Corporate Social Responsibility and Sustainability Policy

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Policy Statement

MannionDaniels is a global company offering consultancy and fund management services. Our mission is to work for a healthy, equitable, inclusive, safe and sustainable world. We focus on fragile and conflict-affected states, to ensure that our work reaches the world's poorest and most vulnerable people.

Our vision is to find creative solutions to complex issues in health, social justice and social development. We strive to establish strong relationships with governments, communities and organisations in developing countries to deliver systems and services to those who need them most.

Through our work, we are committed to practicing business as a force for social and environmental good.

As part of this commitment, MannionDaniels has signed up to the UN Global Compact, a voluntary initiative for businesses that align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, and anti-corruption. We believe in upholding the dignity of all people through working to achieve common goals of economic prosperity, environmental sustainability, social inclusion, and ethical business conduct.

To achieve our vision, particularly in the areas of social justice and human rights, all our work must be designed and delivered in a way that represents best practise in sustainable development and considers the perspective and impact of local communities and beneficiaries.

The following policy describes our approach to promoting social justice, human rights and sustainable development throughout the work of MannionDaniels.

Scope

The Corporate Social Responsibility and Sustainability policy is to make clear to all stakeholders what MannionDaniels means by Social Responsibility and Sustainability and how MannionDaniels propose to work towards implementing and achieving this. The policy covers all projects designed and delivered by MannionDaniels and our business operations. It does not cover projects led by other organisations where MannionDaniels is contracted to provide consultancy services

Definitions

Sustainable Development: See sustainable development guidance note in annex 1.

Social Justice: We understand social justice to refer to the equal distribution of wealth, power, and opportunities to all individuals within society. This is regardless of religion, ethnicity, nationality, gender, sexuality or other differentiating factors that too often effect individuals within society and cause distortions in equal distribution, and consequently to poverty. Our social justice beliefs stem from social development where people are put at the centre of development.

Human Rights: We use the United Nation's definition of Human Rights. The Office of the United Nations High Commission for Human Rights notes "human rights are rights inherent to all human beings, whatever our nationality, place of residence, sex, national or ethnic origin, colour, religion, language, or any other status. We are all equally entitled to our human rights without discrimination. These rights are all interrelated, interdependent and indivisible. Universal human rights are often expressed and guaranteed by law, in the forms of treaties, customary international law, general principles and other sources of international law. International human rights law lays down obligations of Governments to act in certain ways or to refrain from certain acts, in order to promote and protect human rights and fundamental freedoms of individuals or groups".
11https://ohchr.org/EN/Issues/Pages/WhatareHumanRights.aspx

Policy Principles

All projects designed and delivered by MannionDaniels should be developed with an objective of improving lives, especially for the poor or vulnerable groups, and contribute to sustainable development, including Human Rights. We consider the following principles when designing and delivering our work, and in our business operations:

Ethical Conduct and Values: MannionDaniels uphold the highest standards of conduct and adhere to well defined ethical values and practices. Our leadership in corporate responsibility and sustainable development is driven by these values outlined below.

- Accountability: we take responsibility for our actions whether as individuals or as a team.

- Integrity: we hold the highest standards in professional behaviour and respect for the environment.

- Inclusion: we value diversity and unique contributions and foster an open and inclusive environment.

- Innovation: we encourage independent and creative thinking, ingenuity and multidisciplinary collaboration in everything we do.

  High Performance: we demand of ourselves the highest technical and professional standards. We practice a rigorous, evidence-based approach to technical work and engage in continuous professional learning.

- Transparency: we are committed to transparency in all business dealings. We take a zero-tolerance approach to corruption, bribery, fraud, tax evasion, human rights violations, sexual abuse, and modern slavery. We hold ourselves and our delivery chain partners to high transparency standards and practices.

- Environmental Responsibility: We recognise the link between human health and the environment and aim to protect the natural world in all our work.

High-quality services which consider the perspective of the local community or beneficiaries: All projects should be able to demonstrate they meet our quality statements for project design. This includes a requirement that we have:

- Fully analysed and understood the root causes of problems before designing solutions.

- Demonstrate that local communities or beneficiaries have been consulted where possible and that they believe the approach is credible, achievable and relevant to the context.

