



Committed to Good



CTG SUSTAINABILITY REPORT 2021

STRENGTHENING FOUNDATIONS FOR IMPACT



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! This document includes interactive elements and is best viewed in Adobe Acrobat or Reader. Use Arrows and quick links in the header to navigate through this document.

ABOUT THIS REPORT

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SCOPE

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

This report meets the requirement of the United Nations Global Compact Advanced Communication on Progress (COP) and relates to the year 2021. CTG's reporting cycle is annual with the most recent report prior to this one covering the year 2020. Except as otherwise noted, the information within this report covers the global operations of CTG (Committed to Good).

STRENGTHENING FOUNDATIONS FOR IMPACT

This is the third year we are releasing a report in accordance with the United Nations Global Compact Advanced Communication on Progress. In recognition of the importance of engaging stakeholders within the reporting and strategy development process, CTG conducts a refresh of its materiality assessment each year. CTG aims to engage a large number of external stakeholders, as well as internal stakeholders, to ensure a diverse range of perspectives are included. This year's assessment reflected 12 topics which CTG resultingly deems material to the business and reflects CTG's economic, social and environmental impacts. These topics have defined our report content and can be seen in our Materiality Matrix on [page 23](#). The corresponding boundaries for these topics can also be found on [page 24](#). Findings from the materiality assessment meet the requirements of the GRI Standards: Core Option.

The material topics identified in this year's assessment are consistent with those identified in the 2020 reporting cycle, making comparability possible. This report outlines

these topics by providing an explanation for each, detailing corresponding initiatives that aim to support business progress towards the topic, and describes the management approach. This is supported by data and testimonials which offer stakeholder outlooks.

GLOBAL REPORTING INITIATIVE

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

Labels are used throughout the report to indicate disclosure of GRI standards. The [GRI Content Index can be found at the end of the report](#) and lists all references to GRI Standards in the report and their corresponding page numbers. No third-party external assurance was applied to the process, and all information for material topics has been collected internally and consolidated to provide accurate content. This report does not include any restatements of information from previous years.

UNITED NATIONS GLOBAL COMPACT (UNGC)

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

- The Universal Declaration of Human Rights;
- The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work;
- The Rio Declaration on Environment and Development;
- Anti-Corruption Based on the United Nations Convention Against Corruption.

This report outlines the extent each principle has been addressed during 2021 and actions taken to expand on them from previous years.

SUSTAINABLE DEVELOPMENT GOALS (SDGS)

CTG recognises the huge potential of the private sector in advancing the SDGs, especially in the fragile and conflict-affected contexts where we operate. CTG has identified three SDGs where we can have the biggest impact: Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8) and Peace, Justice and Strong Institutions (SDG 16). In addition to this we also recognise the importance of Partnership for the Goals (SDG 17) and are striving to foster new partnerships in our countries of operations to strengthen progress towards the SDGs. CTG has developed indicators and goals that align with the SDG targets. Please see [page 53](#) for more information.

WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

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

FEEDBACK AND COLLABORATION

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



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

“

MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY

WEPS PRINCIPLE 7

LETTER FROM THE CEO

102-14



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

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

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

During the course of 2021, the world had to continue to adapt to the realities of a COVID-19 world. With restrictions still present across many regions of the world, CTG maintained a focus on internal improvements to ensure that our service delivery continues to strengthen and become more efficient. I believe that a positive to come out of this challenging time is a shift in people's values with greater awareness of and commitment towards sustainable development. At CTG, our focus on achieving our sustainability goals grows even stronger, as does our commitment to frameworks such as the Sustainable Development Goals and the United Nation's Global Compact Ten Principles.

2021 was a strong year for CTG's business, with the company expanding into new territories such as Nigeria, Niger, Syria and Burkina Faso, providing staffing solutions and HR to key humanitarian and development organisations. Despite the positives CTG experienced in 2021, the year did cause concern, especially in relation to the crisis in Afghanistan, with the Taliban takeover of the country. CTG staff have and continue to work tirelessly to support the huge number of staff working there, under the country's new leadership.

We also took our 16 years' experience recruiting and managing consultants working in challenging locations to launch Tayo, our streamlined HR and duty of care software. Tayo (meaning 'we/us/together' in Tagalog and 'quality' in Somali) is both a desktop and mobile application, helping us efficiently support and protect our staff on the go, giving our clients better use of their resources. In the long-term, this new system and its advanced monitoring and reporting mechanisms will help us prevent corruption, mitigate harassment and allow us to measure economic prosperity in our countries of operation.

Safeguarding has always been a key priority for CTG, but in 2021 we formalised this commitment with the launch of our Safeguarding Think Tank. Governed by the Ethics Committee, this Think Tank has been tasked with devising an even more comprehensive approach to reducing safeguarding risks across our operations addressing the 4 key areas of awareness, prevention, reporting and response.

This year's focus on human rights has shifted to our supply chain with the creation of our Supplier Social Impact Assessment. Based on frameworks of the Danish Institute of Human Rights and the UN Guiding Principles on Business and Human Rights, our assessment will help enable further understanding of and promote adherence to international human rights standards in our 17 countries of operation.

Our flagship Female First programme was inaugurated back in 2017 and we are proud that we have reached and exceeded our goal of achieving 30% female representation in our consultant roles in Nigeria by realising 36.7% female representation. Our teams continue to work hard implementing activities to ensure women are offered equitable opportunities for employment across our global operations. Our efforts in this space wouldn't be possible without the support of our clients, many of whom share the same vision. We hope this is one milestone of many to come in the space of Female First.

We also placed additional emphasis on women's empowerment in conflict settings by turning our attention towards the Women, Peace and Security Agenda and advocating for the private sector to play a role in its advancement. Due to continued restrictions, we established our first online webinar series dedicated to the Agenda, hosting inspiring speakers all taking strides towards positive change for women in conflict settings. In addition to this we were also honoured to collaborate with the United Nations Global Compact on a paper titled 'WPS: Guidance for Business'. We recognise the importance of partnerships and collaborating to advance global development and look forward to further opportunities to work with our peer organisations to make an impact.

Despite the ongoing impact of COVID-19, we have continued to make progress. I invite you to read this report to see what we have accomplished in 2021, and to get an insight into our sustainability plans and ambitions moving forward.

Yours faithfully,

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

**CTG SPEAKERS DELIVERING OUR SECOND
WOMEN, PEACE AND SECURITY THEMED WEBINAR
TITLED TOGETHER FOR EQUALITY**



**CTG LEGAL COUNSEL AND ACCOUNT MANAGER
WITH THE STATE FACILITATORS FOR BORNO**

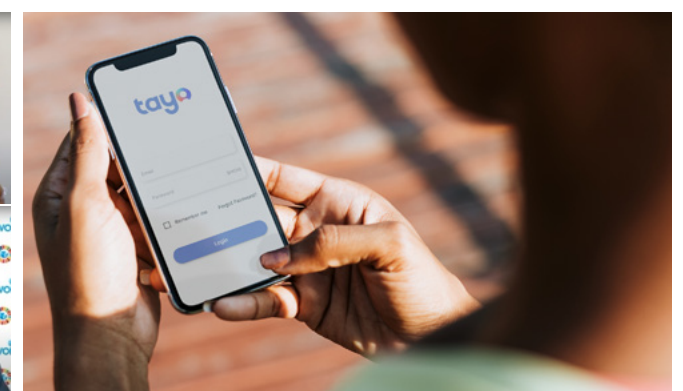


**CTG GLOBAL ACCOUNT DIRECTOR
ON A SITE VISIT IN ABUJA, 2019**



**CTG LAUNCHED TAYO ITS ONLINE HR
MANAGEMENT PLATFORM AND WILL SOON
BE LAUNCHING A BESPOKE
SUPPLEMENTARY APP TO MAKE OUR
SERVICE DELIVERY EVEN MORE EFFECTIVE**

**Tayo [tay-oh]
Meaning: us/we/together**





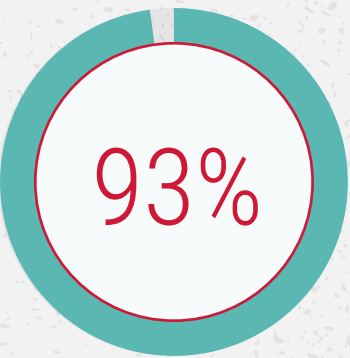
ENABLING
CHANGE

OUR 2021 HIGHLIGHTS

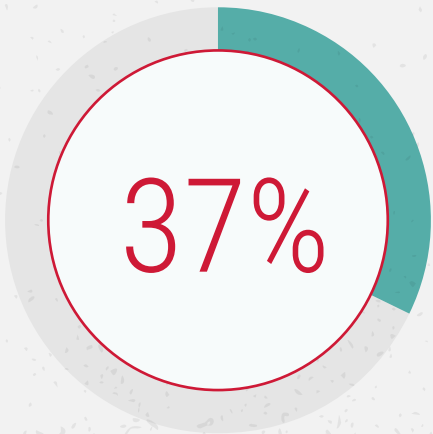
OPERATIONAL
EXPERIENCE IN
25
COUNTRIES

6726
TOTAL NUMBER OF STAFF
EMPLOYED BY CTG IN 2021

25,753
CANDIDATES REPRESENTED
ON THE CTG DATABASE



OF CONSULTANTS ARE
LOCAL NATIONALS



FEMALE REPRESENTATION
IN CONSULTANT ROLES
IN NIGERIA

PREVENTING CORRUPTION
IN HUMANITARIAN AID
TRAINING ROLLED OUT TO
100%
OF CORPORATE STAFF

COMMITTED TO GOOD CURRICULA;
7 JOB-READINESS
EDUCATIONAL
MODULES

2 X WEBINARS FOR
OUR NEW WOMEN,
PEACE AND SECURITY
WEBINAR SERIES

446
LIVE VIEWS



OUR 2021 HIGHLIGHTS

MOBILISATION OF OUR SAFEGUARDING THINK TANK

Safeguarding has always been a priority for CTG, but we began enhancing our approach even further in 2021. Governed by the Ethics Committee, our newly established Safeguarding Think Tank will devise a more comprehensive approach to reducing safeguarding risks across our operations. Made up of key internal stakeholders with extensive experience in the topic, this team are producing a 3-year global plan that focuses on the 4 key areas of awareness, prevention, reporting and response. For more information, [visit page 42.](#)

LAUNCH OF OUR SUPPLIER SOCIAL IMPACT ASSESSMENT

Our new supplier self-assessment will encourage our partners to consider the human rights risks of their operations. This assessment uses a methodology based on several international frameworks and standards including the UN Guiding Principles on Business and Human Rights (UNGPs). Using a range of indicators covering key topics from labour rights and gender equality to child labour and protection, it aims to highlight areas where CTG suppliers can improve their human rights performance. For more information, [visit page 41.](#)

ROLL OUT OF TAYO, OUR BESPOKE DIGITAL HR MANAGEMENT PLATFORM

CTG is always striving to improve internal digital processes and functionalities, and in 2021 we launched our new HR Management system, Tayo. This new system will allow us to provide more bespoke Human Resources Management and Talent Acquisition support to our customers, making our service delivery more efficient, in turn benefitting both our consultants and clients. Furthermore, it will enable us to identify how we can make more impact with what we do in hard-to-reach locations. For more information, [visit page 46.](#)



“

The team in Nigeria are so pleased to have reached 37.6% female representation in our consultant roles here. While the level of gender inequality and discrimination women face in Nigeria is not as severe as in some of CTG's other countries of operation it still impacts women every day in all areas of their life. In the local workforce women are still outnumbered across most sectors, especially in industries and in roles that are considered 'untraditional' for female workers. Despite our achievement, we recognise there is still much more that we can achieve and we will continue exploring ways we can strengthen women's representation across the aid and development sector.

