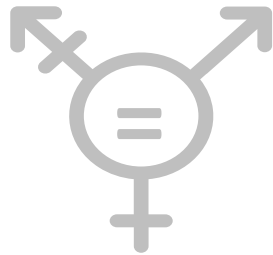


# United Nations Global Compact

## Communication on Progress

10 December 2022



# Introducing Itad

Itad is a global organisation. Our strategy, monitoring, evaluation and learning services work to make international development more effective. We generate evidence on important issues – from malnutrition to migration – to support our partners to make informed decisions and improve lives.



**35 years'  
experience**



**Over 60  
countries**



**Over 600  
projects**



**15 topics**

We work with our partners and a global network of consultants to deliver a complete interdisciplinary service of the very highest standard, anywhere in the world.

Our partners include foundations, public and private sector organisations, governments, corporate clients and non-governmental organisations. We know that no two organisations are alike, and every project brings new challenges, so we take an agile approach, tailoring our services to each context and every partner.

# Statement from Managing Partner

I am pleased to confirm that Itad reaffirms its commitment to the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. Itad applies these principles as part of our strategy, culture and day-to-day operations. We are also committed to engaging more widely through our work in advancing progress against the Sustainable Development Goals.

We live in a world that faces multiple interconnected challenges, including Covid-19, climate change, poverty and inequality, population growth and migration, fragility, conflict, and closing of civic space. In this annual Communication on Progress, we detail our actions towards achieving a more just, inclusive and sustainable future for people and the planet.

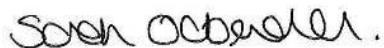
The last two years have raised challenges none of us could have planned for. We are incredibly proud of how our people have responded to the ongoing instability that this global pandemic presented. In many ways the impact of Covid-19 has provided a window of opportunity to make positive change in the way we operate. We are united by our vision and our values which center around equality, diversity and inclusion, and being environmentally sustainable. This year's annual statement highlights the progress we have made against the UNGC principles linked to these areas. We commit to sharing this information with our stakeholders via our organisation's channels.

Yours sincerely,

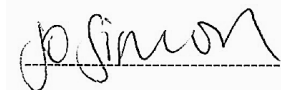
Rob Lloyd, Managing Partner



Supported by our Executive Committee:  
Sarah Ockenden, Chief Operating Officer



Jo Simon, Head of HR



# Our values

Itad's core values shape the culture of the organisation, our brand and the way we work. We expect all staff to uphold these values throughout their work. Our framework of policies called 'Working with Itad' explains how our values translate into policy and sets expectations of staff and those we work with.

To enable clear communication and dissemination of our policies and the way we work, we have created a framework called 'Working with Itad';

- Included in the framework is a statement regarding our commitment to the **10 UN Global Compact Principles** which helps to reinforce and underpin our ways of working. In the framework, we state the actions that we have taken against each principle which is included in this communication in progress.
- The Framework provides guidance and support to individuals for making decisions and carrying out their work in ways that are ethical and compatible with Itad's values. It applies to all employees, board members, externally subcontracted suppliers.



Technical  
excellence  
and  
Innovation



Collaboration  
and learning



Environmental  
action



Personal  
development



Shared  
rewards



Making a  
difference



Inclusion  
and  
diversity

# Executive summary

This is Itad's fourth report on our progress against the UNGC Principles since joining in December 2017. In the past year, we have continued to strengthen and develop our policies and ways of working whilst responding to the challenges of Covid-19. We have learnt quickly how to design and deliver our work in this fast-changing context and support our partners to manage and adapt their programmes and portfolios. We have also reflected on how we needed to rethink, reshape and reimagine Itad's future. This has resulted in us crystalising our vision into the following strands: digital & technology, inclusivity, becoming a Global Itad and tackling the climate emergency. This report provides further details on these vision strands where relevant and updates on our progress to date.

We are committed to working in partnership with our suppliers and continually to review our 'Ways of Working' to meet best practice throughout our supply chain. We provide support to our suppliers to ensure they can meet the requirements set by the sector and have brought in enhanced supply chain due diligence processes. We have worked with our suppliers and partners throughout the year to ensure we can deliver our work in a sustainable and responsible way.

