiency and accountability for public funds.

For over 40 years, Cardno ID has helped strengthen Public Finance Management institutions. Our team has provided financial oversight of nearly A\$10 billion, ensuring transparent and effective use of public funds, and collaborating with governments to help achieve development objectives.

Cardno ID began implementing the USAID-funded Strengthening Resource Mobilization Activity (SRMA) in North Macedonia in 2021. The project builds capacity of North Macedonia's subnational governments to generate, access, and effectively manage revenues to fund services and programs benefiting their citizens. In its first year, the USAID Strengthening Resource Mobilization Activity partnered with 16 local governments, providing technical assistance to build their capacity in planning, managing and implementing public sector budgets. The project supports a participatory model of citizen engagement in public decision-making and budget preparation. The project is ultimately anticipated to scale across all 81 municipalities in North Macedonia.



The CDC's P4 program epitomizes the spirit of SDG 17 – Partnerships for the Goals, drawing on inclusive partnerships between governments and donors, and leveraging innovation from the private sector to enhance and accelerate sustainable development.

Through P4, Cardno ID managed 24 partnerships and 21 sub-awardees to achieve significant health outcomes, including reaching 500 million households to raise awareness regarding HIV and AIDS.



PUBLIC PRIVATE PARTNERSHIPS IN PEPFAR COUNTRIES

The Sustainable Development Goals will only be achieved through inclusive partnerships, with stakeholders and beneficiaries building a shared vision, and collaborating to achieve development objectives. Cardno ID implemented the US Centers for Disease Control and Prevention's Public Private Partnerships in PEPFAR Countries (P4) Project, which created and managed partnerships to strengthen and improve health and well-being across 16 countries in Africa and Asia.

2021 marked the end of the P4 program, and a celebration of "12 Years of Impact." During two successful phases, Cardno ID managed 24 partnerships and 21 sub-awardees, totaling US\$78M. An additional US\$36.6M of in-kind contributions increased the financial impact by 45 per cent. Program accomplishments include:

- 70,000 individuals received healthcare services.
- 1,300 health institutions were strengthened, providing HIV-related support services.

- 7,000 healthcare specialists were trained on health practices.
- 500 million households were reached as part of an HIV/AIDS awareness campaign.

P4 demonstrated the importance of collaboration and coordination through global partnerships. For 12 years, P4 implemented the "OpenHIE/Data for Accountability, Transparency, and Impact (DATIM) System" activity. This activity brought together 100 regional and international partners to support resource-constrained countries to adopt the OpenHIE/DATIM health information system, allowing for standardized and integrated global health data reporting, analysis and decision-making. The North-South and South-South partnerships created a community of practice dedicated and motivated to share information and results, and to stay current with ever-evolving global health standards.

5 GENDER EQUALITY



ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

We aspire to achieve gender balance across all levels of management and increase diversity and inclusion at all levels across the company.

8 DECENT WORK AND ECONOMIC GROWTH



DECENT WORK AND ECONOMIC GROWTH

We will take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking in all that we do. We will ensure safe and secure working environments for all staff.

13 CLIMATE ACTION



CLIMATE ACTION

We will achieve science-based emissions reduction in line with a 1.5°C pathway by 2035.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



PEACE, JUSTICE AND STRONG INSTITUTIONS

We will not tolerate bribery or corruption and will take a number of defined steps to this end.

Our corporate sustainability commitments

Cardno ID is deeply committed to advancing progress towards the SDGs as part of our broader sustainability agenda and goals. We have prioritised five SDGs as part of our corporate sustainability commitments, integrating them into our business model:

- SDG 5 – Gender Equality
- SDG 8 – Decent Work and Economic Growth
- SDG 13 – Climate Action
- SDG 16 – Peace, Justice and Strong Institutions

During the reporting period we made progress against these SDGs, including the integration and advancement of foundational frameworks and reporting metrics to guide and monitor our sustainability journey for years to come. This work included:

- Continued progress on our commitment to Inclusion, Diversity & Equity (ID&E) initiatives: pay equity review, parental leave, health equity and mental well-being.
- Appointing a Sustainability and Safeguarding Lead and Sustainability Task Force and Working Groups to discuss, benchmark, implement and monitor sustainability and corporate Environmental, Social and Governance (ESG) commitments.
- Participating in the SDG Ambition Accelerator Program, run through the UNGC Academy. The Accelerator allows organizational leaders to share best practices and lessons from their sustainability journey and help set and integrate more ambitious SDG targets into the core business.
- Establishing a corporate Sustainable Development Goal Analysis and Goals Framework. The framework targets each of our corporate SDG commitments, noting the benchmark, indicators, targets, and timeframe.

01 Businesses should support and respect the protection of internationally proclaimed human rights	02 Businesses should make sure that they are not complicit in human rights abuses	03 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	04 Businesses should eliminate all forms of forced and compulsory labour	05 Businesses should enact the effective abolition of child labour
06 Businesses should eliminate discrimination in respect of employment and occupation	07 Businesses should support a precautionary approach to environmental challenges	08 Businesses should undertake initiatives to promote greater environmental responsibility	09 Businesses should encourage the development and diffusion of environmentally friendly technologies	10 Businesses should work against corruption in all forms, including extortion and bribery





Our corporate commitment to the Ten Principles

We are pleased to reaffirm Cardno ID’s commitment to the UNGC and the Ten Principles through submission of this Communication on Progress.

This past year, we conducted a review of our commitment and approach to the UNGC Ten Principles, utilizing the UNGC Self-Assessment Tool. Cardno ID’s decentralised business structure across multiple geographies reflect the specific, corresponding needs related to country and context specific human rights, labour, environment and anti-corruption principles. This assessment detailed specific areas for potential risk and continued improvement, which we detail in the respective sections below.

On the following pages we outline the practical actions that we have taken during the reporting period to implement the Ten Principles in each of the four areas (human rights, labour, environment and anti-corruption), key outcomes from our efforts, and our plans to advance progress during the next reporting period. We highlight the goals set by our company with respect to our corporate SDG commitments, and their integration into our business model.

As of December 2021, Cardno ID became an independent company with the sale of the domestic engineering and consulting divisions. As a result of this change in corporate structure from the sale of the divisions, we will reflect on our commitment to the UNGC and SDGs and their integration into our business model. Over the next year, we will tailor our priorities and initiatives relevant to the UNGC, as well as update our global policies and frameworks to reflect this corporate change.

HUMAN RIGHTS
 LABOUR
 ENVIRONMENT
 ANTI-CORRUPTION



At Cardno ID we are committed to Inclusion, Diversity & Equity:

- We aspire to achieve gender balance and increase diversity and inclusion at all levels.
- We believe in employing a workforce that reflects the diversity of the communities we work and live in.
- We respect and celebrate our cultural differences.



Human Rights Principles

Assessment and Implementation of Relevant Policies

As a fundamental way of doing business, Cardno ID respects and protects the human rights of employees, business partners and communities in which we live and work. Cardno ID puts people and their human rights at the front and centre of all that we do – particularly important when working in emerging markets with heightened risks associated with human rights violations.

Our commitment to human rights is embedded in our policies and procedures which we review and update regularly to ensure accuracy and relevance with international best practice. Our personnel, partners and sub-contractors must commit and adhere to these policies and procedures, as identified in the following section.