FAITH MOLOGE,
HR ACCOUNT MANAGER,
NIGERIA



37.6%

FEMALE REPRESENTATION IN NIGERIA

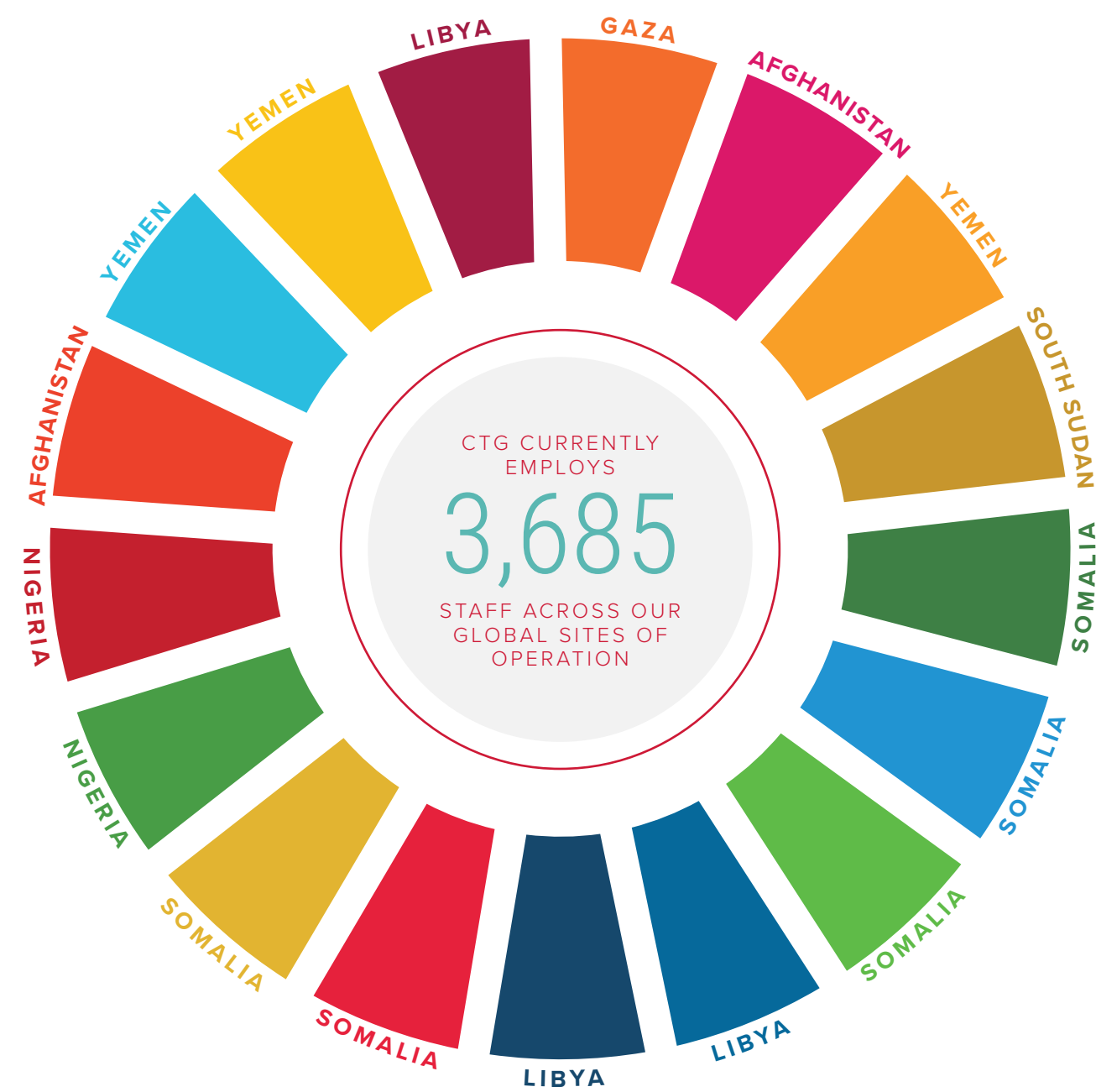
CTG AT A GLANCE

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

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

OUR VISION:

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



ENABLING CHANGE

102-2, 102-9, 102-10

We recruit, deploy, and manage capable humanitarians who implement projects for our clients in some of the world's most fragile regions. Here we provide some examples of how CTG consultants are taking action to advance the SDGs in the fragile and conflict-affected countries where we operate.

LIBYA

- 8 DECENT WORK AND ECONOMIC GROWTH**
Entrepreneurship experts work with local stakeholders to enhance entrepreneurial knowledge and abilities in order to improve access to economic opportunities.
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS**
CTG consultants help address drivers of instability and conflict by creating opportunities for young people, strengthening positive interactions between divided groups and building trust and resilience amongst communities.
- 17 PARTNERSHIPS FOR THE GOALS**
IT experts, media and communications staff are strengthening the dissemination of public information to support the achievement of local sustainable development.

AFGHANISTAN

- 5 GENDER EQUALITY**
Gender Mainstreaming advisors work to develop the protection from and response to landmines and explosive remnants of war by ensuring gender perspectives are incorporated across all areas of mine-action planning.
- 10 REDUCED INEQUALITIES**
Social Inclusion professionals engage with stakeholders from local communities to ensure their perspectives are integrated in the social development of the country.

SOUTH SUDAN

- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
Waste Management consultants aim to combat the environmental impacts of development in fragile and conflict-affected regions by improving waste management systems and educating local communities.

GAZA

- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**
Infrastructure Specialists provide technical support in the form of coordinating and monitoring infrastructure, reconstruction and development projects.

SOMALIA

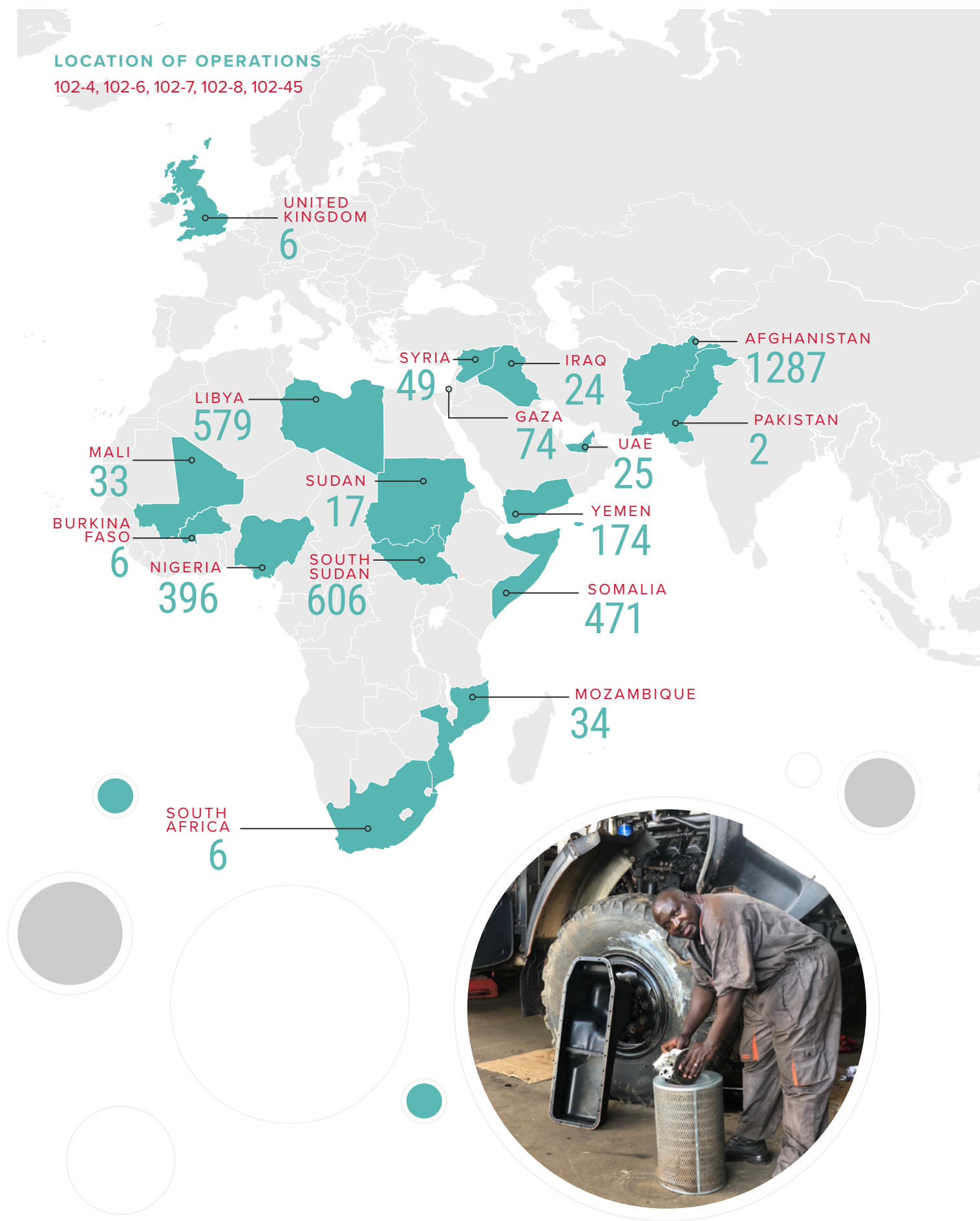
- 1 NO POVERTY**
Social Protection consultants work with stakeholders to build shock-responsive protection systems to protect families from economic shocks and help prevent long-term poverty.
- 2 ZERO HUNGER**
CTG Retail Logistics consultants worked on the rollout of an e-shop app, a digital food assistance system to increase the safety and efficiency of food purchases across the country.
- 13 CLIMATE ACTION**
Consultants provide technical support to national responses to climate change and integrating climate factors into sustainable development.
- 14 LIFE BELOW WATER**
Fisheries advisors are assigned to programmes aiming to secure the long-term sustainable development of quality local fishing industries to promote food security.
- 15 LIFE ON LAND**
Land resources officers support the management of natural resources, conduct assessments on deforestation, vegetation and soil in order to prevent land degradation and ensure proper and efficient use of the land.

