



TrustWorks
Global

***United Nations Global Compact
Communication on Progress, 2022
TrustWorks Global***

To our Stakeholders,

As Director of Swiss-based TrustWorks Global (TrustWorks) and Chief Executive Officer I, Josie Lianna Kaye, reaffirm our support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, and Anti-Corruption – both in terms of our mandate, and in terms of the way we work as a company.

In this annual Communication on Progress, we set out our efforts to continually improve how we integrate the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our diverse stakeholders using our primary channels of communication.

TrustWorks has recently completed the elaboration of our five-year strategy. As part of this, we have identified key areas where we believe we are able to make the most impactful contributions to the peace and security agenda. As we reorient and refocus our efforts in the coming years, we commit to harnessing the power of public and private sector actors to prevent conflict, promoting stability and foster peace-positive development in fragile and conflict-affected settings. In addition, therefore, to working with business actors, governments and civil society actors, we commit to working with development financial institutions, impact investors as well as commercial investors – all of whom have a vital role to play in transforming conflict and, therefore, the lives of the most vulnerable.

In order to further reach this goal, we re-commit to our mandate as a social enterprise i.e. to re-invest the majority of our profits back into our business and, therefore, to contribute to our mandate. This unique model – unique for an entity working in the peace and security realm - helps us to maintain our independence and catalyze funding for some of our most unique and potentially highly impactful projects.

Lastly, we have form a strategic partnership with MajestEYE - a data analytics and artificial intelligence company based in Tunisia - to develop an innovative conflict prevention and early warning programme. We expect to launch officially in the coming months and believe this programme, which will cut across all our initiatives, will enable us to work with a greater diversity of actors to ensure they are aware of evolving country dynamics, able to respond accordingly, while also monitoring the effects of their efforts and, therefore, learn from them.



The evolution of the company in recent years is testament to our efforts to continuously reassess how and where we can advance the principles of the Global Compact. We strive to ensure that all our partners – whether in the public or private sector - are able to minimize the negative and maximise the positive impacts of their operations and activities by enabling them to effectively strategize, collaborate and innovate in a manner that is in line with the contextual realities of each fragile and conflict-affected setting.

Like all the other companies who form part of the Global Compacts' vast network, we are also a learning organisation – continually looking to adapt and improve ourselves, both in terms of the services we offer to our clients, how SDGs can be incorporated in our core work and how we operate as a company, as expressed in our principles, processes and working methods that make up what we stand for on a day-to-day basis. This report, therefore, provides a moment to reflect on what we have achieved since joining the Global Compact, and to identify areas where we can continue to improve in the months and years ahead.

We look forward to remaining a member of a community of businesses committed to the Global Compact's principles.

Yours sincerely,

Josie Lianna Kaye
Director and Founder
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TrustWorks' Disclosure on UN Global Compact Principles

1. Human Rights Principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and,

Principle 2: Make sure that they are not complicit in human right abuses

a. Assessment, Policy and Goals on Human Rights

Human rights are at the heart of our mandate and, therefore our work with clients and partners. We work on supporting: the inclusion of local people in conflict resolution and mediation processes to support their work toward building peaceful societies, including through our work on insider mediation; addressing non-technical risks facing companies that operate in fragile and conflict-affected settings, including through dialogue with affected stakeholders; and, ensuring companies are in conformity with international standards as they relate to human rights, particularly those in the domain of business and human rights, including the Ruggie Principles and the Voluntary Principles.

TrustWorks believes in the potential of business actors to collaborate with governments and communities to achieve peacebuilding, statebuilding and sustainable development that establish/re-establish the conditions for the enjoyment of social, political and economic rights, and therefore to actively contribute to an environment where human rights are respected and promoted. As such, SDG 16 (Peace, Justice, and Strong Institutions) is at the heart of TrustWorks mandate and continues to be a guiding principle for the innovative initiatives our business pursue.

We ensure that the projects we develop ourselves and/or with our partners are held to the highest standards possible through rigorous conflict-sensitivity analysis, risk analysis and monitoring and evaluation. Due to our mandate to help clients *improve the way they work*, TrustWorks upholds a policy to not preclude any client accused of human rights violations from receiving our services and support on the basis of that accusation – as we feel these organisations need our services in many ways more than others in order to rectify their operational practices.

When we are approached for support by potential clients who may have been accused of human rights violations we do our due diligence in order to decide whether to work with such entities and to ensure that we do not become ourselves, complicit and, indeed, to ensure that working with such entities will ensure that human rights violations do not re-occur. Due diligence involves an honest assessment of:

- The political will within the organisation to address these violations and commitment from senior managers that the initiative will be implemented;
- The access we will have to staff and stakeholders to help the client to address these violations;
- Whether we are able to help the client address the issue that may have given rise to accusations, while also putting in place mechanisms for the long-term that will enable stakeholders to seek redress; and,



- Whether our engagement can be reasonably expected not to cause harm to any persons or any contexts and if the security of TrustWorks personnel will not be jeopardised.

