



Dalberg

BUILDING A MORE INCLUSIVE & SUSTAINABLE WORLD: AN UPDATE ON DALBERG'S PROGRESS, 2022

Introduction

Dalberg is a global group of changemakers working to build a more inclusive and sustainable world where all people, everywhere, can reach their fullest potential. In accordance with the principles of our mission, Dalberg has been a member of the United Nations Global Compact ("UNGC") since 2007 and unequivocally affirms its ten universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

Our ongoing commitment to the Global Compact's principles is exemplified most strongly through our client engagements, published work, and internal initiatives, including:

- **Promotion of human rights:** We strive to promote human rights through our client work by mobilizing humanitarian aid efforts, advocating for human rights, and protecting vulnerable populations. We draw on a portfolio of impact-focused lenses (climate, gender, and equity) that enable us to intentionally consider power dynamics, inclusion, and sustainability across all of our work. We seek to work with clients of the utmost integrity, who are globally respected and are working towards outcomes that improve the living conditions of people in emerging- and frontier-market countries.

We have worked across sectors and geographies to respond to the immediate and compounding crises proliferated by the Covid-19 pandemic and various conflicts – including strengthening systems to ensure socioeconomic responses are inclusive, equitable, and plan for a brighter future. Through our racial equity and justice lens, we have helped our clients promote systematic, fair treatment of people of all origins, thus ensuring equitable opportunities and outcomes for all.

We have also collectively started to implement internal initiatives, systems, and structures to strengthen diversity, equity and inclusion (DEI) across our offices, business entities, and regions. These initiatives include the launch of the Vault Platform (an anonymous anti-harassment and anti-discrimination reporting tool), refreshing our competency matrix with an inclusion lens, embedding unconscious bias training in our global trainings, and committing to publishing annual DEI internal reports to increase transparency, hold ourselves accountable, and share lessons on how we can do better as a firm.

- **Labor:** In the past year, Dalberg has worked with several clients on inclusive labor and employment practices. We also work with a range of actors to identify opportunities to promote youth employment and technical capacity building, promote inclusive and equitable work environments, and mitigate challenges caused by Covid-19 on the labor market.

Internally at Dalberg, we offer benefits exceeding, or comparable to, other leading impact-led professional services firms in our respective countries of operation. We also seek to promote a work environment that is safe, inclusive, and equitable for all our staff. We have provided the Vault app and our Ombuds (peer-to-peer support network) to report potential concerns; and we offer training across all cohorts on anti-harassment, inclusivity, and have active workplace support groups connecting staff to firm leadership to ensure that concerns and opportunities for sharing diverse perspectives are offered across all offices.

To support staff dealing with issues related to Covid- 19, other external crises and/or personal circumstances, we have implemented the Dalberg Minds team to work on various initiatives that promote mental well-being across the organization. We also promote mental health days and provide access to professional help through our health insurance providers.

Dalberg also strives to achieve significant and lasting impact on the lives of children and young people, and to secure equality for girls. We have rolled out a new global background check service to support our Safeguarding policy (which is also GDPR compliant to promote individual data protection and privacy).

- **Environmental sustainability:** On Earth Day 2020, Dalberg signed the UNGC Business Ambition for 1.5 degrees, pledging to help limit global temperature rise to 1.5°C above preindustrial levels and reach net-zero by 2050. Out of the 3063 companies that have committed to take action, 1416 have had their targets approved in line with the science - including Dalberg.

At the conclusion of 2021, both our carbon and plastic reductions were on track against our targets: Our absolute Scope 1 and 2 GHG emissions have fallen by 39%, our Scope 3 GHG emissions have fallen by 42%, and our office plastic footprint has fallen by 54% per-person, compared to a 2019 base year. Where we are unable to reduce our carbon footprint, we are offsetting all of our 2021 carbon emissions and plastic use through the purchase of carbon and plastic credits.

Dalberg has also taken steps to implement the inclusion of a 'climate lens' across our advisory projects. We continue to support teams to apply a climate lens by providing resources, trainings, and climate advisors to our projects.

Dalberg continues to build partnerships and coalitions towards climate goals as part of our firmwide climate commitment. We are engaging with innovative climate partners including Joro, BeZero Carbon, rePurpose Global, the UNFCCC High Level Champions Team, TEDx Countdown, and Count Us In to ensure that our efforts support global goals.

While Dalberg has made great progress on our commitment, we are still committed to learning, sharing, and taking even more ambitious steps in the future – and helping others do the same.

- **Anti-corruption and promotion of good governance:** We have fought corruption by strengthening good governance within UN agencies, corporate CSR efforts, and citizen engagement – and by providing robust frameworks that ensure transparency. Our value-based screening process helps us to ensure our project work aligns with our values. Dalberg is supporting organizations to develop policies and programs that promote equity and transparency.

In addition to our commitment to its principles, Dalberg has also worked directly with the UNGC on a variety of engagements over the past 16 years. As an example, our 2013 report, *“Architects of a Better World,”* laid out a framework to engage the private sector in supporting the post-2015 development agenda. Previously, Dalberg supported the UNGC to identify and establish transformational partnerships between the United Nations and businesses – and identify best practices for such cooperation. We have also authored several other reports for the UNGC.