YEMEN

- 6 CLEAN WATER AND SANITATION**
CTG Consultants continue to support the maintenance water supply systems across Yemen to provide children and their families access to clean water.
- 7 AFFORDABLE AND CLEAN ENERGY**
CTG community development consultants are working to strengthen resilience of communities in rural areas by providing solar-powered lanterns to underprivileged families.
- 11 SUSTAINABLE CITIES AND COMMUNITIES**
Consultant engineers assist in the maintenance and construction of safe roads to help cultivate stronger transportation infrastructure.

NIGERIA

- 3 GOOD HEALTH AND WELL-BEING**
CTG staff are working to create communities free from polio through vaccination tracking, advocacy campaigns and educating local stakeholders.
- 4 QUALITY EDUCATION**
Facilitators are working across the country to strengthen the implementation of an effective national education strategy; as part of this they frequently visit schools and distribute educational resources and materials.



OUR SOLUTIONS AND SERVICES

102-2, 102-6

CTG offers a range of staffing solutions and Human Resources management services to support clients in the humanitarian and development sectors with the implementation of projects and programmes across 17 different fragile and conflict-affected countries.

STAFFING SOLUTIONS AND HUMAN RESOURCES MANAGEMENT SERVICES

- RECRUITMENT
- VETTING
- PAYROLL SERVICES
- PERSONNEL MANAGEMENT
- ADMINISTRATION
- DEPLOYMENT
- CONTRACT MANAGEMENT
- AUTOMATED HR

MONITORING & EVALUATION (M & E)

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

SUPPLY CHAIN MANAGEMENT, PROCUREMENT AND LOGISTICS

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

ELECTION MONITORING AND OBSERVATION

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

OUR SUPPLY CHAIN

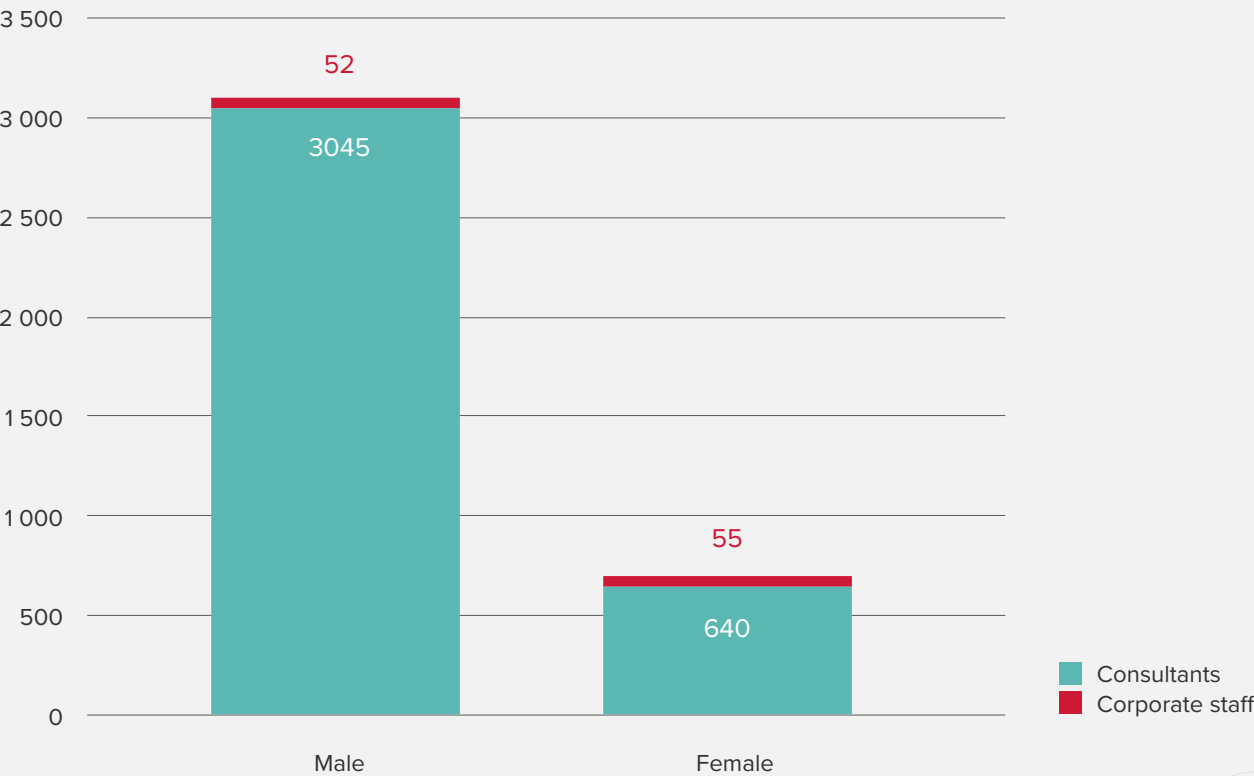
102-9, 102-10

Our supply chain is diverse, offering key support across all our countries of operation. Our partners range from third party security providers and transport services to office facilities and many more. In 2021, there were no significant changes to our partners or the structure of our supply chain. To read more about how we promote sustainable business practices throughout our supply chain and within our local communities please refer to the Human Rights section of this report.

OUR HUMANITARIANS

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

CTG’s people solutions and operational support services enable the successful implementation of humanitarian and development projects in fragile and conflict-affected countries. Humanitarians are at the heart of what we do, and their passion, skills and commitment are laying foundations for making our world a better place for all.



CTG hosted mandatory Enhancing Community Resilience Project (ECRP) training for 40 CTG Community Outreach Consultants in South Sudan.

PUTTING PEOPLE FIRST

People always come first at CTG and, given the challenging environments we operate in, we go the extra mile to ensure that our staff are protected by our world-class standards of Duty of Care, no matter the location. CTG respects each country’s labour laws as a minimum standard but strives to go beyond this where feasible.

- World Class Insurance Coverage
- Superior Maternity and Parental Leave Benefit for Corporate & Field Staff
- Professional Development and Training Opportunities.

In 2021, CTG rolled out a bespoke CTG Leadership Programme developed by the Leadership Trust. This programme was designed to cultivate a new cadre of confident professional managers to help lead CTG. Using a combination of collective work in cohorts and one-to-one coaching, it developed a range of key leadership skills amongst CTG’s management in order to serve their continued professional development.



22 STAFF

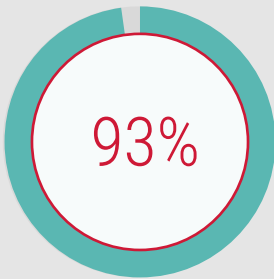
BENEFITTED FROM THE CTG LEADERSHIP PROGRAMME IN 2022

3 CORPORATE STAFF

PARTICIPATING IN CTG’S CONTINUED PROFESSIONAL DEVELOPMENT PROGRAMME



PREVENTION OF CORRUPTION IN HUMANITARIAN AID TRAINING ROLLED OUT TO 100% OF CORPORATE STAFF



OF OUR STAFF ARE NATIONALS FROM OUR COUNTRIES OF OPERATION

RECRUITING LOCAL TALENT

CTG aims to leave a lasting impact on the communities where we work, to build national capacity and promote economic growth. We pride ourselves on being a local employer, and as of this year, 93% of our consultants are nationals from our countries of operation. This ensures a large proportion of our turnover filters into the local economy and allows local communities to benefit even further from foreign aid revenues and development projects.

LABOUR MANAGEMENT PERFORMANCE

CTG maintains open dialogue with its staff and is committed to ensuring we meet their needs and expectations. Each year, CTG issues a consultant feedback survey in order to measure our labour management relations performance. This year we issued our consultant feedback survey in multiple languages as a way to encourage greater engagement. In 2021, 80% of our staff were either ‘very satisfied’ or ‘satisfied’ with CTG’s services.



