ENVIRONMENTAL AND SOCIAL IMPACT POLICY

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INTEGRITY

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INTEGRITY

Environmental & Social Impact Policy

Our Commitment

A positive and active social and environmental impact is central to Integrity's vision:

We are an international consultancy and service provider working on complex and challenging issues around the globe. We sets the international standard for ethically delivered expert services. Through our work we help create stability, accountability and prosperity.

Integrity commits to creating positive environmental and social impact in the pursuit of our vision. We commit to:

- a climate-positive footprint from international business travel by 2023
- an annual environmental and social impact report from 2024 and reviewed by the Board
- achieving ISO: 14001 standards by 2025
- minimising negative environmental impacts and maximising positive social impacts through our work.

Integrity's vision will be realised by building a sustainable business, where ethics and profit are carefully balanced: sustainability = ethics + profit. A core part of this equation is our approach to the environment and the social impact of our work. This policy and action plan outlines our management approach.

The Environment and Sustainability

Our Action Plan

Sustainable development must protect the environment and natural resources on which communities rely. Integrity's positive environmental impact measures are grouped under three headings: travel, premises and procurement, and services and marketing:

Travel

- **Minimise Airmiles.** We minimise international air travel through centrally managed budgets, which are only authorised for essential business-related travel where the objectives cannot be met remotely. Where possible, domestic travel is by land.

- **Decentralised international offices**. We have five offices across the US, Europe, Africa, Asia and the Middle East. This not only enables better technical delivery and partnerships, but also minimises international travel.

- **Working from Home**. For over 5 years, Integrity has enabled and encouraged Working from Home across all our geographies, enabled by our cloud-based enterprise information management systems. This helps staff achieve a healthier work-life-balance. The policy pre-COVID-19 permitted at least 40% of the week to be WFH, reducing the equivalent staff commuting emissions.

- **Cloud-based mobile Information Communication Technology**. Wherever our staff are across the world, they can access all company IT systems, thereby minimising unnecessary local travel and commuting and minimising paper usage.

- **Carbon offsetting partnership**. We select corporate travel agents who record and report CO2e per air travel event, and who offer partnerships with CO2e offsetting service providers.

- **Carbon Calculator**. To aid staff in their decisions on carbon-efficient transport choice – for business and personal travel, we use the Carbon Footprint Calculator.

- **Calculate, record and report.** We capture our corporate travel CO2 equivalent (CO2e) data on our in-house Travel Tracker management system for each travel period. We also capture CO2e emissions not expended through alternative travel methods or avoiding travel.

Premises and Procurement

- **Environmental impact assessments.** All projects consider impact on the environment during project design and will capture risks to the environment and any mitigations in a risk matrix. Where projects have a direct impact on the physical environment, such as infrastructure projects, advising on power provision or industry projects, additional specific environmental risk assessments will be conducted as an integral part of project design.

- **Use of buildings.** We give due consideration to environmental issues and energy performance when acquiring office space in all our decentralised locations. For example, our current UK office produces over 50% of its energy on site. Our US office will be fully carbon neutral by 2023 and are members of RE100.

- **Office waste.** We encourage recycling of office waste, and a paperless environment wherever possible. All offices use soft copy documents for sharing and collaborative working. The UK Office has recycling points in every office and other waste is used for power generation. The premises aim for zero to landfill. The US Office has paper usage caps per desk. Our Jordan, Kenya and Pakistan Offices are paperless.

- **Plastics and sustainable produce**. Integrity does not purchase disposable plastic products. Where markets allow, we also avoid purchasing products containing plastics. Company provided food and drink are only purchased from sustainable, ethical and/ or local producers. In addition, the US, Kenya, Pakistan and Jordan Offices and amenity facilities are free of single-use plastics.

Services & Marketing

- **Climate, Natural Resources and Environment**. This is one of 13 thematic capabilities in which Integrity delivers work. We partner with governments, civil society and the private sector to research, develop and monitor equitable, community-focused solutions to sustainable natural resource management.

- **Informed business decisions**. We consider the environmental and social impact of every opportunity through our business development and delivery processes.

- **Marketing Products**. We do not mass-print marketing materials. We only use soft-copy marketing documents. We do not produce plastic or disposable products to market our services or brand.