Measurement of Outcomes

Cardno ID has continued to make significant progress in promoting human and labour rights during the reporting period. As part of our commitment to human rights, Cardno ID has promoted Inclusion, Diversity and Equity (ID&E) as a key initiative for all staff globally. We have promoted both external and internal communications to help raise awareness around critical human rights issues, such as modern slavery and human trafficking. Key achievements include:

- Coordinating and celebrating significant international days that promote labour and human rights, including: Mental Health and Wellbeing, PRIDE, International Day of the Girl, and World Day Against Trafficking in Persons, among others. (Calendar year 2021)
- Participating in the Australian Workplace Equality Index in 2021. This is the national benchmark on LGBTQI+ workplace inclusion, driving best practice across Australia. (Calendar year 2021)
- Rolling out a compulsory online compliance training course to help all staff understand the issue of modern day slavery, their responsibilities, and Cardno ID's obligations and policies (February 2021)
- Submitting policies and procedures to the UK Modern Slavery Assessment Tool (MSAT) to register supplier modern slavery compliance with UK legislation (May 2021)
- Launching an internal portal for ID&E, as well as launching the company's first staff ID&E award. (November 2021)
- Developing and submitting our first Modern Slavery Statement in accordance with Australia's Modern Slavery Act 2018 (March 2021), as well as the second annual statement (December 2021). During the reporting period there were no reported instances / disclosures of modern slavery reported to Cardno ID.
- Cardno ID Asia Pacific organised Positive Action towards Career Engagement Mentoring where our staff mentored jobseekers with disabilities.



At Cardno ID we are committed to ensuring a safe and secure working environments for all staff:

- We provide a work environment free from discrimination, harassment, sexual harassment, bullying, vilification or workplace violence.
- We ensure pay, employment conditions and access to employment opportunities are available to all without discrimination.



Labour Principles

Assessment and Implementation of Relevant Policies

Inclusion, diversity and equity are core to our corporate identity. Our global team comprises people from all walks of life, ages, races and religions; and speaks over 100 languages; a fact that we proudly celebrate. Nonetheless, we continue to actively seek opportunities to improve diversity across our teams.

We have aligned our labour policies and procedures with internationally recognised labour standards, abiding by local legislation where we operate and where there are legislative gaps, applying international standards. We are dedicated to achieving our goal of zero harm by continually improving our health, safety and environmental performance.

Our commitment to labour rights is embedded in our policies and procedures which are reviewed and updated regularly to ensure accuracy and relevance with local legislative changes and international best practice. All employees, contractors, subcontractors and suppliers must read and acknowledge a commitment to these policies and procedures, and this commitment is complemented with mandatory training covering labour-related issues. Key policies and procedures are listed in the section below.

Measurement of Outcomes

We are proud of the work we have progressed for inclusion, diversity and equity in our workplace and promoting labour principles. As we continue to cope with the impacts of the COVID-19 pandemic, we promote the physical and mental health and well-being of our staff. Achievements during this reporting period include:

- Rolling-out training and tools to support mental health during the pandemic, including accrediting 13 internal Mental Health First Aiders. (Calendar Year 2021)
- Continuing the roll-out our Modern Slavery awareness building and training. This is required of all staff, including new starters upon orientation to the company. Course completion rates have been high, with 98 per cent percent of Cardno leadership, and approximately 90 per cent per cent of all staff having completed the modern slavery awareness course to date. (Calendar Year 2021)
- Ensuring all Cardno ID supplier contracts and agreements are executed with modern slavery language. (Calendar year 2021)
- Cardno ID Asia-Pacific completed the initial step of its Reconciliation Action Plan (RAP) in consultation with Reconciliation Australia and an indigenous consultant. This 'reflection' period provided time to scope and develop a vision for reconciliation with Aboriginal and Torres Strait Islander peoples. The reflection period resulted in draft policies and plans, including an Indigenous Procurement Policy, Communications and Awareness Plan and Recruitment Strategy. (Calendar Year 2021)
- Cardno ID US helped address the challenge of student debt among our staff by providing a monthly loan payback support benefit to employees who qualify. (June 2021)