ALL STAFF

6726 

TOTAL NUMBER OF STAFF
EMPLOYED BY CTG IN 2021

2.8% CORPORATE &
TEMPORARY STAFF

36 STAFF

WENT ON PARENTAL LEAVE IN 2021

72% OF THESE
WERE MALE

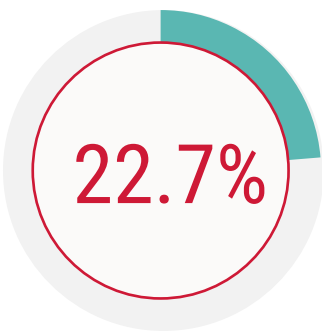


97% OF THOSE WHO WENT ON
PARENTAL LEAVE RETURNED

 93% CONSULTANTS ARE
LOCAL NATIONALS

2,522

CONSULTANTS
RECRUITED IN 2021



1949  573 

MALE

FEMALE

NEW FEMALE
RECRUITS

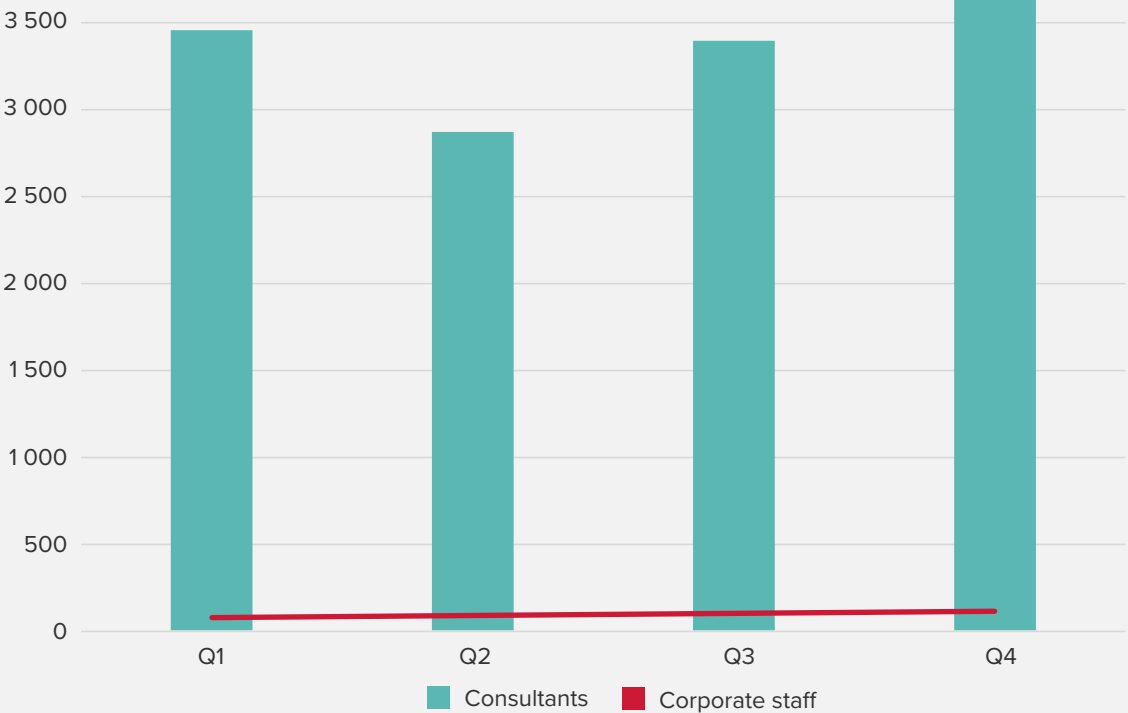
3685

CONSULTANTS
WITH 80.1%
TURNOVER RATE

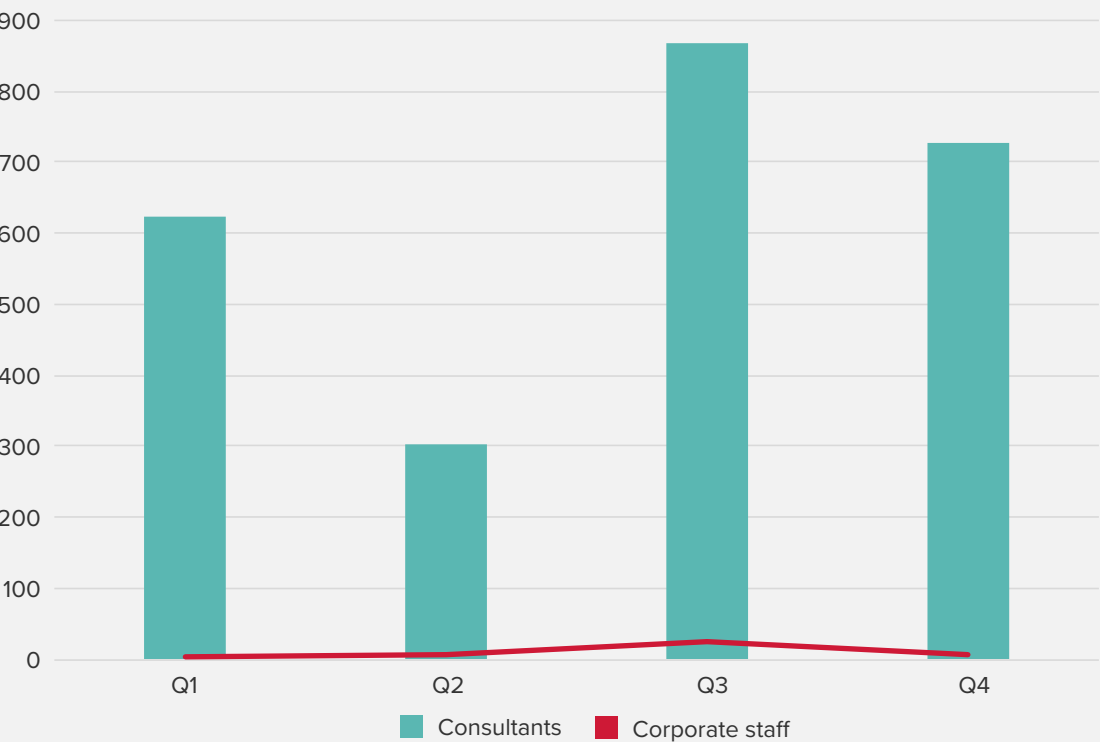
42,485

APPLICATIONS MADE TO
CTG VACANCIES IN 2021

TOTAL HEADCOUNT



NEW JOINERS



EMPLOYEES

43

FULL-TIME EMPLOYEES
RECRUITED IN 2021

23  20 

MALE

FEMALE

107

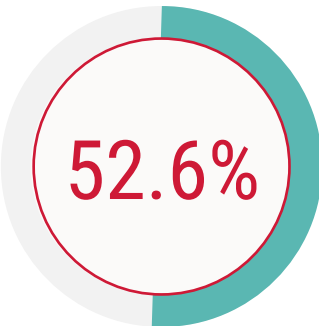
NUMBER OF CORPORATE STAFF
WITH 22% TURNOVER RATE

16.2%

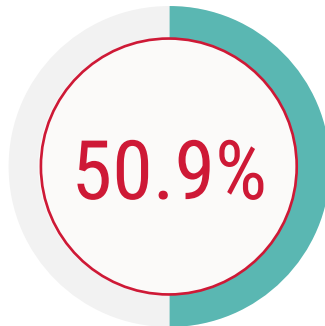
FEMALE TURNOVER RATE

28.2%

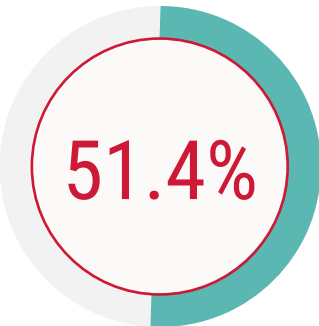
MALE TURNOVER RATE



FEMALE
REPRESENTATION IN
CTG'S BOARD AND
SENIOR MANAGEMENT



FEMALE REPRESENTATION
IN OUR HEADQUARTERS
AND FIELD MANAGEMENT
OFFICES



FEMALE
REPRESENTATION IN
MIDDLE MANAGEMENT
POSITIONS

OUR STRATEGY AND APPROACH



Hezron Kaburu, CTG Airdrop Coordinator, South Sudan

CREATING SHARED VALUE

102-15

As a company operating in fragile and conflict-affected countries, we recognise our responsibility to lead the way in promoting sustainable business practices. We believe that for our business to prosper, our local communities must also prosper, which is why our Shared Value approach has been integrated as an essential part of how we do business. Our strategy aims to mobilise our business to create value for us, and for the communities we serve. Our strategy is informed by stakeholder engagement to ensure that our programmes continue to have a meaningful impact throughout their development and implementation.

OUR APPROACH IS UNDERPINNED BY 3 PILLARS:



PUTTING PEOPLE FIRST:
CREATING AN INCLUSIVE,
REWARDING AND SAFE
WORKPLACE



TRANSPARENCY AND
CORPORATE GOVERNANCE:
SUSTAINABILITY GOVERNANCE
FOR CONTINUED SUCCESS



PROMOTING PEACE,
PARTNERSHIPS AND
PROTECTING OUR
ENVIRONMENT

CREATING VALUE THROUGH THE SUSTAINABLE DEVELOPMENT GOALS

Our Shared Value Strategy is guided by our commitment to the SDGs. Leveraging our experience and capabilities within the humanitarian and development sectors, CTG has aligned its priorities with four SDGs where we can prevent negative impacts and promote positive change through our business operations: SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth, SDG 16 for Peace, Justice and Strong Institutions and SDG 17 Partnerships for the Goals. To read more about CTG and the SDGs please see [page 24](#)



STRENGTHENING FOUNDATIONS FOR IMPACT

STAKEHOLDER ENGAGEMENT THROUGH MATERIALITY

102-40, 102-42, 102-43, 102-44, 102-46, 102-47, 102-48, 102-49, 102-52, 201-1

Materiality helps CTG identify priority sustainability issues across our value chain. This process informs the development of our Shared Value Strategy and sustainability priorities, and it helps ensure we report on the issues that matter most to our business and our stakeholders. We update our assessment each year so that it reflects any changes to our business and our external operating environments.

METHODOLOGY

1 ISSUE IDENTIFICATION

Using our 2020 priority topics list as a starting point, CTG performed a review of sustainability trends shaping our operating environment, and topics selected from international standards including:

- Global Reporting Index
- Dow Jones Sustainability Index
- The United Nations Global Compact
- UN Sustainable Development Goals
- The Carbon Disclosure Project

The result was a comprehensive list of potential material topics.

2 STAKEHOLDER ISSUE PRIORITISATION

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

3 INTERNAL STAKEHOLDER REVIEW

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

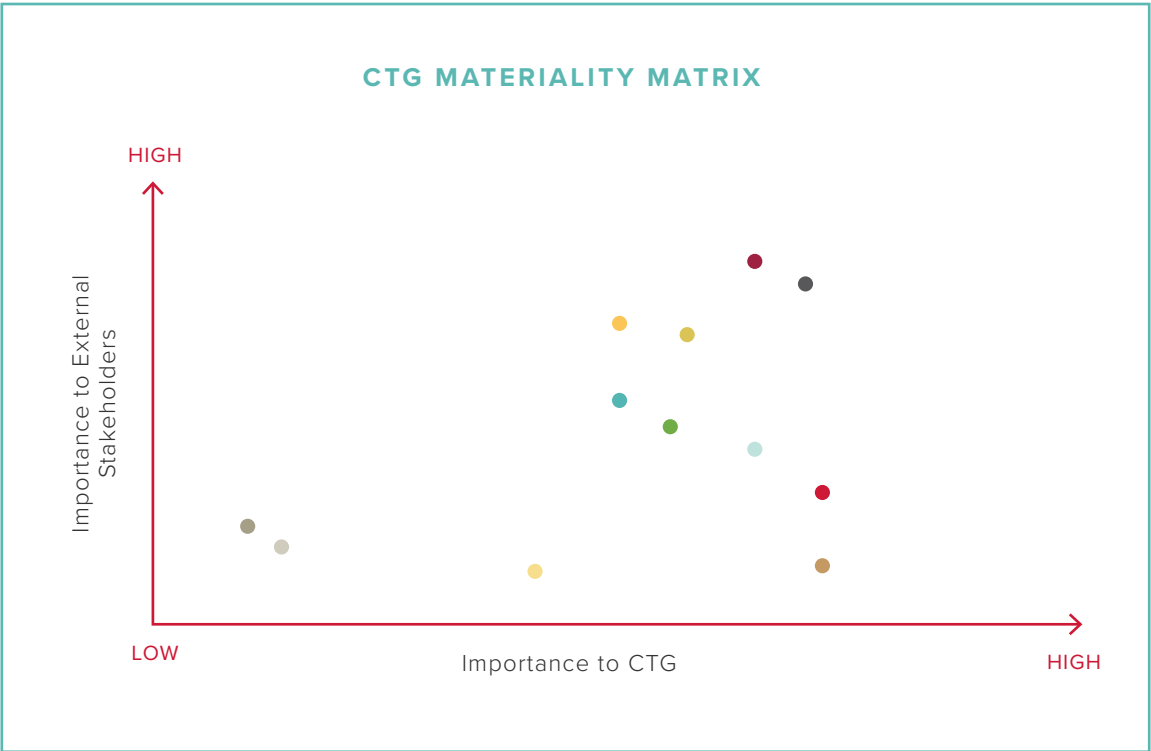
4 EXTERNAL STAKEHOLDER ENGAGEMENT

CTG is driven from the field up and we strive to involve stakeholders who engage with our business at a global and local level to ensure the continued relevance of our approach to sustainability. Our staff, clients and key partners were all engaged through an online Likert survey to help us understand how they perceive our material issues. This year we provided our external stakeholders with the opportunity to offer additional insights into their understanding of these material topics. We received 925 responses which we will use to further guide our reporting and strategy development.