In term of our own operations, TrustWorks only hires staff who have a proven track record in field related to our domain of business; we work with credible suppliers (web designers, accountants, lawyers etc.) who have been recommended to us by disinterested third parties.

b. Implementation

TrustWorks develops, on a continuous basis, analysis of countries and regions in which our projects take place to highlight the various socio-political, economic and/or environmental risks faced by prospective clients, and possible linkages between these dynamics and human rights abuses; we are also now developing our data analytics methodology to further enhance the manner in which we do this analysis and monitoring.

When we are approached by a new client, we usually take 1-2 weeks to do our due diligence on the entity/company and to complete our assessment of whether we are in a position to assist, or not.

Through our website and our active social media accounts, we also communicate our views on how organisations can improve the commitment to human rights. We have also published several papers on line regarding these topics, as evidenced by the reports on our website.

c. Measurement of Outcome

Our major initiatives with our clients and partners have results frameworks attached, designed to ensure we are constantly learning from our engagements and measuring out outcomes. We engage our key stakeholders in regular dialogue to understand from them whether the processes and initiatives being led or supported by us are reaching the intended goals.

2. Labour Principles

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolishing of child labour; and,

Principle 6: the elimination of discrimination in respect of employment and occupation

a. Assessment, Policy and Goals on Labour standards

TrustWorks engagement is based on principles of respectful and honest collaboration, inclusivity and diversity; the company, therefore, fosters inclusiveness internally by bringing together individuals with diverse nationalities, cultures, thinking styles and



expertise who work collaboratively to address clients' needs and to achieve personal and professional development aspirations. Mutual respect, integrity and trust are key values of interaction among the people within the TrustWorks network.

TrustWorks pools and develops talents by providing six-month internship opportunities for students enrolled in Masters programmes who have keen interest in its sphere of operation; TrustWorks prioritises students who have little prior work experience in recognition of how difficult it can be to enter this field. The internship programme is structured as a 'mentorship programme' whereby each week there are provided with the opportunity to acquire and practice new skills that will enable them to enter the professional world with increased capacities and confidence. Unlike too many internships offered in this realm, interns are offered a meaningful monthly stipend.

Interns are subjected to the same confidentiality agreement as TrustWorks' Senior Advisors and Associates and they work directly with the Director and Senior Advisors in executing their roles. Interns are encouraged to offer their views on the business, based on the understanding that they have as much to contribute as they do to learn. Given that they are students, all interns are expected to communicate transparently about the constraints on their side, and to prioritise their studies if ever there is a conflict.

TrustWorks collaborates with universities to ensure that the students working with us will get credits, i.e. the internship will count towards their respective degrees. TrustWorks interns are also offered a monthly stipend to ensure all students have the means to participate in our programme.

Within its sphere of influence, TrustWorks is committed to boosting the reputation of our partners operating in conflict affected/high-risk contexts by helping them to develop conflict-sensitive employment policies that avoid any discrimination against minority groups or working conditions that fuel latent resentment.

b. Implementation

TrustWorks has developed comprehensive contracts and confidentiality agreements with its entire staff and its partners which outline the rights and obligations of all "Staff", no matter their actual status within the company.

The Director at TrustWorks communicates transparently to all team members as and when required. A monthly update is sent to all team members, and team members are invited to offer their comments and insights as and where required. Bilateral calls are held with individual staff members on a regular basis, and teams working together on projects speak regularly on the phone and/or meet in person. Team members are invited to an annual staff meeting which will take place in Amsterdam, virtually or at a retreat location (TBD) and will provide an opportunity to strategize on the year ahead and share any ideas or concerns.

When working with Clients, we maintain a commitment to ensuring businesses do not discriminate and/or are not perceived to discriminate against any group, and we offer services that help companies internally with labour related disputes. We are able to design collaborative processes that enable staff to jointly separate fact from perception when it comes to differential treatment, and to then co-design processes to deal with both in a fair, equitable and transparent manner.



c. Measurement of Outcome

TrustWorks employees, including interns, come from different nationalities across Europe, Africa and Latin America. Over the course of our annual internship cycle, there is 50-50 male-female representation. The average age of the TrustWorks employee is 33.

TrustWorks is a woman-run business as the Director, a woman, is the only shareholder. In our hiring process, both for interns and forthcoming full-time positions, the company gives equal opportunities to all genders.

