

# United Nations Global Compact

## Communication on Progress

For the period from 25<sup>th</sup> January, 2018 to 24<sup>th</sup> January, 2019

### **1. Statement of Continued Support by the Chief Executive**

Oxford Policy Management Limited (**OPM**) signed up to the United Nations Global Compact (**UNGC**) on 25<sup>th</sup> January, 2018. I am pleased to confirm that OPM reaffirms its support of the Ten Principles of the United Nations' Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. In accordance with UNGC's subsidiary policy, this commitment applies to (i) Oxford Policy Management Limited, our parent company, (ii) our UK and foreign subsidiaries; and our branch offices.

It is OPM's mission is to help low- and middle-income countries achieve growth and reduce poverty and disadvantage through public policy reform. We enable low- and middle-income governments to bring about lasting positive change using analytical and practical policy expertise.

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

Yours sincerely

**Simon Hunt**  
**Chief Executive Officer**

## Executive Summary

This past year has been a foundational year for OPM in terms of our commitment to the United Nations Global Compact (**UNGC**). Since joining UNGC in January 2018, we have developed a framework to facilitate an effective gap analysis of our business strategy, day to day operations, and organisational culture in order to understand where our priorities should lie in terms of integrating UNGC and its ten universally accepted principles (the **Principles**) into our business.

During the period under review we undertook several corporate initiatives which have impacted positively on our progress in relation to the UNGC including projects to ensure compliance with the EU General Data Protection Regulation 2016 (GDPR); ongoing regulatory compliance e.g. under the UK Modern Slavery Act 2015; and to meet enhanced donor requirements in the relevant areas.

During the year, we have also taken steps to strengthen our approach to risk management and ensure that our risk exposures, including those concerning human rights abuses, labour, the environment and bribery and corruption, are adequately identified, assessed, monitored and mitigated. We commenced the roll out of our new Enterprise Risk Management Framework in support of our Enterprise Risk Management Policy establishing a more robust process for the maintenance of our Key Risks Register and cascading good risk management practice from the OPM Board down through the entire organisation.

We have provided more detailed information below on the steps taken by OPM during the period under review in the areas of Human Rights, Labour Standards, the Environment and Anti-Corruption.

In delivering services to our clients, we also seek positive impacts in wider spheres, and are keen to add to global debate with thought leadership and evidence. See Section 4 'Contributing to UN Goals' for examples of our projects and publications.

## 2. Description of Actions

### Human Rights

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

Principle 2: make sure that they are not complicit in human rights abuses.

- **Safeguarding** - OPM has strengthened its approach to safeguarding across the group:
  - Constituted a Safeguarding Working Group with a dedicated project manager to shape and drive our safeguarding work plan;
  - Rolled out mandatory safeguarding training to all staff and embarked on a pilot field training programme for local workers in Pakistan and Lebanon with plans to roll this out to the rest of our international offices;
  - Publicised our externally hosted confidential global whistleblowing hotline and web reporting form <https://wrs.expolink.co.uk/opml>;
  - Become the first corporate member of the 'Keeping Children Safe' network and collaborated with the charity to enhance our safeguarding policy;
  - Presented at the summit hosted by the Department for International Development: "Putting People First: An International Summit to Tackle Sexual Exploitation and Abuse,

and Sexual Harassment, in the International Aid Sector 2018” and participated in the summit steering group.

- **Data Protection** – in response to the General Data Protection Regulation 2016 (**GDPR**), OPM constituted a sub governance committee of our senior management team and a data protection working group to oversee and implement stronger safeguards for the protection of personal data and privacy rights in line with GDPR requirements. In support of the right to privacy, OPM embarked on a group data mapping exercise enabling us to record our processing of personal data across our operations, adopt appropriate corporate policies and procedures, roll out of training for all staff and strengthen our global incident reporting procedures to reasonably ensure that privacy rights are upheld.
- **Anti-Slavery and Human Trafficking** - We have under taken a high-level slavery risk assessment, reviewed and updated our corporate policy on anti-slavery and human trafficking accordingly. In addition, OPM publicly reported on our initiatives during the year together with proposals for the next financial year to reduce the incidence of slavery in our business and supply chains in accordance with the UK Bribery Act 2010.

## Labour Standards

[Principle 3](#): Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

[Principle 4](#): the elimination of all forms of forced and compulsory labour;

[Principle 5](#): the effective abolition of child labour; and

[Principle 6](#): the elimination of discrimination in respect of employment and occupation.

- **Staff representation** – we restructured our democratically-elected Staff Consultative Committee during the year to increase membership and ensure that this reflects our global staff constituencies.
- **Corporate functional review** – to strengthen capacity we added three new positions to our HR team an Operations Manager, a Global Mobility Specialist in addition to a Rewards Manager. We anticipate one impact amongst others of the restructuring, will be to enhance labour standards across the group.
- **Gender Pay Gap** – we published our UK Gender Pay Gap this year which provides us with a baseline from which to work and has spurred the establishment of OPM's Diversity Committee discussed below.
- **Diversity** – A Board-sponsored workplace Diversity Committee was established during the year comprising democratically-elected staff members, a Board representative and representatives of our senior management team. As part of its terms of reference, the Committee undertook an initial survey focused on diversity and inclusion issues within the organisation with the objective of prioritising its work for next year. The Committee works with our senior management team to resolve perceived and actual diversity and inclusion issues across the OPM group.
- **Performance Review System** – We have enhanced the robustness of our annual performance review process: all scores are now calibrated through a peer review process.

## Environment

[Principle 7](#): Businesses should support a precautionary approach to environmental challenges;

[Principle 8](#): undertake initiatives to promote greater environmental responsibility; and

[Principle 9](#): encourage the development and diffusion of environmentally friendly technologies.