5 EVALUATION AND ANALYSIS

We combined the results from the internal components of the assessment and the stakeholder engagement and mapped the topics across each dimension. The matrix below shows the result of the assessment and illustrates the importance of the material topics both to CTG, and our external stakeholders. This year, the results of our assessment were consistent with 2020.

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



KEY: TOP 10 MATERIAL TOPICS

- | | | |
|--|-----------------------------------|--|
| ● Security | ● Human Rights | ● Digitalisation |
| ● Economic Performance | ● Data Security & Privacy | ● Anti-Corruption |
| ● Gender Equality, Diversity & Inclusion | ● Customer Relations & Management | ● Local Communities & Community Engagement |
| ● Business Ethics & Integrity | ● Labour Relations & Employment | ● Safety, Health & Wellbeing |

CTG'S APPROACH TO SUSTAINABILITY MATERIAL TOPICS

102-40, 102-44, 102-46, 102-47, 102-49, 201-1; UNGC 1, 2, & 10.

SECURITY

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



HUMAN RIGHTS

Commitment to human rights is fundamental when operating in conflict settings. At CTG, we recognise our responsibility for the impact our operations have on our staff and all other stakeholders within our local communities. CTG respects all applicable laws related to human rights and embraces international human rights standards in accordance with our commitment to the United Nations Global Compact, the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. In 2021, CTG designed a human rights self-assessment for our suppliers to help promote adherence to human rights in the wider business community.

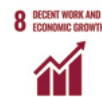


DATA PRIVACY & SECURITY

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

SAFETY, HEALTH & WELLBEING

CTG proactively responds to the needs of our its staff to ensure their health, safety and wellbeing needs are met. Our approach is guided by our health and safety policy and supported by services such as [CTG Wellbeing](#) and our recently launched [Wellbeing First Aiders](#) network.



ANTI-CORRUPTION

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



GENDER EQUALITY, DIVERSITY & INCLUSION

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



CUSTOMER RELATIONS & MANAGEMENT

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



BUSINESS ETHICS & INTEGRITY

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



ECONOMIC PERFORMANCE

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



LABOUR RELATIONS & EMPLOYMENT

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



LOCAL COMMUNITIES & COMMUNITY ENGAGEMENT

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



DIGITALISATION

CTG embraces the transformative power of digitalisation. We continually adopt and develop new technologies to enhance operational efficiency and productivity, improve data accuracy, and most importantly to foster effective connectivity across our global operations. This year, CTG launched its new online HR Management System, Tayo, across all our countries of operation.



GOVERNANCE










102-16, 205-2

OUR APPROACH

CTG’s Governance principles, policies and practices have been designed to ensure effective leadership in the promotion of CTG’s long-term sustainable success and to deliver long-term value for all our stakeholders. Our robust governance mechanisms ensure that CTG is able to continue delivering shared value for our business, our shareholders and our local communities.

OUR GOVERNANCE POLICIES & PROCEDURES

Our policies and procedures provide practical guidance to all our staff on how to demonstrate the highest standards of ethics, integrity and professional conduct.

 CODE OF CONDUCT	 HEALTH & SAFETY	 PRIVACY POLICY
 SAFEGUARDING	 SUPPLIER CODE OF CONDUCT	 SOCIAL MEDIA POLICY
 ANTI-BRIBERY & CORRUPTION	 RISK MANAGEMENT POLICY & PROCEDURE	 WHISTLEBLOWING & WHISTLEBLOWER PROTECTION PROCEDURE



CTG Consultants in Mali make site visits to Waste Water Management projects across the country.

OUR VALUES

Our values guide and anchor our behaviour and ensure that we are driving CTG’s business forward in the right direction.

INTEGRITY

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

OPERATIONAL EXCELLENCE

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

ACCOUNTABILITY

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

RESPECT

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

TRANSPARENCY

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

INCLUSION

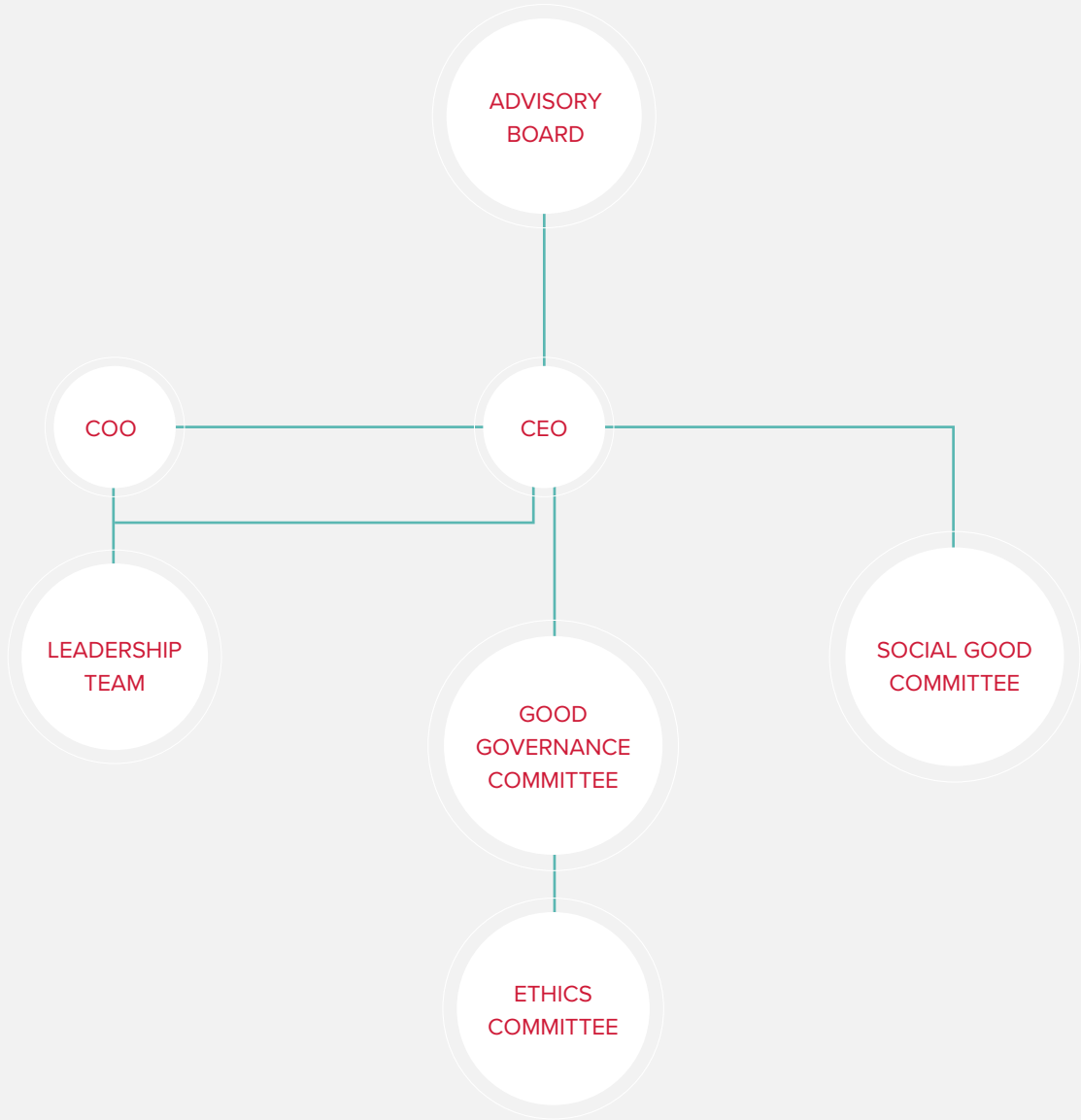
CTG operates in complex and culturally diverse environments. Our teams draw strength from these differences and we take measures to promote an inclusive and empowering workplace for all. We make a concerted effort to recruit talent from our local communities, particularly women, to promote local economic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

LAWFUL AND ETHICAL CONDUCT

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

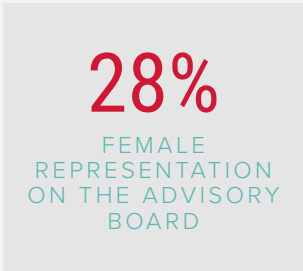
GOVERNANCE STRUCTURE

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



ADVISORY BOARD

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



GOOD GOVERNANCE COMMITTEE

Chaired by CTG’s CEO, the Good Governance Committee meets quarterly to ensure CTG’s Shared Value Strategy is being followed, tracked, measured and communicated. It assesses commercial and community stakeholder risks to allow for minimum negative impacts through our operations. It is also responsible for evaluating risks and tracking incidents related to corruption across all CTG operations. In 2021, there were no incidents of corruption identified by CTG across our operations.

ETHICS COMMITTEE

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

SOCIAL GOOD COMMITTEE

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



QUALITY MANAGEMENT

Good governance depends on effective quality management and quality control is an important part of our service delivery, ensuring that our clients can trust us to consistently provide services that enhance customer satisfaction and meet applicable statutory and regulatory requirements. CTG is certified according to ISO 9001, a globally recognised quality management system. As part of this commitment, CTG conducts audits to evaluate business processes and associated control systems. CTG’s Internal Audit team carry out three internal audits per year, in addition to one conducted by an external auditor.