3. Environmental Principles

Principle 7: Businesses should support precautionary approach to environmental challenges;

Principle 8: Undertake initiatives to promote greater environmental responsibility; and Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

a. Assessment, Policy and Goals on Environmental standards

TrustWorks believes that companies that have a bearing on land, natural resources and climate change have a particularly important footprint in countries in or emerging from conflict. We know that in contexts where high proportions of the population are dependent on the land and natural resources for their survival and, where regulatory frameworks are weak, environmental damage is more likely to provoke significant tensions between companies and communities.

TrustWorks therefore engages in specific projects designed to protect land and natural resources. For example, this year – in partnership with the European Institute of Peace – TrustWorks is implementing an 18 month programme in Liptako Gourma on environmental peacemaking. Similarly, in our assignments with business actors, we focus supporting companies to take steps that will protect the environment or remediate it when necessary. Our dialogue efforts, for example, are designed to do just this.

TrustWorks pays close attention to the role of climate change and environmental challenges in all its work around conflict mediation. Climate change is increasingly recognised as exacerbating conflicts in fragile areas and we, therefore, carefully consider how we can support clients to address environmental challenges to both contribute to mitigate the adverse effects of climate change and build the resilience needed to adapt to the uncertain future. To us, incorporating climate change and environmental concerns is not a matter of ticking a box but truly detrimental to the success of our work.

b. Implementation

Since environmental protection is part of our core mandate, we prioritise concerns around land, environment, natural resources and climate in the context of all projects, as and where possible. These concerns are also reflected in our promotional materials and our twitter feeds.



As a company, our work requires significant travel, but when meetings or mentoring occasions can be held via video conferencing this option is often preferred in order to reduce our carbon footprint. Relatedly, the lesson from the COVID-19 crisis has proved that the company can maintain its high level of productivity with less travel and it will continue to explore opportunities for remote cooperation even when travel restrictions are lifted.

In the recent years, the Director of the Company co-authored two articles/guidance notes on environmental-related issues. These are: 'Mediating climate-change induced conflicts over natural resources: Towards a toolbox for policy makers in Africa' in *Conflict-sensitive adaptation to climate change in Africa*; and, 'Natural resources and conflict: A guide for mediation practitioners.' The former is edited by Urmila, Bob, and Bronkhorst, Salmoe and published by Accord and BWV Berliner Wissenschafts-Verlag and Adelphi; the latter is co- published by the Department of Political Affairs and the United Nations Environment Programme, and was launched in 2015.

c. Measurement of Outcome

Our major initiatives with our clients and partners have results frameworks attached, designed to ensure we are constantly learning from our engagements and measuring out outcomes. We engage our key stakeholders in regular dialogue to understand from them whether the processes and initiatives being led or supported by us are reaching the intended goals.

TrustWorks also expects to take part in discussions and conferences organised around the topic of environmental protection, especially in conflict contexts, and shall continue to prioritise environmental protection in its engagements with clients.

4. Anti-corruption Principles

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

a. Assessment, Policy and Goals on anti-corruption

TrustWorks acknowledges development objectives are often not achieved due to the failure to generate transparent and accountable governance processes, which in turn contributes to distrust for companies, greater income disparities, conflicts and ultimately constrain bottom line growth. TrustWorks seeks to work with companies to communicate effectively and transparently, thereby avoiding the negative impacts of corrupt practices.

TrustWorks operates as an impartial, independent company which uses independent, impartial analysis; targeted, comprehensive capacity-building; and, inclusive mediation processes to build trust. However, we work actively and openly with clients wishing to address corruption, and welcome requests from clients wishing to address this problem in a proactive manner. As with issues of human rights violations, TrustWorks does its due diligence with clients who have been accused of corruption to be sure that we are in a position to assist and they show a true commitment to the cause.



Anti-corruption is one of the most important clauses in the contracts signed between the company and staff, and TrustWorks has a zero tolerance policy towards corruption internally.

b. Implementation

When working with clients, we encourage transparent communication between operational staff and management, and encourage companies to put in place processes which allow staff to report instances of corruption without fear of reprisal. The company shall institute and continuously review its operational guidelines on anti-corruption internally, as well as due diligence in dealing with current and prospective clients.

Based on a PhD dissertation completed by the Director in February 2020, we are in the process of seeking funding for an ambitious programme regarding the inclusion of businesses in peace mediation processes that, in its later stages, will support business actors to transition towards transparent operation of their business; we have identified a pilot country for this programme and we are in the process of seeking partners.

c. Measurement of Outcome

TrustWorks is yet to initiate a programme with a client specifically on anti-corruption issues. In the year ahead, the company intends to identify and partner with existing anti-corruption initiatives driven by private sector entities to complement government efforts in fighting corruption in resource-rich developing and/or conflict-affected regions. It is TrustWorks' objective to also actively engage with policy-makers and civil society to contribute to policy development that boosts investor confidence to promote socio- economic development and political stability.