As remote data collection will be increasingly part of our evaluation practice for the foreseeable future, we have reflected on what we need to do to ensure this mode of working doesn't breach ethical guidelines, putting participants at unnecessary risk. We have established an ethics committee who review these guidelines and support the risk mitigations at a project level.

We have continued to embed our enhanced risk management processes throughout project delivery which helps us to monitor and mitigate risks concerning safeguarding, human rights, data protection, ethical conduct, and the environment.

As well as providing an update against the UNGC principles, this report also provides details of how we continue to engage with our clients and the sector in advancing progress against the Sustainable Development Goals.



# Greening Itad

# Greening Itad – why is this so important to us?

- **Itad recognises that the climate crisis is the defining challenge of our time.**  
Our primary mission is to help poor and marginalised communities around the world – many of whom will be devastated by the effects of climate change. We have a moral obligation to play our part in tackling the climate emergency.
- **We are a socially-conscious organisation.** We are committed to the ten UNGC principles – our primary purpose is to provide insights and drive better use of resources in international development.
- **We have an opportunity to become a thought leader on Green Monitoring, Evaluation and Learning (MEL) in our sector.** We have an opportunity to share our latest thinking and knowledge on 'Green MEL' in international development – helping to push for much needed change within the sector.
- **Reducing our reliance on international travel will make us more resilient to future threats.** Tragically, global warming will inevitably increase the incidence of humanitarian emergencies and social upheaval around the world. Reducing our emissions will require us to build stronger international networks and capacities to work remotely, both of which will make us more resilient in the face of future crises.
- **Reducing our carbon footprint will benefit staff wellbeing and morale.**  
Evidence from the business community suggests that a strong commitment to sustainability makes organisations more attractive to potential employees, and helps staff feel more connected and committed to the future of the company.



# Greening Itad – Our vision

Playing our part in tackling the climate emergency.



## Our vision



Itad is viewed as a thought leader on climate change and 'green MEL' in international development.



Itad is 'net zero' by 2021 and 'carbon negative' by 2023, with emissions continuing to fall year-on-year.



Staff are supported to live in greener ways and promote culture change within Itad, including empowering national partners to lead international work.

## Our Green Ambition

Climate change is the most pressing global challenge of our time, and its impacts are greatest on the world's most disadvantaged people – the very people our work seeks to help. The consequences of extreme weather and global warming, such as decreased access to food, water and public services, have been exacerbated by the Covid-19 pandemic. We must act now.

Our Green Ambition strategy focuses on supporting colleagues to live in greener ways, while working towards Itad's net-zero and carbon negative goals. We want to become a thought-leader on climate change and green monitoring, evaluation and learning.

## Our goals

### 2019 onwards

Use our knowledge and expertise to raise awareness of the climate crisis and share evidence of what does and doesn't work to address it.

Environmental sustainability is integral to our values, systems, policies and company business plan, and we have a clear vision for sustainable future growth.

Proactively share learning on how to do 'green MEL', to influence clients and partners to work in greener ways.

### 2021 onwards

Only fly when absolutely necessary.

Offset all remaining hard-to-decarbonise emissions through high-quality carbon offsets.

Measure and transparently report our progress, both internally and through the UN Global Compact.

### 2023 onwards

Integrate a climate change and sustainability lens across all our projects.

Support additional initiatives that rehabilitate the environment to become 'carbon negative'.

Regularly review our whole supply chain for opportunities to reduce emissions and environmental impact.

Lead on an industry-wide commitment for 'green MEL'.