RISK MANAGEMENT

Effective risk management enables better commercial decisions and promotes CTG’s resilience and long-term sustainability. We aim to identify material risks and develop appropriate mitigation controls to limit the impact of these risks on our future performance. CTG conducts an annual risk assessment which covers all geographical operations, and all ESG and Commercial risks that may be applicable. This assessment is reviewed and approved by the board.

WHISTLEBLOWING

It is the duty of all CTG stakeholders to report any concerns regarding unethical behaviour, malpractice or wrongdoing. Our [Whistleblowing and Whistleblower Protection Procedure](#) can be used by any of CTG’s staff, clients or third parties to raise concerns. All allegations are investigated and where it may be deemed necessary, escalated to independent external investigators. Where any allegations are substantiated appropriate disciplinary and corrective actions are taken.

DUTY OF CARE



Yussuf Mohamed Sagar, Field Security Officer, Somalia

OUR APPROACH

403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

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

The nature of our business means most of our staff are operating in conflict and high-risk environments. Because of this, maintaining a strong commitment to Duty of Care and to always protect the security, safety and wellbeing of all our staff, everywhere, is an integral part of our operations. Our commitment also gives our consultants confidence in their safety which helps reduce additional stresses associated with operating in a fragile environment.

We have an integrated and comprehensive risk management system that aims to prevent incidents, and that applies to all CTG staff and facilities. This system meets all legal and regulatory requirements at a minimum standard and is overseen by our Chief Operations Officer and supported by local Country Field Security Officers. As part of this, qualified CTG staff conduct regular risk and site assessments to identify any risks posed to staff. These assessments indicate opportunities on which CTG takes action to make any necessary improvements.

Each year CTG conducts a review on our incidents and outcomes to assess and continually improve the effectiveness of our systems. CTG's [Health and Safety Policy](#) outlines our health and safety standards, response and investigation procedures, and approach to risk management that staff are required to adhere to, while also encouraging staff to take measures to avoid risk.

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



CTG hosted mandatory Enhancing Community Resilience Project (ECRP) training for 40 CTG Community Outreach Consultants in South Sudan.

1,081 NUMBER OF SAFETRIPS EXECUTED

SafeTrip is CTG's movement monitoring system to reduce risk for our staff who are travelling.

1 NUMBER OF FATALITIES | 41 NUMBER OF INJURIES

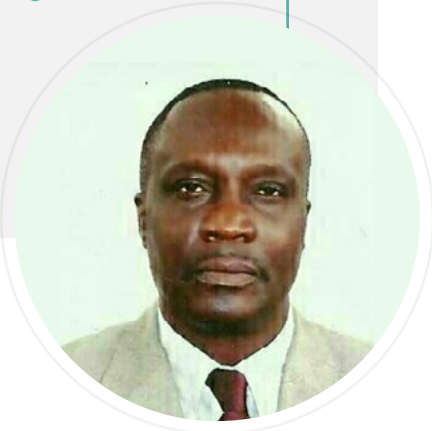
Types of Injury: Traffic Accidents | Gunshots

0 INCIDENTS OF WORK RELATED ILL-HEALTH

“

CTG operates in high-risk areas, usually in countries with volatile and often unpredictable security environments. In Nigeria, the security situation varies by region. For example, the northern region mainly faces banditry, mass kidnappings and terrorism, whereas the south east of the country deals with successionist groups and attacks on law enforcement officials and facilities. Thorough delivery of Duty of Care is essential and we take it very seriously here at CTG Nigeria. Its implementation enables us to make sure our staff’s safety and welfare is always a priority. Our Duty of Care is comprehensive and covers everything from security inductions, to keeping tabs on their movement through Tayo’s SafeTrip, and ensuring they are always updated on the current security situation. Our strict Duty of Care policy is certainly one of the things that sets us apart from our competitors.

GODWIN AKUCHE,
CTG FIELD SECURITY OFFICER,
NIGERIA



MANAGING HEALTH AND SAFETY INCIDENTS



The nature of our consultants’ work and the locations in which they operate means incidents can happen. CTG has an effective response system in place for when incidents do occur, and how cases are handled depends on their severity.

- Hospital and clinic mapping for all countries of operation
- Agreements and subscriptions with key medical centres
- Comprehensive medical reporting system
- Partnership with Euro-Centre, world leading medical assistance company
- Partnership with Security Exchange who provide crisis incident management and response

PREVENTION

A central part of incident management is prevention and CTG focuses attention on awareness and education to help reduce the number of incidents.

- Location-specific safety and security training on deployment
- Compulsory online BSAFE Security Awareness Training
- In-country Awareness & Education Campaigns

TOP: Godwin Akuche, CTG Field Security Officer, Nigeria.
BOTTOM: Yasmin, CTG Operations Consultant in Libya.

WELLBEING

Ensuring staff wellbeing is also an integral component of our Duty of Care provision. CTG Wellbeing is a wellness support network for CTG staff during times of anxiety and periods of high stress. This service is a huge value add for CTG staff, especially those working in high-risk and conflict-affected environments. Each year, staff are entitled to up to six one-hour remote counselling sessions at any time and for any reason, and they are also eligible to access up to six additional one-hour remote sessions following any critical incidents.

In 2021, six key CTG employees were trained in psychological first aid as part of our new Wellbeing First Aiders service we launched to supplement CTG Wellbeing. This service provides short-term support to CTG staff who are under severe stress and/or suffering from emotional or mental distress. Their purpose is to lend an ear, or guide staff to relevant resources or professionally trained staff who can support on a longer-term basis.



CTG WELLBEING



CTG STAFF
ELIGIBLE FOR
CTG WELLBEING

21

CTG WELLBEING
SESSIONS DELIVERED
TO CTG STAFF IN 2021

11

STAFF WHO HAVE USED
THE CTG WELLBEING
SERVICE IN 2021

6

WELLBEING FIRST
AIDERS

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

SOCIAL IMPACT

CTG is guided by our purpose to leave a lasting impact in the countries where we operate. In line with our commitment to the SDGs our social impact reaches from the staff we employ to how we engage with our local communities in our impact initiatives.

Dr Sadiyo Siad, Chancellor of Hano Academy Somalia. Dr Siad has collaborated with CTG on a range of initiatives promoting action towards gender equality and women's empowerment in Somalia and beyond.

GENDER EQUALITY

405-1

Gender equality and the empowerment of women is a priority for CTG and we have committed to gender mainstreaming and achieving gender parity across our entire global workforce. With over 3,500 staff working across 17 countries, CTG represents a large number of different nationalities and cultures. For CTG and the work of our consultants, it is essential to employ local staff and engage a workforce representative of the communities we serve.

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

THERE ARE FOUR KEY PROJECTS WHICH SUPPORT FEMALE FIRST AND OUR GENDER PARITY AMBITIONS:




GENDER PARITY
RECRUITMENT
INITIATIVE, "SOURCE.
SUBMIT. SELECT."



ADVANCING THE
UN WOMEN'S
EMPOWERMENT
PRINCIPLES



WOMEN IN AID
INTERNSHIP
PROGRAMME



JOB-READINESS
PROGRAMME

FOR MORE INFORMATION ON OUR APPROACH TO GENDER EQUALITY, PLEASE READ OUR MOST RECENT GENDER EQUALITY IN PROGRESS REPORT [HERE](#)

FEMALE FIRST

OUR PLEDGE

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

OUR GOAL

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



This year CTG was delighted to have exceeded our goal by reaching 37.6% female representation in Nigeria and 32.4% in Mozambique. Our staff are continuing to work hard implementing activities in support of Female First across our global operations and the results are beginning to pay off.