- Cardno ID US added a national holiday to celebrate Juneteenth which commemorates the emancipation of enslaved people in the US. (June 2021)
- Cardno ID Asia-Pacific maintained its leave policy for staff to take and celebrate holidays meaningful to them. (Calendar Year 2021)
- Reviewing and revising the family leave policy, including the corporate commitment to standard family leave regardless of location. This includes providing family leave in the USA and Papua New Guinea, two of only a handful of countries which do not have nationally mandated family leave policies. (July 2021)
- Conducting a detailed wage equity assessment, which reviewed wage gaps by gender, race/ethnicity, disability, sexual orientation and veteran status. (August 2021)
- Organising multiple presentations by external experts to support employees through the personal and mental health challenges brought about by the COVID-19 pandemic as well as providing confidential free Employee Assistance Program support for staff needing to access further advice. (Calendar Year 2021)
- Continued support for employees working from home (Calendar Year 2021)



At Cardno ID we believe in climate action and are committed to sustainable environmental management. We promote a business culture that recognises the importance of developing and maintaining the environmental values on projects and local communities.



Environment Principles

Assessment and Implementation of Relevant Policies

We are deeply committed to operating sustainably and building a culture that respects, protects and enhances the social and physical environment. The focus on environmental sustainability is becoming increasingly urgent as our world faces a growing climate emergency, with climate-related natural disasters disproportionately impacting populations in emerging markets.

Increasingly, our clients and partner communities demand that both social and environmental safeguards are seamlessly integrated into program design and implementation. Cardno ID adheres to comprehensive environmental and social safeguarding policies advanced by our clients, and follow a risk-based approach to avoid adversely impacting the communities and environments we are engaging with on projects and in our corporate operations. Our key policies and procedures are found in the following section.

Measurement of Outcomes

This reporting period has seen significant activity relating to environmental principles, led largely by our Sustainability Task Force. Key outcomes achieved during the reporting period include:

- Publishing the 2020 Sustainability Report, documenting our corporate progress towards embedding sustainable practices across our global business (February 2021)
- Developing a Formal Charter of the Board ESG committee, with quarterly meeting of the Board and weekly meetings of the ESG leadership team (June 2021)
- Adding an ESG investment fund to the company's 401k program, available for staff to direct their 401k contributions. (August 2021)



At Cardno ID we are committed to conducting our business ethically and in accordance with the highest standards of corporate and sustainable governance.



Anti-Corruption Principles

Assessment and Implementation of Relevant Policies

Cardno ID is committed to ethical operations and our zero tolerance approach towards corruption in all forms, including fraud, bribery, and extortion. Everyone at Cardno ID has a part to play and responsibility to combat corruption, including extortion and bribery. Our personnel, contractors, and consultants have an obligation to act diligently to prevent fraud and ensure that if fraud is detected or suspected, it is reported in a timely manner. We escalate and investigate any reported incidences in a confidential, respectful, private, professional, and prompt manner until resolved.

Cardno ID focuses on ensuring all employees, contractors, and subcontractors are equipped with the knowledge and tools needed to recognise fraud and corruption, and also understand how to access and utilise our robust reporting mechanisms. We have established annual mandatory fraud and anti-bribery training; an anonymous whistle-blower hotline; and a requirement to acknowledge acceptance of all of our policies including our anti-fraud and anti-corruption policies. Key policies and procedures are found in the next section.

Measurement of Outcomes

Cardno ID Asia-Pacific's ISO9001:2015 certified Quality Management System (QMS) is a risk-based system, with a strong focus on safeguarding, which is operationalised through numerous policies, procedures, guidance notes, manuals, checklists and contracting templates and communicated through a thorough induction and refresher training program, regular Operations Updates, various meetings as well as an annual schedule of internal audits. Cardno ID successfully passed external ISO9001:2015 triennial (recertification) audits of the Australia, Indonesia, and Papua New Guinea corporate offices during May 2021. A new ISO9001:2015 certificate was issued, valid 12 June 2021 – 26 July 2024.

Cardno ID's enterprise-wide risk management approach provides the governance mechanisms, internal reporting and investigation requirements, and resolution process to manage instances of bribery or fraud. Instances of potential corruption are proactively managed by Fraud and Risk Committees and tracked against a risk register. Appointed staff provide effective management of whistleblower reporting, investigation and management.

Where Cardno ID identifies instance of bribery and fraud, upon reporting and investigation, Cardno was able to successfully recover donor funds.