# Greening Itad – Our achievements

- We have **achieved 'net zero'**. Through our formal partnership with offsetting partner, Earthly, we audit and offset all our travel and non-travel emissions every year.
- We have launched an **Emissions Reduction Plan**, to set out how we will reach our goal of becoming 'carbon-negative' by the end of 2023. We are focusing on **rehabilitating, reducing, replacing and refining** our emissions. This will include cross-company work to achieve targets of:
  - 80% of our projects to be 'low' carbon intensity
  - falling company emissions year-on-year
  - carbon-negativity through further engagement in rehabilitation activities.
- Pushing towards carbon negative, we **offset 110% of each ton of emissions** produced through a combination of projects as part of our partnership with Earthly, with:
  - 45.71% of emission costs invested in REDD+ Brazil Nut Concessions in Peru
  - 22.86% of emissions costs invested in Mai Ndombe REDD+ Project in the DRC
  - 11.43% of emissions costs invested in Mangrove planting in Madagascar
- We have launched **Itad's greener project guidance** to advise our teams on how to reduce the carbon footprint of our projects - we have shared this externally to support other organisations seeking to do the same.
- We have launched internal processes to track the carbon-intensity and environmental risks of our projects
- We have published a **series of external communications**, and presented our approach at evaluation events, to share knowledge and influence others in the industry to work in greener ways.



# Racial Inclusion & Diversity

# Racial Inclusion & Diversity

## Our vision and objectives

### 1. Itad's organisational structure and practice reflects the diversity and inclusion we champion externally

**Our objectives:** Itad's organisational structure and practices reflect the diversity and inclusion we champion externally

- Recruitment of a Non-Executive Director achieved, maintenance of an affinity group/ safe space for BAME, ongoing review of Human Resources recruitment processes.
- Leadership training informed by our concern for an inclusive company completed with Roffey Park in 2022, with follow-up Action Learning Sets and coaching initiated in October 2022.

### 2. Itad is a 'go-to' for sustainable and equitable evaluation resources, thinking and practice

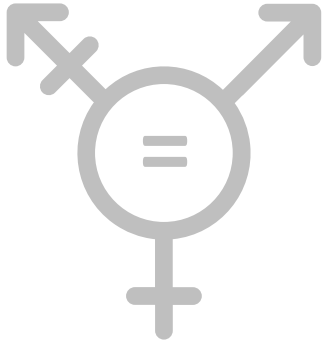
**Our objective:** Facilitate movement towards fairer ways of working, and acknowledge and tackle systemic racism in our sector

- Continue to test more equitable partnerships with organisations in the Global South in several bids and contracts. Exploring long-term partnerships for localising MEL with two companies based in the Global South.
- Actively reaching out to more racially diverse team/team leaders on an ongoing basis, and tracking team composition.

### 3. Itad is actively anti-racist and we use our position to facilitate equitable ways of working, informed by global contextual expertise

**Our objective:** Help increase knowledge and awareness of racial inclusion and diversity in our sector and keep staff abreast of global debates

- Audit of website content and tone to ensure racially appropriate language and communication completed, with company wide communication on this in October 2022.



Gender equality

# Gender equality

## Our vision and objectives

### 1. Technical excellence in relation to gender equality embedded across our project portfolio

**Our objective:** All projects will consistently reflect gender mainstreaming principles within the next 12 months

- Two Gender Technical Leads in each practice and in the Business Development Unit encouraging and supporting other team members to address gender in technical delivery.
- New templates and tools developed to reflect gender considerations with every project team at bidding stage.

### 2. Equality in relation to sex, gender identity and sexual orientation understood, promoted & supported within Itad

**Our objective:** Itad promotes equal opportunities in recruitment and progression irrespective of sex, gender identity, sexual orientation or other personal characteristics.

- Recruitment of a new female Non-Executive Director to increase diversity at the board level, plus addressed the gender imbalance of our Executive Committee
- Maintenance of an LGBTQ+ safe space.
- Leadership training informed by our concern for an inclusive company completed with Roffey Park in 2022, with follow up Action Learning Sets and one to one coaching initiated in October 2022.

### 3. Leader in evaluating gender in our markets

**Our objective:** Itad's gender offer is shared externally, and staff consistently include technical gender equality dimensions in external engagements.

- Audit of website content and tone to ensure appropriate language and communication in relation to gender completed in mid 2022 with subsequent work with the Knowledge Hub and communication to the entire company in October 2022.