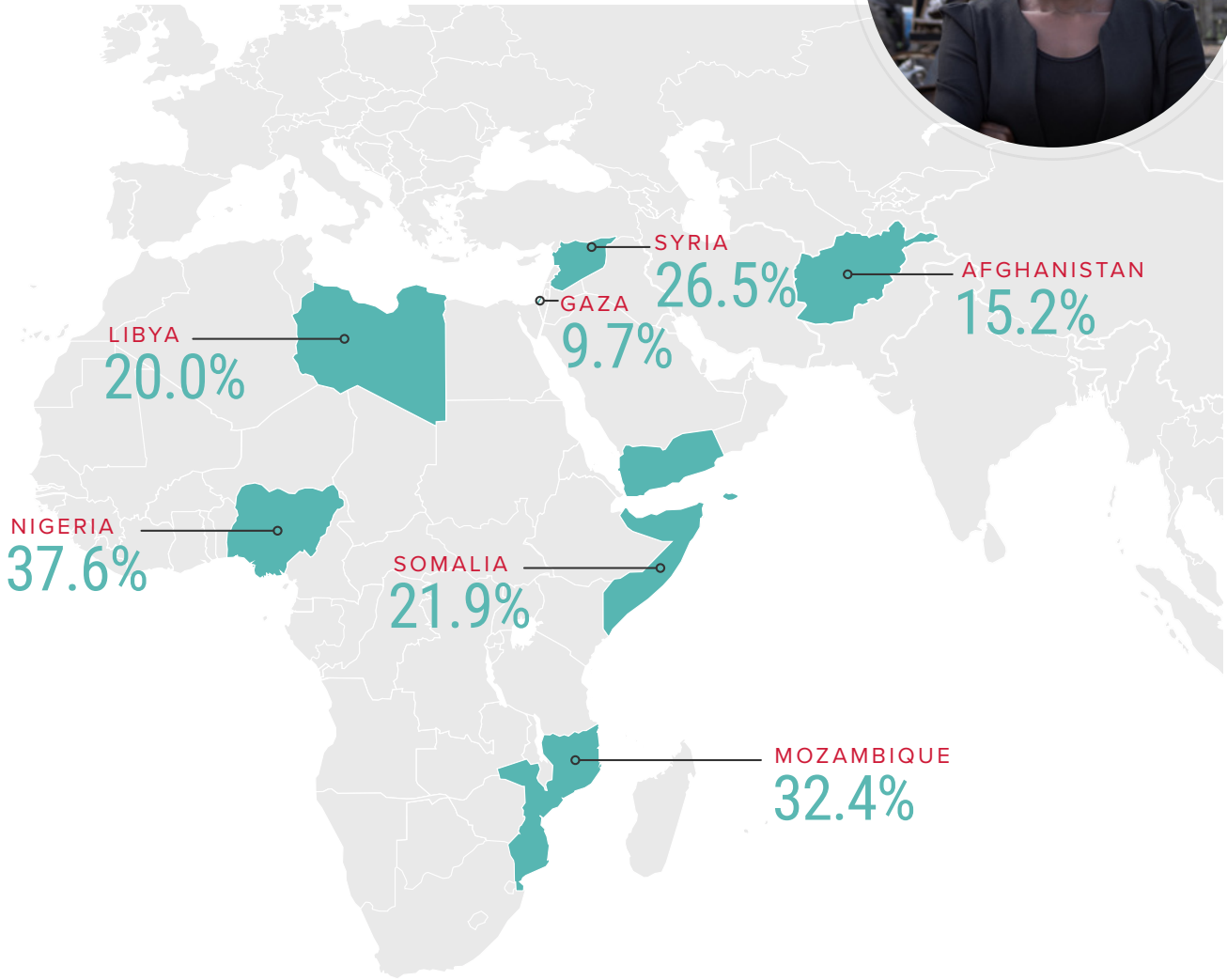
STRENGTHENING FOUNDATIONS FOR IMPACT



“

Women face huge challenges of inequality and discrimination in South Sudan, especially when it comes to work. For example, it's sadly really common for women to be asked for sexual favours in return for employment. And, when women are employed, especially in leadership roles, they face hostilities from male colleagues who won't accept having a female boss. Many men still think women are a weaker sex and can't perform professional duties, and believe they should instead stay at home and look after the family. Despite this, there are huge opportunities for us to improve the situation and things like educating women on equal rights and providing them with equal opportunities for work will go a long way in making South Sudan a more inclusive country.

KOLIBA RHODA,
DEPUTY ACCOUNT MANAGER,
SOUTH SUDAN



GENDER EQUALITY IN
PROGRESS

23%

OF NEW CONSULTANT HIRES
IN 2021 WERE WOMEN

2020	2019	2018
23%	18.1%	17.8%

0 INCIDENTS OF
DISCRIMINATION
RELATED TO SEX OR
GENDER



17.4%
OF OUR PROJECT ROLES
ARE REPRESENTED
BY WOMEN

573
NEW CONSULTANT
FEMALE HIRES

1949
NEW
CONSULTANT
MALE HIRES IN
2021

25,753
NUMBER OF FEMALE
CANDIDATES ON THE
DATABASE

5,444
APPLICATIONS MADE
BY WOMEN TO CTG
VACANCIES IN 2021



CTG has aligned its business activities globally with Sustainable Development Goals 5 (Gender Equality), 8 (Decent Work and Economic Growth) and 16 (Peace, Justice and Strong Institutions).

IMPROVING WOMEN’S ACCESS TO DECENT WORK IN CONFLICT SETTINGS

AT CTG WE BELIEVE IN OUR PEOPLE. THAT IS WHY WE GO THE EXTRA MILE TO SUPPORT THEM IN SECURING DECENT WORK.

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CTG has been a big support to me in helping me achieve my goals through a collaborative team. Although my job has its challenges, I am very proud of what I do and my contribution to the development of my community. I’m also proud to be promoting gender equality which Palestinian people are open to and aware of. Palestinian women play a big role in the development of the community

DINA NAJJAR,

CTG SITE ENGINEER

IN GAZA

WOMEN IN AID INTERNSHIP PROGRAMME

In 2021, CTG redesigned and revived our global internship programme in order to promote consistency across all our operations. This programme aims to offer tangible work experience opportunities to young women to help them establish strong careers in the aid and development sectors and beyond. Last year we hosted seven Women in Aid Interns, a figure we hope to scale in 2022.

THE COMMITTED TO GOOD CURRICULA

This year CTG mobilised a team of key internal stakeholders to finalise the creation of the Committed to Good Curricula. Designed to streamline the delivery of our Female First Job-Readiness workshops, the Curricula’s seven modules cover key job readiness skills to help equip young women with the knowledge and skills they need to help them launch successful careers in the formal labour market. Each module utilises a range of engaging and interactive activities to cover the following topics:

- Identifying your strengths and weaknesses
- Staying motivated and overcoming challenges
- How to write a CV
- What to include in a cover letter
- How to conduct yourself in an interview
- Harnessing the power of networking

UTILISES BEST PRACTISE

USES INNOVATIVE APPROACHES

ENGAGING ACTIVITIES AND EXERCISES

THE PRIVATE SECTOR’S ROLE IN ADVANCING THE WPS AGENDA

CTG is a strong believer in the role the private sector can play in advancing global sustainable development. This is especially true of the Women Peace and Security (WPS) Agenda, where businesses can adopt practices that help create an environment conducive to advancing the agenda.

The aims outlined in the WPS Agenda, were captured in the Sustainable Development Goals (SDGs), 5 Gender Equality, SDG 8 Decent Work and Economic Growth and SDG 16 Peace, Justice and Strong Institutions. As an organisation that has already aligned itself with these three SDGs, CTG recognises its responsibility to continue advocating for these SDGs and similar gender equality frameworks. In doing so we hope to galvanise further contributions to the Agenda within the wider business communities of fragile and conflict-affected countries.

This year promoting multi-stakeholder collaboration in advancing the agenda has been a priority for us, and not only did CTG collaborate with the UNGC on a WPS Paper, but we also launched our very own Women, Peace and Security Webinar Series. This series aims to facilitate cross-border virtual dialogue on the Agenda between the private and public sectors, on both a local and global scale.

2

WOMEN, PEACE AND SECURITY WEBINARS

15/03/2021

Implementing the Women’s Empowerment Principles in Conflict-Affected Countries

01/07/2021

Together for Equality: Engaging private sector potential to build back better and contribute to the Women, Peace and Security Agenda

446

LIVE VIEWS

OUR WEBINAR SPEAKERS



MANIZHA WAFEQ

President and Co-Founder, Women's Chamber of Commerce, Afghanistan



ASHA SIYAD

Executive Director, Somali Women's Leadership Initiative, Somalia



DR. SADIYO SIAD

Chancellor, Hano Academy, Somalia



PETERSON MAGOOLA

Country Representative, UN Women, South Sudan



ISAAD ABUMALLOUH

Director of Studies, Oxford English Centre, Gaza



UMRA OMER

Founder and Executive Director, Safari Doctors, Kenya



STEPHENIE FOSTER

Partner, Smash Strategies

HUMAN RIGHTS

410-1, 412-1, 412-2, 413-1, 413-2, UNGC 1 & 2

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

CTG's commitment to human rights and how we understand our responsibility to protect them is outlined in our Code of Conduct. Our approach to human rights is rooted in the principle of prevention, where we focus efforts to minimise human rights risks across our global operations and value chain. For example, we conduct Human Rights and Compliance Assessments across our main regions of operation, and all our staff are required to undergo compulsory trainings on their obligations under our Code of Conduct and other key Human Rights-related topics.

MANDATORY HUMAN RIGHTS-RELATED TRAINING

- Code of Conduct
- The Prevention of Sexual Exploitation and Abuse (PSEA)
- Prevention on Sexual Harassment and Abuse of Authority (UNICEF)
- Equality, Diversity and Inclusion
- Safeguarding Essentials

HUMAN RIGHTS IN OUR SUPPLY CHAIN

As a company operating in conflict-affected countries, human rights risks can also arise in our supply chain. Our supply chain will become a key focus of our Human Rights priorities moving forward. Both our comprehensive due diligence process and our supplier Code of Conduct, which sets the minimum social, ethical and environmental standards that we expect our suppliers to comply with, help us manage these supply chain Human Rights risks.

OUR 2021 HIGHLIGHTS

HELPING SUPPLIERS ASSESS THEIR SOCIAL IMPACT

In 2021, CTG extended its promotion of a sustainable supply chain **by launching a supplier self-assessment** that will encourage our partners to consider the human rights risks that their operations pose. This assessment uses a methodology based on several international frameworks and standards including the UN Guiding Principles on Business and Human Rights (UNGPs). Using a range of indicators covering key topics from labour rights and gender equality to child labour and protection, it aims to highlight areas where CTG suppliers can improve their human rights performance.

TOPICS ASSESSED

- Human Rights Management;
- Fair and Just Work;
- Anti-Slavery, Human Trafficking, and Forced Labour;
- Child Labour and Young Workers;
- Equality/Non-discrimination and related issues;
- Workplace Violence;
- Workplace Conditions, Health and Safety;
- Worker Security.

This assessment will first be rolled out in Somalia in 2022, and then in other key countries of operation. Following the results and analysis of these assessments, CTG aims to create educational resources to support capacity development and guide suppliers on how they can protect human rights and adopt sustainable business practices.

SAFEGUARDING

CTG is fully committed to ensuring we do no harm to any beneficiary or community. In conflict-affected countries, safeguarding risks multiply and have significant consequences for some of the world’s most vulnerable. This applies to CTG staff and consultants who work in humanitarian and development settings, often in close contact with beneficiaries.

OUR 2021 HIGHLIGHTS

PUTTING SAFEGUARDING AT THE HEART OF OUR OPERATIONS

While CTG has a Safeguarding Policy and all staff are required to undergo compulsory Safeguarding training, we began enhancing our approach even further in 2021. Governed by the Ethics Committee, **we created a Safeguarding Think Tank to help CTG devise a more comprehensive approach to reducing safeguarding risks across our operations.** Made up of key internal stakeholders with extensive experience in the topic, this team will work to create a 3-year implementation plan that covers our global operations and focuses on the 4 key areas of awareness, prevention, reporting and response.



CTG has established networks across 25 fragile and conflict-affected countries, enabling the implementation of diverse aid and development projects, such as these in Afghanistan (bottom left) and Mali (bottom right).

OUR APPROACH TO SAFEGUARDING

AWARENESS

All staff, representatives and third parties associated with CTG should be aware of the high standards of behaviours and conduct expected of them to protect beneficiaries from any form of abuse and exploitation.

PREVENTION

CTG staff strive to minimise risks to beneficiaries with whom CTG staff work with or are in contact with.

REPORTING

All staff, representatives and third parties associated with CTG know and understand their specific reporting responsibilities, the steps to take and whom to contact when concerns arise regarding the safeguarding of beneficiaries.

RESPONSE

CTG staff take actions that support and protect beneficiaries when concerns arise regarding their well-being; support those who raise concerns; investigate or cooperate with investigations and take necessary and appropriate corrective actions.



CTG staff delivering essential training to consultants in remote regions of South Sudan.