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Social Impact

Our Commitment

Integrity upholds the highest ethical standards in our service delivery, our employment of staff and our interactions with people. Through adherence to our core values we ensure not only that our clients receive the best possible service but that we benefit the individuals and communities amongst whom we work. We do not target or deceive; we work to understand and support. We do not programme at people and groups; we programme with them.

Our Values:

- **Commitment:** We are committed to enabling positive and enduring change in conflict-affected and fragile environments.

- **Presence:** We are present on the ground in the geographies where we work in order to understand the context and the people.

- **Objectivity:** We do not advocate: we listen, comprehend and recommend. Our recommendations are not based on assumptions or ideology but evidence and learning.

- **Inclusivity:** Our clients benefit from community access to the design, delivery, learning and outputs of interventions affecting them. Giving them a strong voice in the programmes that impact them improves the programmes and makes them more sustainable. Integrity's management benefits from team access to strategy, organisation design and decisions making. Giving the team a strong voice improves the organisation and makes it more sustainable.

- **Diversity:** Our team reflects and incorporates the diversity of the communities and clients for whom we work. Our culture promotes the richness and nuance brought by diverse perspectives, backgrounds, ideas and identities.

- **Transparency:** We are open and clear to all with whom we work about who we are, what we do and how we do it.

- **Sensitivity:** It is important to understand the impact of our presence and our work, empathise with people's situations and not do harm.

- **Diligence:** Rigorous thinking is the bedrock on which to base successful programming. This is both reflective and collaborative in nature in order to incorporate our best individual and collective intellect.

- **Courage:** We work on some of the world's most harrowing challenges and violent conflicts. We have the bravery to challenge clients on their assumptions and thinking because we know it gives them the best service. We are unafraid to stand up to unethical practises in the sectors in which we work.

- **Accountability:** Our people take responsibility for the quality of our work and performance. We hold ourselves to account by clear policy and process, sustained by long-term profitability.

Our Delivery Approach

Integrity actively pursues positive social impact through our project delivery, supply chains, business and wider operations.

- **Company strategy.** Our Company Strategy, Annual Consultations and Action Plans ensure collective reflection and progress towards our vision of improved *stability, accountability and prosperity*.

- **Project and programme design.** Our projects and programmes are directly concerned with having positive social impact on individuals and communities. In the design and delivery, we take a holistic approach to ensure that we understand complex systems, including how benefits in one place or for one group may negatively impact others elsewhere. This approach is underpinned by the 'do no harm' principle and managed through a comprehensive risk assessment. This identifies risks of unintended harm and sets out alternative courses of action or mitigating measures.

- **Ethics and standards** Our standards are codified in our ethics, dignity and work, equality discrimination, safeguarding, modern slavery, and code of conduct policies.

- **Diversity and Inclusion.** We employ open and fair recruitment and procurement practices and actively promote inclusion, non-discrimination and equality in all our business practices, to ensure we are providing opportunities and having a positive impact on social development in our areas of operation. We have a 10-step plan to enhance our approach to active equality and diversity, including D&I training, a comprehensive policy review, prioritising working with staff consultants from the countries in which we work, a review of recruitment processes, a team D&I consultation, and a continued and long-term commitment to ethical internships and apprenticeship schemes.

- **Project delivery and monitoring.** Social impact will be reviewed at regular points throughout the project life cycle.

  - We actively seek work for donors and clients that require positive impacts, meaning much of our work is explicitly concerned with environmental and social impact.

  - The project risk matrix is the primary mechanism for monitoring and updating specific social risks and regular or specific review dates can be set.

  - Specific social impact targets can be built into the project design and monitoring framework to ensure timely monitoring and reporting against specific objectives.

  - Where necessary partner organisations will be supported to conduct their own risk monitoring and impact reporting.

- **Supply chain management.** We have clear Codes of Conduct for suppliers and high standards around modern slavery and human rights issues to which all suppliers must adhere. Detailed due diligence prior to contracting and in delivery ensures our supply chain maintains the high standards necessary to ensure a wider, positive social and environmental impact.

LISTEN
COMPREHEND
RECOMMEND