# Engagement in Sustainable Development Goals

Itad has an increasing profile as a thought leader in its field and continues to work on projects that achieve its strategic aim of making a difference. Through our work, we engage with our clients and the wider sector in advancing progress against the **Sustainable Development Goals**. Examples of our thought leadership and work are below:

**How regular outcome monitoring makes WASH programmes more effective** – “Understanding outcomes – for example, the number of people using improved water and sanitation facilities or practising desired hygiene behaviour – is the first step in understanding whether programming for water, sanitation and hygiene is effective and whether the WASH sector as a whole is making progress towards achieving the SDGs.” Read more [here](#).

**The UK’s approach to tackling modern-day slavery in Nigeria: Five missed opportunities** – “I recently read the ICAI review of the UK’s approach to tackling modern-day slavery through the aid programme and it led me to reflect. The review particularly resonated with my experiences working on two programmes in the two countries reviewed, namely Stamping out Slavery in Nigeria (SoSiN) programme, and the Global Funds to End Modern Slavery (GFEMS) in Bangladesh.” Read more [here](#).

**AVANTI in 2020: Adapting to the new normal** – “AVANTI seeks to bridge capacity gaps by working with national governments in up to 20 countries globally to strengthen capacity in results-based management (RBM). It supports national partners, particularly national governments, to self-assess and prioritise actions for strengthening RBM. Ultimately, AVANTI aims to improve countries’ ability to measure progress against SDGs that relate to agriculture and rural development.” Read more [here](#).

# Framework for Working with Itad and our Code of Conduct

Our Code of Conduct sets a professional standard that all staff and suppliers are expected to uphold. This includes upholding ethical integrity, treating each other with mutual respect, listening to each other and being open to different views and opinions. An extract of our Code of Conduct is included below:

## Ethical Integrity

- Be independent and impartial. Any conflicts of interest or impartiality will be made explicit.
- Safeguard confidential, sensitive and personal data acquired through the project and not use it for personal advantage or for the benefit of, or detriment of third parties.
- Be aware of the issues when interacting with vulnerable people and be sensitive to their needs.
- Be aware of differences in culture, customs, religious beliefs and practices, and any implications these may have in terms of interacting with people in the course of work
- Be sensitive to gender roles, and issues of disability, age and ethnicity, and be mindful of the potential implications of these differences when planning, carrying out and reporting on work.
- Neither offer nor accept gifts, hospitality or services which could create, or imply, an improper obligation.



## Leadership and team working

- Respect and listen to different views/opinions within a team.
- Communicate clearly and concisely in the most appropriate medium.
- Be proactive in building rapport with colleagues, key associates, partners and clients.
- Raise difficult issues with a view to positive resolution.
- Be proactive in working with and sharing lessons with colleagues.
- Manage own emotions and behaviour in difficult situations, ensuring own anxiety and/or frustration does not impact on others.
- Always act in a way which supports and upholds the reputation and values of Itad.

# Progress against UN Global Compact Principles and actions taken

## Human rights



Principle	Actions/ progress	Monitoring/ outcomes	2021	2022/23
<p><b>1</b> 1. Businesses should support and respect the protection of internationally proclaimed Human Rights.</p>	<p>Itad is committed to promoting human rights and equality of opportunity for all staff and job applicants. We aim to achieve a work environment free from discrimination or harassment, and in which all decisions are based on merit. All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and capability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.</p> <ul style="list-style-type: none"> <li>▪ Itad is compliant with all UK employment legislation including the Employment Rights Act 1996, the Employment Act 2002, the Equality Act 2010, and Health &amp; Safety in Employment Act 1992.</li> <li>▪ Itad has an anti-bullying and harassment policy and procedure in place.</li> <li>▪ All Itad employees receive equal pay for equal work regardless of race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation. We have an equal opportunities policy in place.</li> <li>▪ All Itad employees are paid at least the minimum wage, and receive pay slips; all employees receive all the benefits to which they are entitled under UK law.</li> </ul>	<p>Measurements</p> <ul style="list-style-type: none"> <li>▪ No. of reportable Health and Safety issues.</li> <li>▪ No. of reportable safeguarding issues (or other related issues)</li> <li>▪ Levels of sickness and absenteeism monitored by Human Resources and reported to senior management.</li> <li>▪ Gender diversity monitored and reported to senior management.</li> </ul>	<p>No reportable instances of any adverse human rights incidents have been identified by Itad.</p> <p>Itad has established working groups, led by a Board member, on gender equality and racial inclusion and diversity. Both groups are establishing a workplan with measurable outcomes.</p>	<p>Continue to support working groups within the business.</p> <p>No reportable instances of any adverse human rights incidents have been identified by Itad.</p>