Additional key achievements during this reporting period include:

- Developing a new Cardno ID Asia Pacific extranet for project personnel to access key corporate and project documents, including comprehensive and up-to-date safeguarding, subcontractor management and due diligence resources (Calendar Year 2021)
- Development and roll-out of Mitra, Cardno ID Asia-Pacific's online project management tool, which records all key project management information. This includes tracking screening against donor/government blocked parties/sanctions lists and due diligence assessment reports of personnel, subcontractors, grantees and suppliers (Calendar Year 2021)
- Updating the Cardno ID Asia-Pacific Compliance Pack (August 2021) and adding a Bahasa Indonesia version (developed April 2021; updated September 2021)
- Updating Cardno ID's Safeguards Policy and supporting procedures (Fraud Procedure; Anti-Corruption GMR; Preventing Sexual Exploitation Abuse and Harassment Procedure; Child Protection Procedure; Modern Day Slavery Procedure, Anti-Slavery and Trafficking Procedure; Conflict of Interest Procedure), published on the QMS and incorporated into QMS induction and refresher training modules (November 2021)
- Developing new fraud investigation tools and templates for use on internal fraud investigations (December 2021)

Relevant Policies and Frameworks

UN Global Principles

Cardno ID maintains Global Mandatory Requirements, policy frameworks, operating procedures and a Quality Management System that provide broad corporate governance and standards and ensure we are operating in a responsive and sustainable manner. These policies are aligned to the Ten Principles of the UNGC including in the areas of human rights, labour, environment and anti-corruption. These policies and

frameworks form the crux of the Cardno ID value system, and ensure our work and staff are upholding shared corporate values and principles. They are regularly reviewed, updated and communicated to relevant personnel. Cardno ID's global policies are centrally available and accessible by staff. The policy framework is shown in the table below.

Cardno ID Policy	Description	Human Rights	Labour	Environment	Anti-Corruption
Anti-Corruption & Anti-Bribery Policy	Details the requirements to identify and manage the risk of anti-corruption laws being breached in all countries in which Cardno ID conducts business				✔
Blocked Parties Screening Policy	Provides guidance for the proactive screening of all potential recipients of funds—individuals, organisations and companies—to ensure Cardno ID actively manages and mitigates risk, and meets its contractual obligations with all donors, private and public sector clients and charitable foundations				✔
Cardno Way	Overarching, global Code of Conduct Policy detailing our commitment to Cardno ID's four core values: safety, integrity, people and excellence. It captures Cardno ID's commitment to protecting the human rights of key stakeholders with which our business interacts.	✔	✔	✔	✔
Child Protection Policy, Procedure and Risk Assessment	Reflects a zero-tolerance approach to all forms of child exploitation and abuse. All personnel including employees, contractors, subcontractors and suppliers are required to undergo awareness training of child protection matters and commit to our global Child Protection Policy and Procedure, which also deals with incident reporting. All projects undergo child protection risk assessments, which are documented and submitted for review and retention.	✔	✔		
Conflict of Interest Procedure	Provides guidance as to what may constitute a conflict; guidance on managing conflicts; and a mechanism for declaring and registering that conflict				✔
Corporate Governance	Establishes corporate governance practices, which are designed to focus on responsible stewardship, integrity, accountability and effective risk management				✔
Domestic and Family Violence Leave Policy	Recognises that domestic violence is a widespread issue that does not discriminate in who it can affect. In addition to the support services provided through our Employee Assistance Program, this policy enables staff affected by domestic violence to access additional leave if necessary.		✔		
Due Diligence Checklist for Partner Organisations	Requires a due diligence assessment of all subcontractors and suppliers to determine if they conform to applicable Cardno ID's policies and procedures, including those relating to human rights. Any gaps require additional controls to be implemented.	✔	✔	✔	✔
Electronic Signature Procedure	Supports the management of corruption and other related risks associated with e-signatures across our business.				✔
Employee Assistance Program	Assists the resolution of personal and work-related problems. Cardno ID offers a confidential and voluntary counselling service to our employees and their immediate family members.		✔		
Employee Resource Group	Safe space for employees to share their experiences and challenges related to sexual orientation or gender identity in the workplace.		✔		
Fraud Prevention Protocol	Sets the protocol and corporate policies and Code of Business Ethics and Conduct that apply across projects and operations to control, prevent and report possible instances of fraud.				✔
Gender Equality Commitment	Recognises the importance of gender equality and details Cardno ID's commitments to achieving this across our organisation and within our programs.	✔	✔		