- **ISO 14001 recertification** – We transitioned to ISO 14001:2015 in March 2018 and received our recertification following an external audit. We continue to uphold this status through a series of internal audits. Under the standard we have enhanced our environmental management systems, having a greater focus on risk management and stakeholder engagement.
- **Staff education and engagement** – OPM's staff-led Environmental Working Group continued to engage with and educate staff on environmental matters, through a series of events e.g. World Environment Day in May 2018
- **Carbon offsetting** – We are in the process of re-contracting our travel service so that we can more robustly monitor staff travel flight emissions allowing us to accurately offset these emissions.
- **Environmental responsibility** - OPM secured funding to recruit and support a new intake of fellows to the Oxford Policy Fellowship. The Fellowship provides high-calibre, early-career legal and public policy advisors to ministries in developing countries full-time for two years, to build local capacity in the long term and provide immediate gap filling. In this respect, we are working with the Ministry of Environment, Forest and Climate Change in Ethiopia to assist with legislation on wetland protection to facilitate ratification of the UN's RAMSAR convention on wetland protection by the Ethiopian government.

## Anti-Corruption

[Principle 10](#): Businesses should work against corruption in all its forms, including extortion and bribery.

- **Anti-Bribery and Corruption Programme** – the review of our anti-bribery and corruption programme is a continuous process within OPM. During the year, we have undertaken a bribery risk assessment which has informed the review of our Anti-Bribery Policy and update to our Fraud and Control Risk Plan.
- **Due Diligence** – our process for assessing the capacity and standing of our suppliers is under review and was bolstered this year via the introduction of automated screening of individuals and organisations against an external compliance risks database which covers fraud, bribery and corruption risks.
- **Supplier contract review** – we have undertaken a review of our supplier terms and conditions to ensure that these contain specific prohibitions on a wide range of compliance risks including fraud, bribery and corruption.
- **Gifts & Hospitality** – we launched a revised online procedure for capturing and authorising gifts and hospitality above a threshold of £50.

### 3. Measurement of Outcomes

We have not identified any instances of organisations within the OPM Group causing or contributing to any adverse human rights incidents.

We have had no reported incidents relating to modern slavery and human trafficking.

We have not had to make a report to or, been informed by the UK Information Commissioner's Office (or any other data protection supervisory authority) during the year of any personal data breaches.

We have responded appropriately to all concerns reported. The reporting of concerns through our established reporting procedures evidences OPM's evolving risk & compliance culture, the effectiveness of our whistleblowing and incident reporting procedures generally and the existence an environment which is both conducive to and encourages the raising of concerns and reporting.

### 4. Contributing to UN Goals

#### Our Work

In delivering services to our clients, we also seek positive impacts in wider spheres. For example, several of our assignments over the last year sought specifically to advance women's rights, including:

- conducting gender analysis for GiZ Kenya and proposing a re-design of humanitarian programming to better meet commitments under UN Security Council Resolution 1325 on women, peace and security;
- developing an analytical framework and policy recommendations to help ensure that post-conflict state building and peacebuilding integrate initiatives to address various forms of violence against women and girls; and,
- conducting an evaluation of Australian government support to the security and justice sector in Papua New Guinea with a particular focus on how these institutions respond to the needs of survivors of gender violence and how they can advance gender equality.

OPM offers advice and guidance to policy makers and businesses to enhance global human rights within the following focal areas:

- [Conflict Security and Violence](#)
- [Education Team](#)
- [Health Team](#)
- [Nutrition Team](#)
- [Poverty & Social Protection](#)
- [Social Development](#)

OPM offers policy design, delivery and evaluation services in the following areas which contribute to global environmental sustainability:

- [Climate Change and Disaster Risk](#)
- [Natural Resources and Energy](#)
- [Water, Sanitation and Hygiene](#)

OPM offers policy design, delivery and evaluation services in the following areas which contribute towards anti-corruption goals:

- [Natural Resources and Energy Team](#)
- [Public Financial Management Team](#)
- [Public Sector Governance Team](#)

## Thought Leadership

OPM also seeks to support the UNGC and Sustainable Development Goals through its research and publications. Of particular note, UNICEF Innocenti announced its recognition of OPM in its '**Best of UNICEF Research**' for a project in Ethiopia. This project is researching the impacts of the 2015-16 El Niño episode that caused drought across large parts of eastern, southern, and central Ethiopia. The research is intended to build the evidence base on the impacts that droughts have on child well-being, particularly with a view to informing policy and programming. You can read more about the project, and discover the research publication that UNICEF Innocenti nominated, in [our webpage about the project](#).

OPM was also very active in producing papers and blogs as part of the Convention to Combat Desertification COP24 preparations. A selection is listed below.

['Working paper: Natural resources and inclusive growth'](#), Stevan Lee, *OPM Working paper, May 2018*

[Discussing the importance of building climate resilient infrastructure in LMICs](#), Divya Sharma, *OPM Blog Post, November 2018*

[IPCC report: accelerating the response to climate change](#), Marwah Malik, *OPM Blog Post, November 2018*

[How to build institutional capacity to tackle climate change](#), Elizabeth Gogoi, *OPM Blog Post, November 2018*

[How should we put people at the centre of disaster risk management?](#), Dwi Rahardiani, *OPM Blog Post, November 2018*

[Resilient urban growth: what is the role of energy?](#), Jim Coleman, *OPM Blog Post, November 2018*

[The importance of energy security](#), Mark Beare, *OPM Blog Post, November 2018*

[To combat climate change, Bangladesh is the example to follow](#), Katherine Cooke, *OPM Blog Post, October 2018*