# Progress against UN Global Compact Principles and actions taken

## Human rights continued



Principle	Actions/ progress	Monitoring / outcomes	2021	2022/23
1	<ul style="list-style-type: none"> <li>Itad has a Health &amp; Safety Policy that complies with UK law.                             <ul style="list-style-type: none"> <li>Itad employees receive safety training relevant to their job which includes safety &amp; security training for members of staff required to travel overseas.</li> <li>We provide access to an employee wellbeing helpline for all staff.</li> <li>We have an arrangement in place with <u>ISOS</u> who can provide 24/7 medical and security advice to staff and consultants travelling overseas.</li> </ul> </li> <li>All staff have received safeguarding training. The aim of the training is to help all staff understand what safeguarding is, responsibilities through our work and actions that we take and how to respond to issues.                             <ul style="list-style-type: none"> <li>All staff have signed our Safeguarding Code of Conduct.</li> <li>Safeguarding Working Group established and Safeguarding Focal Points in place</li> </ul> </li> <li>Data protection – All staff are trained on GDPR. Data protection risks are analysed on each project to ensure appropriate mitigations are put in place.</li> <li>All staff have completed our ethical training. This includes: equality policy, anti-bribery, fraud prevention, modern slavery, environmental awareness, UNGC principles.</li> </ul>	<p>Annual review of policies.</p> <p>All suppliers have signed the Code of Conduct and completed online safeguarding training (where required)</p>	<ul style="list-style-type: none"> <li>Company refresher training on safeguarding to be rolled out in Jan/ Feb 2021.</li> <li>Ongoing</li> <li>Ongoing GDPR maturity assessment to review our policies and processes to ensure best practice.</li> <li>Unconscious bias training rolled out across the business.</li> </ul>	<p>Annual refresher training on Health and Safety to be rolled out across the business</p> <p>Safeguarding, Ethics and Data committee established</p> <p>Annual refresher training on Safeguarding to be rolled out across the business</p> <p>Undergoing a privacy review of all data policies and procedures</p> <p>Continuation of unconscious bias training</p>

# Progress against UN Global Compact Principles and actions taken

## Human rights continued



Principle	Actions/ progress	Monitoring/ outcomes	2021	2022/23
<p>2. Businesses should ensure that their own operations are not complicit in human rights abuses.</p>	<p>See above. Itad also carries out due diligence of its supply chain ensuring they have equivalent policies and processes in place.</p>	<ul style="list-style-type: none"> <li>Registration forms for all suppliers and subcontractors are completed which include equality legislation.</li> </ul>	<ul style="list-style-type: none"> <li>New supplier process rolled out in Q1 of 2021 with enhanced registration/ due diligence processes and training provided.</li> </ul>	<p>Continuation of roll out of new registration approach with new and existing suppliers. Enhanced due diligence checks embedded into safeguarding procedures and wider business policies.</p>