Cardno ID Policy	Description	Human Rights	Labour	Environment	Anti-Corruption
Global Anti-Bribery Policy	Sets corporate responsibilities and those of our staff, contractors, subcontractors, and suppliers in observing and upholding Cardno ID's zero tolerance position on bribery and corruption.				✓
Global Health, Safety and Environment (HSE) Framework and Protocols	Outlines our structured HSE program which is implemented throughout all facets of the business to ensure we achieve our goal of Zero Harm on every job, every day.		✓	✓	
Global Privacy and Record Retention Policy	Articulates Cardno ID's commitment to safeguarding the privacy of personal information we gather concerning our prospective, current and former employees for management, human resources and payroll purposes. This policy applies to any worker engaged to perform work or services on behalf of Cardno ID.		✓		
Human Rights Policy	Captures Cardno ID's commitment to protecting the human rights of key stakeholders with which our business interacts.	✓	✓		
Inclusion, Diversity and Equity Policy	Ongoing commitment to celebrate and encourage diversity, and ensures our workplaces promote respect, fairness and equity for all.	✓	✓		
LGBTQ Employee Resource Group	Reinforces our core value of 'people' and champions a supportive and inclusive work environment for all. Cardno ID offices around the world also celebrate the vibrant and diverse LGBTQ community.	✓	✓		
Mental Health First	Focuses on removing stigma around mental health issues and promoting healthy practices, continued to be rolled out		✓		
Modern Slavery Policy and Procedure	Outlines Cardno ID's commitment to identifying and countering modern slavery in our global supply chains. Aligns with both the United Kingdom Modern Slavery Act and Australia's Modern Slavery Act, in addition to other anti-slavery legislation.	✓	✓		
Parental Leave Policy	Outlines the entitlements to parental leave for eligible Cardno ID employees.		✓		
Purchased Leave Policy	Acknowledges Cardno ID's value for flexible working arrangements to enable employees to strike a balance between work responsibilities and personal commitments. This policy provides guidance for staff to purchase leave in addition to their legislative leave requirements.		✓		
Quality Management System	Overarching system of policies and procedures to maintain and control all aspects of project work, minimize risk, retain corporate standards, and ensure consistent and effective management of all projects in line with Cardno ID's obligations to our clients.	✓	✓	✓	✓
Reconciliation Action Plan	Commitment to Indigenous reconciliation and identifies clear actions and targets that will strengthen our existing relationships and create respectful new relationships with Aboriginal and Torres Strait Islander peoples.	✓	✓		
Risk Management Policy	Sets the requirements for the assessment, control, monitoring and reporting of material risks that could impact our purpose and business plans.				✓
Safeguarding Policy	Governing principles and safeguarding approach for our employees and independent consultants, and the employees of our partners and suppliers. This global policy—developed and rolled out during the reporting period—aims to protect the people and communities Cardno ID interacts with. Is accompanied by mandatory Preventing Sexual Exploitation, Abuse and Harassment training.	✓	✓		
Sustainability Policy	States Cardno ID will act in a socially responsible manner with regard to our employees, clients, and supply chains, and have a positive impact in the communities in which we live and operate.	✓	✓	✓	
Whistle-blower Policy	Enables staff, contractors, subcontractors, and suppliers to report suspected, probable, or certain acts of fraud or corruption anonymously and safely.				✓
Women in Cardno	Program providing opportunities for women across the business to advance and grow their careers in a supportive environment.	✓	✓		