- Select staff and consultants who have relevant accomplishments and local knowledge and selected in line with our recruitment and equality policies.

Gender and social inclusion: All projects should be able to demonstrate a clear understanding of the dynamics of gender, disability and other forms of social inclusion in all aspects of design and implementation and should be inclusive of the most marginalised in society. This first means acknowledging the unequal power relations that exist in society, and then working to break down and reverse the power relations to ensure no-one is left behind. This means ensuring they are empowered, engaged and able to exercise their rights. For project design and implementation, this includes recognition of putting together a project team, ensuring robust targeting methodologies, data disaggregation for monitoring and evaluation, and how to convey results to reach all relevant sectors of society.

Conflict-sensitive programming and Do no harm: Much of our work is delivered in Fragile and Conflict-affected states. In the delivery of our services we align to the DAC Principles for Good International Engagement in Fragile States and Interventions and the nine areas highlighted by DFID when operating in fragile and conflict-affected situations2:

- Analysing conflict and fragility: this is a feature of our project management methodology to fully understand the context of a situation before designing our services.

- Do no harm: This principle relates to an awareness of potential unintended consequences of an intervention such as reinforcing inequalities or undermining state-building efforts, or inadvertently enabling corruption.

- We recognise the interdependencies at play between politics, security and development

- Promoting non-discrimination: There is a risk of doing harm through mirroring existing patterns of discrimination and it is important to ensure an awareness of local dynamics of exclusion are built into planning our services.

- We recognise the importance of aligning with local priorities, whether at a Government, sub-national or community level.

- Practical coordination mechanisms: Potential for harmful consequences exists if interventions are not well coordinated with other interventions at the local and national level.

- Act fast...but stay engaged: Our approach is to be engaged, flexible and fast acting and our project management approach incorporates this agility

- Risk management: we review and update our risk mitigation plans regularly and will share with the relevant stakeholders.

- Learning, monitoring and evaluation tools are used to inform implementation improvements throughout the project cycle.

Corporate Social Responsibility and Sustainability Programme

MannionDaniels has launched a corporate social responsibility and sustainability programme to maximise the creation of sustainable, shared value for both the Company and its stakeholders, and for the communities in locations where we have operations. Our corporate social responsibility programme is built on these four pillars: People, Environment, Community Initiatives and Sustainable Procurement.

People

MannionDaniels aims to create a workplace that encourages diversity and equal opportunities for all. Keeping staff and consultants safe is an important aspect of this and Health and Safety is embedded in all aspects of our business operations. We raise employees' awareness of corporate responsibility, encourage employee professional development and learning, and encourage an internal or external volunteering culture. This includes engaging staff with our environmental and community initiatives as described below. By engaging with these initiatives in the community, MannionDaniels' employees can effect real change on a relational level

Environment

Being an environmentally responsible company is one of our core values. We are achieving this through our ISO14001 certification, but also by developing our own green projects.

Within our environmental management system, we have identified that emissions from international flights cause our most significant negative environmental impact but are unavoidable for fulfilling international projects. To offset our impact, we have created an in-house project investing in projects that reduce emissions -such as renewable energy.

We have selected renewable energy for our investments as it is an effective part of transitioning to a lower carbon economy, but the industry does not receive reliable or sufficient government support in the UK. Supporting renewable energy is an example of how businesses can take environmental initiative, accept responsibility and be agents of positive change.

Supporting a renewables revolution ties into our support of the Sustainable Development Goals, specifically Goal 7 'Affordable and Clean Energy' and Goal 13 'Climate Action'. We currently have a portfolio of Green Investments which are predominantly selected to benefit communities near our head office in the UK. Investments are calculated and selected annually

Community Initiatives

To further our objectives of using business as a force for social and environmental good outside of our core services, MannionDaniels has also instigated several community initiatives using our own resources. These are intended to provide funds to initiatives that have a positive impact in communities where we work.

This will be considered in Kenya, Nigeria and UK. The first project was launched in 2018 supporting the Community Health Initiative Group who are providing access to treatment and prevention of jiggers in Virembe Sub-location, Kakamega, Kenya. Further projects will be selected each year.