# Progress against UN Global Compact Principles and actions taken



## Labour

	Principle	Actions/ progress	Monitoring/ outcomes	2021	2022/23
3	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>Itad employees are permitted to join a trade union and are protected under UK employment law.</li> <li>Itad pays above minimum and living wage.</li> </ul>	Continued implementation of these practises.	Actions remain the same.	Actions remain the same.
4	4. Businesses should uphold the elimination of forced or compulsory labour.	<ul style="list-style-type: none"> <li>All Itad employees have full contract documents including notice periods and are free to leave our employment at any time, upon agreed reasonable notice.</li> <li>All Itad sub-contracts include anti-slavery and human trafficking clauses.</li> <li>Itad complies with minimum wage standards.</li> </ul>	Employee contracts are audited annually for ISO to ensure correct templates are used.	Updated Modern Slavery policy to be shared with staff and suppliers with online training.	Modern Slavery policy in place.
5	5. Businesses should uphold the effective abolition of child labour.	<ul style="list-style-type: none"> <li>Itad does not employ any children under the age of 18; date of birth is confirmed at the start of employment with passport verification and reference checks.</li> </ul>	As above.	As above.	As above.
6	6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>Itad has an Equality Policy in place and adheres to all UK Equality Act 2010 legislation in recruitment and employment procedures.</li> <li>Itad strengths framework developed to ensure consistent performance reviews are carried out across the business.</li> </ul>		Itad has established working groups explicitly reviewing these areas to develop measurable outcomes and actions.	Inclusion group in place with measurable KPIs to demonstrate commitment to inclusion across the business

# Progress against UN Global Compact Principles and actions taken

## Environment



Principle	Actions/ progress	Monitoring/ outcomes	2021	2022/23
7. Businesses should support a precautionary approach to environmental challenges.	See slides 6-9 for our short-to long-term workplan.  We have committed to becoming a 'net zero' company by 2021, and carbon negative by 2023. Over and above balancing our carbon emissions, we aim to reduce, replace and refine our emissions by critically rethinking the way that we work and deliver evaluations.	We monitor: <ul style="list-style-type: none"> <li>- Travel emissions monthly</li> <li>- Office operation emissions annually</li> <li>- Project level travel emissions and efforts to reduce these.</li> </ul>	We have achieved 'net zero' for 2020 onwards. We have established processes to regularly monitor and offset our emissions, for international travel and office operations.	Deliver internal training to support widespread embedding of green processes.  Develop an emissions reduction plan.
8. Businesses should undertake initiatives to promote greater environmental responsibility.	As we learn, we aim to become a thought leader in climate change and green MEL – we are actively sharing our learning throughout our journey. We will bring this learning into our evaluation delivery to ensure climate change and sustainability are mainstreamed across our projects.		We have launched a formal partnership with offsetting partner, Earthly. Pushing towards carbon negative, we offset 110% of each ton of emissions produced through a combination of offsetting projects.	Review and assess high emission projects and identify how to address.
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.			We have introduced a system for monitoring the travel-induced carbon intensity of our projects and identify options for reducing those emissions.	Build partnerships and network with global organisations and consultants to reduce our travel emissions.

# Progress against UN Global Compact Principles and actions taken

## Environment continued



Principle	Actions/ progress	Monitoring/ outcomes	2021	2022/23
	We promote culture change amongst our staff, encouraging them to live in greener ways.		<p>We have launched Itad's greener project guidance to advise our teams on reducing project carbon footprint and have shared this externally.</p> <p>We have published a series of external communications, and presented our approach at conferences, to share knowledge and influence others in the industry to work in greener ways.</p>	As above.

# Progress against UN Global Compact Principles and actions taken

## Anti-corruption



Principle	Actions/ progress	Monitoring/ outcomes	2021	2022/23
<p><b>10</b> 10. Businesses should work against all forms of corruption, including extortion and bribery.</p>	<ul style="list-style-type: none"> <li>▪ Itad has in place an anti-bribery policy and procedure compliant with the UK 2010 Anti-Bribery Act.</li> <li>▪ Itad has a whistle blowing policy and procedures in place compliant with the Public Interest Disclosure Act 1998. Clear reporting channel added to our <a href="#">website</a>.</li> <li>▪ The risks of corruption are considered in the design of our work.</li> <li>▪ All staff have completed Itad's Ethical framework training.</li> </ul>	<p>Subcontractors sign up to our anti-bribery statement or provide their own.</p>	<p>All staff and suppliers (where applicable) have completed Itad's Ethical framework training.</p>	<p>Annual refresher training to be rolled out across the business in the coming year.</p>