PERFORMANCE AND OPERATIONS

CUSTOMER RELATIONS AND MANAGEMENT

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

CTG's approach to Customer Relations is integrated into our business strategy and is supported by multiple mechanisms to ensure its continued effectiveness. Our Global Account Leads direct our approach by maintaining oversight of reporting to our clients using our project performance dashboards, and ensuring we are meeting our Key Performance Indicators and contractual commitments. On the other hand, our Account Managers and Field Liaison Officers support the needs of all our consultants on the ground.

We request feedback from clients on our performance every six months and put in place improvements based on their response. Receiving extensive engagement with the survey has posed a challenge, and CTG is exploring other channels to maintain continued open dialogue with our clients on our performance and how we can improve. For example, with our biggest clients we now have monthly touch points and reporting mechanisms in place, and we are looking at how we can expand this to our smaller scale operations too. Despite this, in our last Client Feedback Survey, 95% of clients responded saying they were satisfied with our service.



Top: Eman Abusaada, CTG Civil Engineer in Gaza.

Bottom: CTG has established networks across 18 fragile and conflict-affected countries, enabling the implementation of diverse aid and development projects.

DIGITALISATION

CTG continually strives to harness the power of changing technologies and digitalisation. This allows us to continue to enhance and improve our operations and the service we provide to our clients and staff in the field.



OUR 2021 HIGHLIGHTS

TAYO: OUR NEW AND IMPROVED HR MANAGEMENT SYSTEM

CTG is always striving to improve internal digital processes and functionalities, and in 2021 we launched our new HR Management system, Tayo. This new system will allow us to provide more bespoke Human Resources Management and Talent Acquisition support to our customers, making our service delivery more efficient, in turn benefitting both our consultants and clients. Furthermore, it will enable us to identify how we can make more impact with what we do in hard-to-reach locations.



“

Digitalisation, technology and innovation continuously allows us to improve our everyday efficiency, by balancing automation and human connections. Not only has Tayo enhanced accessibility by allowing us to extend our customer service anywhere in the world, but through automation we have been able to simplify our processes and reduce manual transactional activities. This has given our in-country teams more time to focus on important client and consultant relationships. Our customer and staff feedback plays a vital role in how our approach to digitalisation evolved. For example, in building our new HR system, we conducted a comprehensive stakeholder consultation process. We listened to their feedback, pain points and ‘good to have’ wish lists to develop our very own bespoke HR system with optimal functionality for our operations.

ALGENE SURIA,
DIGITAL AND FIELD SUPPORT
TEAM MANAGER

HR

Through Tayo staff can book leave, manage timesheets, conduct performance evaluations, track equipment, manage contracts (extensions, modifications, termination), and complete offboarding. Reporting dashboards also provide live data on employees making it easy to report on things such as on diversity goals.

CANDIDATE PORTAL

Allows for profile registration and editing, seamless online applications and the issuing of suggested job notifications to our candidates.

DUTY OF CARE

We keep staff safe and mitigate risk through security alerts and broadcasting, a panic button, geolocation technology and incident reporting. Additionally, headcount reporting gives us the ability to see who is live on a contract and where our employees are based at any given time.

RECRUITMENT

Tayo assists in creating online requisitions and TORs, managing applications and onboarding, building active rosters and talent pools, contract generation, and goes as far as to include an induction checklist.

FINANCE

Process payroll, manage tax, coordinate fee summaries, and generate and track call-off-orders.

CTG LEARNING

All our staff have access to CTG Learning, an online learning portal launched to keep our teams informed and inspired. CTG Learning is part of the respected e-learning platform Kaya, developed by the Humanitarian Leadership Academy. This platform hosts the CTG Onboarding Pass, covering key onboarding information such as our Code of Conduct in addition to our mandatory pre-deployment trainings. It also provides CTG staff with easy access to the wider Kaya platform which holds a catalogue of over 300 free courses designed specifically for staff working for international humanitarian and development organisations in fragile and conflict-affected countries.



DATA PRIVACY AND SECURITY

418-1

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

In 2021, CTG had no identified substantiated complaints received concerning breaches of customer privacy.

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

All personnel information is kept in CTG’s secure and auditable HR system, Tayo, to manage the entire employee lifecycle for all CTG staff. Each of our staff is provided with their own secure access to the system, and we also ensure that users’ permission rights are in place to control what user can access and maintain data privacy and security of all information.

In 2021, CTG has worked to enhance its approach to Data Privacy and Security. A key part of this is training our staff on what constitutes personal data and information, data privacy principles and their obligations as a CTG employee to protect any personal data they handle. We have been working closely with both internal and external stakeholders to design a training that will be rolled across our global operations.



PROTECTING OUR ENVIRONMENT

PROTECTING OUR ENVIRONMENT

UNGC 7, 8 & 9

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

CTG’s first Environmental Sustainability Policy was issued in 2020 in testament to our commitment to proactively reduce any adverse impacts our staff or our operations have on the environment. In 2021, CTG added a clause to this policy addressing measures we will aim to adopt to reduce business-related air travel.

CTG’S ENERGY AND WATER PERFORMANCE						
INDICATOR	2019	2019 CO ₂ Emissions ¹	2020	2020 CO ₂ Emissions ²	2021	2021 CO ₂ Emissions ³
ENERGY USAGE (GJ) ⁴	440.67	52.12 TCO ₂ E	617.68 ⁵	72.28 TCO ₂ e	213.29	23.87 TCO ₂ e
WATER CONSUMPTION (M ³) ⁶	180.03	2.29 TCO ₂ e ⁷	139.56	1.24 TCO ₂ e	172.02	1.52TCO ₂ e

1

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

2

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

3

CO2 emissions were calculated using DEWA’s 2020 grid emission factor for electricity 0.4041 tCO₂e/MWh and Abu Dhabi Environment Agency emission factor for Water 8.878 kg CO2eq/m3.

4

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

5

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


6


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


2022 GOALS AND TARGETS


2022 GOALS AND TARGETS


- 1



REVIEW, RENEW AND REFRESH CTG'S COMPANY VALUES.
- 2


CONTINUE TO WORK CLOSELY WITH OUR STAKEHOLDERS TO DRIVE FEMALE FIRST AND OUR GENDER EQUALITY AMBITIONS WITHIN OUR VALUE CHAIN AND BEYOND.
- 3


IMPLEMENT OUR ENHANCED SAFEGUARDING STRATEGY TO FURTHER OUR PROTECTION OF BENEFICIARIES AND MEMBERS OF OUR LOCAL COMMUNITIES.
- 4


WORK WITH OUR SUPPLY CHAINS TO ENCOURAGE SUSTAINABLE BUSINESS PRACTICES THAT PROMOTE ADHERENCE TO INTERNATIONAL HUMAN RIGHTS STANDARDS AND PROMOTE GENDER EQUALITY.
- 5


CONTINUE EXPANDING OUR OUTREACH TO LOCAL NATIONAL CANDIDATES IN OUR COUNTRIES OF OPERATION.
- 6


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

SUSTAINABLE DEVELOPMENT GOALS

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

MEASURING OUR PERFORMANCE AGAINST OUR PRIORITY SDGs

OUR GOAL

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

KPI	2020	2021	2022 TARGET	2030 TARGET
% consultant roles represented by women	16 %	17.4 %	20 %	30 %

OUR GOAL

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

KPI	2020	2021	2022 TARGET	2030 TARGET
# female candidates on the CTG database	10,822	25,753	50,000	100,000

OUR GOAL

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

KPI	2020	2021	2022 TARGET	2030 TARGET
# women trained in job-readiness	-	-	50	450

OUR GOAL

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

KPI	2020	2021	2022 TARGET	2030 TARGET
# women in aid interns	2	6	10	100

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

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

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

OUR GOAL

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

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

8 DECENT WORK AND ECONOMIC GROWTH

KPI	2020	2021	2022 TARGET	2030 TARGET
# new local national hires per year	1586	2,522	3,500	5,000

OUR GOAL

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

KPI	2020	2021	2022 TARGET	2030 TARGET
% suppliers that have been assessed for social impact	-	-	25 %	100 %

8 DECENT WORK AND ECONOMIC GROWTH

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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

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

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

2030 TARGET

30%

CONSULTANT ROLES REPRESENTED BY WOMEN

100,000

FEMALE CANDIDATES ON THE CTG DATABASE

450

WOMEN TRAINED IN JOB-READINESS

100

WOMEN IN AID INTERNS

GRI INDEX

GRI CONTENT INDEX

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	Anti-Corruption	GRI 205 Anti-corruption 2016	Internal and External Impact
	Business Ethics	General Disclosures	
	Customer Relations and Management	General Disclosures	Internal and External Impact
PEOPLE	Labour Relations and Employment	GRI 402 Labor Management Relations 2016	Internal Impact
GENDER EQUALITY	Diversity, Inclusion and Gender Equality	GRI 405 Diversity and Equal Opportunity 2016	Internal and External Impact
DUTY OF CARE	Security	GRI 410 Security Practices 2016	Internal Impact
	Health and Safety	GRI 403 Occupational Health and Safety 2018	
HUMAN RIGHTS	Human Rights	GRI 412 Human Rights Assessment 2016	Internal and External Impact
SOCIAL IMPACT	Local Communities	GRI 413 Local Communities 2016	External Impact
DIGITALISATION	Digitalisation	General Disclosures	Internal and External Impact
DATA SECURITY AND PRIVACY	Data Security and Privacy	GRI 418 Customer Privacy 2016	Internal and External Impact



MATERIALITY
DISCLOSURES SERVICE

2022

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

DISCLOSURE NUMBER	DISCLOSURE	PAGE	CHAPTER	OMISSION & CLARIFICATION	SDG ALIGNMENT	UNGC PRINCIPLE	WEPS PRINCIPLE
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	102-3 Location of headquarters	12	CTG at a Glance				
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	102-49 Changes in reporting	4, 22, 24	About this report; Stakeholder Engagement Through Materiality; CTG's Approach to Material Topics				
	102-50 Reporting period	4	About this Report				
	102-51 Date of most recent report	4					
	102-52 Reporting cycle	4					
	102-53 Contact point for questions regarding the report	4					
	102-54 Claims of reporting in accordance with GRI standards	4					
	102-55 GRI Content Index	56	GRI Content Index				
	102-56 External Assurance	4	About this Report				
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Committed to Good

Thank you for taking the time to read our 2021 Sustainability Report. If you would like to partner with us, or find out more about any of our Shared Value programmes and delivering social impact in fragile and conflict-affected countries, please reach out to mia@ctg.org

TOGETHER WE CAN CONTINUE
TO MAKE A DIFFERENCE.