

UN GLOBAL COMPACT

2022 Communication of Progress

WASAFIRI

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

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

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

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01 Statement of Continued Support

By Alex Rees, Managing Director

To our stakeholders

Wasafiri exists to help build a more peaceful, equitable and sustainable world. We do this through generating new knowledge, empowering systems leadership and building partnerships that better connect businesses, governments and civil society organisations to make positive change happen. We seek to amplify voices that are less often heard. I'm proud to say that throughout our work over twelve years we have upheld the principles in the UN Global Compact.



We are a global organisation using systems-based approaches to generate positive impact at scale; we have an international team working with a wide range of clients and partners, in diverse locations, on a variety of topics. To do this work well and to do it responsibly, we have a set of policies and precedents, along with Wasafiri's "Simple Rules", which align with the Ten Principles of the UN Global Compact and these guide our actions. We believe we make change in the world not only in what we do, but in how we engage others on the journey. Our commitment to a sustainable, rights-based, purpose-led and human-centric organisation is unshakeable.

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

In this Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Alex Rees', with a long, sweeping horizontal line extending to the right.

June 2022

02 About Wasafiri

Who we are



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

Our work

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

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

B-Corp

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

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

Our people

Our staff and consultants form a global community of brilliant advisors, systems-thinkers, researchers, facilitators and practitioners. Working out of our offices in the UK, Kenya and the USA, they are brought together for their adventurous spirit, commitment to tackling complex problems and track record of delivering change. As of 1 April 2022, there are 19 Wasafiri employees and we have worked with approximately 100 consultants on a wide range of projects.

A photograph of a person standing in a field of tall grass at sunset. The person is wearing a red dress with a circular pattern and a red headscarf. They are looking towards the sun, which is low on the horizon, creating a strong lens flare. The sky is a mix of blue and orange.

A consultancy, incubator and institute helping drive impact at scale

03 Description of Actions

Simple Rules, Policies and Precedents

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

1. Simple Rules

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

WASAFIRI'S SIMPLE RULES

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

2. Corporate Polices

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

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

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

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

3. HR Precedents

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

The table below demonstrates how our Simple Rules, Corporate Policies and HR Precedents support the UN Global Compact Ten Principles:

Human Rights

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

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

In the period 1st April 2021 to 31st March 2022:

- We completed 06 Project Threat Assessments that determine the risk of each new project
- We completed 26 Country Risk Assessments for 6 of our medium-high risk projects. Including 12 monthly Covid -19 risk assessments.
- We tracked 6 incidents and 1 Near Miss across the business.
- We hosted 2 sessions on diversity and inclusion including 1 training by external facilitators on giving and receiving feedback.
- We had zero reported incidents of workplace harassment.

Labour

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

1. Diversity indicators as of 1 April 2022

The Wasafiri team is small but diverse and each co-worker brings a unique skillset. On 1 April 2022 there were 19 Wasafiri employees.

Number of employees by location (normal place of work)	
Kenya Office	11
UK Office	6
USA Office	1
Other - Remote Workers	1
% Gender by office	
Kenya Office	73% female: 27% male
UK Office	33% female: 66% male
USA Office	100% Male
Other - Remote Workers	100% female
% Gender by seniority	
Board	25% female: 75% male
Leadership team	25% female : 75% male
All staff	63% female : 37% male

Employees by age		
18 – 24 years old	0%	
25-34 years old	21%	
35-44 years old	58%	
45 years old and above	21%	
Employees by ethnicity ¹ per location		
Kenya Office	7 Black-African	4 White
UK Office	0 Black-African	6 White
USA Office	0 Black-African	1 White
Other - Remote Workers	0 Black-African	1 White
Ethnicity ² by seniority		
Board	3 Black-African	4 White
Leadership Team	1 Black-African	7 White
All staff	7 Black-African	12 White
Disability		
None of Wasafiri’s employees are physically disabled		

2. Salaries & Bonuses

All Wasafiri employees are paid monthly in arrears. Staff salaries are reviewed annually and our precedent is to increase in line with local inflation and according to individuals' performance. However, due to the economical conditions arising from Covid19 Wasafiri broke it's pay review precedent for the first time in 2022 and staff salaries increased at rates below the local inflation rates. Staff participate in regular performance reviews with their line managers.

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

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

Environment

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

In our B-Corp capacity we acknowledge that there is a climate emergency³ and we operate as a carbon neutral organisation. This is achieved by the following steps:

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

Beyond our own internal activities Wasafiri have also launched a new portfolio, the Climate and Nature Portfolio. This new body of work seeks to mobilise the knowledge, capacity and services of our consulting, institute and incubation arms to contribute to the cause of climate change and environmental sustainability.

Anti-Corruption

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

All staff and consultants receive copies of our corporate policy on "Anti-corruption and bribery" and anti-corruption and bribery training is an integral part of all staff and consultant induction training. To date Wasafiri have had no incidents of bribery or corruption.

³ Read more about B-Corp's advice on the climate emergency [here](#)

Appendix: Wasafiri's Corporate Policies

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

Corporate Policies include:

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

Wasafiri asks all staff and associates:

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



CONFLICT &
GOVERNANCE



CLIMATE &
ENVIRONMENT



FOOD SYSTEMS &
INCLUSIVE GROWTH

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

wasafiri



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

48 Vermont Avenue, Asheville, NC 28806, USA **North America**

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

We are committed to ethical and environmental best practice. For further information, please see [here](#).
enquiry@wasafirihub.com | www.wasafirihub.com