Sustainable Procurement

Procurement is a vital tool to achieve efficiency gains but can also support economic, environmental and social goals. Wherever possible goods and services will be purchased that can be manufactured, used and disposed of in an environmentally responsible way in line with Environment Policy Statement and Environmental Management System. MannionDaniels' procurement choices consider environmental and sustainability factors, such as:

- avoiding adverse environmental impacts arising in the supply chain by, for example, reducing waste and emissions

- making more efficient use of resources, for example through reduced energy consumption and reduced packaging;

- promoting the use of innovative small and minority-owned suppliers;

- encouraging economic development in less advanced nations through the use of local suppliers wherever feasible;

- stimulating the market to innovate and to produce more cost-effective and sustainable options for all purchasers; and

- setting an example for business by demonstrating that

MannionDaniels group is serious about sustainable development.

Taking these opportunities offers benefits in environmental, social and economic terms across the development business and wider society.

Continuous Improvement

MannionDaniels aims to track corporate and social responsibility and sustainability by putting systems in place to periodically impacts and to improve processes where feasible.

Responsibility

All employees are responsible for adhering to this policy. MannionDaniels Directors have overall responsibility for dissemination of this policy.

Communication

This policy will be communicated to new employees via staff induction and to existing employees via training.

Reporting and Disclosures

MannionDaniels will issue a report on an annual basis as part of UN Global Compact commitment. The report will be available to all stakeholders on the company website and via the UN Global Compact website.

Review of Policy

This quality policy statement was approved by the MannionDaniels Directors ON 15 March2019. We will review it on an annual basis or sooner if there are significant legal and regulatory developments.

Annex 1 Sustainable Development and Sustainability Guidance note

What is sustainability? There are many definitions or understanding of what the word sustainability means. The traditional definition of sustainable development was developed and appeared in the Brundtland Report of 1987:

'Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

This definition is a very broad statement, developed to be all-encompassing and not able to be applied practically in everyday life. In reality, a more useful working definition could be considered to be -'the ability to continue a defined behaviour indefinitely'.

However, sustainability is complex and is understood in different ways by different people. It is influenced by people, context and power and how people see their 'system' as working.

There is no single, standardised approach that can be adopted across projects and programmes. The process of sustainable development is inherently a process in which interventions and activities change and improve rather than remain static at an achieved state.

To be able to define a sustainable approach at the individual project level it is important to have a full and in-depth understanding of the root causes of the problem you are hoping to tackle and address.

Consider the '5 Whys' when analysing the root causes, look beyond the superficial layer to the fundamental causes of the problem. https://open.buffer.com/5-whys-process/.Have an objective understanding of the environment in which your programme is set.

Do an analysis of what the resistance to sustainability is at the system level. What do the institutional and regulatory frameworks look like? Relate this to the wider picture (consider the policy, governance, institutions and financial enabling environment) as well as the local context (consider how your communities work, environmental context and technology restraints).

Carry out an analysis of the sustainability of the institutions you are working with –identify capacity building needs for all partners, NGOs, private sector, government.

Following completion of your analyses, define your sustainability goal or aim.

Then look at how to achieve your sustainability goal in your programmes in terms of three pillars:

- Social: how can the programme optimise quality of life? What kind of political or policy changes can the programme influence? How can the programme affect cultural behaviour change?

- Economic: how will the project lead to greater economic empowerment? How can the project support beneficiaries in graduating from poverty or raising beneficiaries over the poverty line? What is the impact of the programme on growth and development? What does a potential long-term financing model look like?

- Environmental: what will the impact be on the environment without the intervention? What will the impact be on the environment from the intervention? What are the external environmental factors affecting the intervention? How can you use innovation and technology in your programme?)

Consider how these 3 pillars or circles overlap to improve human lives. After doing this, it is useful to think about the success criteria linked to programme or project sustainability. WELL in conjunction with DFID in 1998, proposed using the following programme measures when it comes to sustainability.

- Effectiveness; Equity; Efficiency; and Replicability, is it possible to replicate the programme and if possible, scale it up?

- Monitor, monitor and evaluate the data you are using to measure sustainability. So, the programme can flex and adapt to the changing context and respond to dynamic systems. Be responsive to changes in context.