As a firm dedicated to addressing the world's most pressing challenges, the principles mainstreamed by the Global Compact are the same as those guiding Dalberg's development efforts and internal policies. Going forward, we will continue advocating for these principles and the UNGC in our communications, but more importantly, we will continue to practice them through our international development activities.



Jordan Fabyanske
Global Operating Partner, Dalberg Advisors
22 May 2021

Firm Description

Established in 2001, the Dalberg Group is a global development strategy and policy advisory firm. The firm's mission is to build a more inclusive and sustainable world where all people, everywhere, can reach their fullest potential.

Today's complex global challenges require new solutions. We are powered by a unique blend of entrepreneurs and innovators, designers, creative problem solvers, thinkers, and doers. We are from everywhere, at home anywhere – an African and American company as much as an Asian, Middle Eastern, and European one. We partner with and serve communities, governments, and organizations throughout the world, providing an innovative mix of services. Each of Dalberg's businesses approach problems differently, and all of our businesses work together to create impact at scale:

Dalberg Advisors has strong strategic and rigorous analytical capabilities with deep knowledge and networks across emerging markets. They work collaboratively across the public, private, and philanthropic sectors to fuel inclusive growth.

Dalberg Catalyst is a 501(c)(3) organization that generates and brings to life multi-stakeholder initiatives to address today's most critical social and environmental challenges. They collaborate with leading partners and funders from across the private, public, and social sectors, while leveraging the deep knowledge, experience, and skills of the Dalberg Group.

Dalberg Data Insights acts as a bridge between private data and important social problems. They create tools to interpret data and uncover solutions in international development, humanitarian action, and social impact.

Dalberg Design engages people, communities, and organizations to foster creative solutions that enhance economic opportunity and human potential. They combine the best skills in human-centered design, rapid prototyping, and systems thinking to accelerate positive change in underserved communities around the world.

Dalberg Implement takes strategy recommendations and works alongside Dalberg clients to bring them to life. They provide implementation services that marry strategy, innovative resource mobilization, and the deployment of top talent to launch, scale-up, and transform impactful initiatives.

Dalberg Media aims to launch digital and traditional media that influences the global development agenda and key decision makers. It develops websites, interactive online platforms, visuals, and graphics to share global trends, innovations, and best practices that are shaping global development today.

Dalberg Research is a knowledge partner to businesses, NGOs, governments, and institutions by integrating cutting-edge primary data collection approaches with comprehensive secondary sources. They transform how data is analyzed and interpreted, while providing data-driven answers to complex questions about markets, impact, livelihoods, and development opportunities across the emerging world.

We offer our clients a broad set of service lines and expertise areas to serve their needs. Our service lines describe our functional skills (what we do best) including:

- Strategy
- Monitoring Evaluation and Learning
- Human-Centered Design
- Analytics

- Investment Advisory
- Implementation
- Research
- Organizational Effectiveness
- Policy and Advocacy
- Talent and Leadership

Our expertise areas describe our content (what we know best), including:

- **Agriculture & Food Security** – Helping organizations identify, design, and implement solutions that benefit agricultural market participants and increase food security.
- **Cities & Urban Development** – Working with cities to set purposeful goals, diagnose obstacles, collaborate through global networks and partnerships, experiment with potential solutions, and adapt to change.
- **Climate & Environment** – Supporting a socioeconomic transition to a low-carbon and climate-resilient economy through innovating at the intersection of human and natural systems; and helping society mitigate emissions and regenerate ecosystems while adapting to the accelerating impacts of the climate crisis, environmental degradation, and biodiversity loss.
- **Conflict & Humanitarian Assistance** – Helping organizations effectively address the unique development challenges faced by conflict-affected and post-conflict countries.
- **Digital & Data** – Harnessing the power of information and communication technologies to foster innovation, improve quality, expand access, and drive accountability.
- **Education to Employment** – Expanding global access to high-quality employment and education at all levels by understanding market needs and effective approaches to learning, strengthening public systems, and facilitating public-private partnerships.
- **Energy** – Working with public and private sector organizations to transform markets, make sound supply-side choices, access financing, and enhance energy access.
- **Finance & Investment** – Partnering with financial institutions, foundations, development institutions, and governments to develop innovative strategies for providing high-quality, appropriate financial services to underserved individuals and businesses.
- **Gender** – Developing strategies and designing programs that enable organizations to build towards greater gender equity.
- **Health & Nutrition** – Identifying, designing, and implementing solutions that improve health across the globe.
- **Inclusive Business** – Working with businesses to develop inclusive customer bases, suppliers, employees, and distribution channels.
- **Infrastructure** – Supporting governments, private investors, and institutions to develop inclusive and sustainable infrastructure in emerging markets.
- **Justice Equity & Economic Mobility**- Dedicated to building a just and equitable world for all people in the United States.
- **Water & Sanitation** – Improving private sector-based and sustainable approaches in rural water supply, sanitation, and hygiene products.

Dalberg operates with global perspectives that are firmly rooted in local realities. We have 20 offices, located in Abidjan, Abu Dhabi, Addis Ababa, Brussels, Copenhagen, Dakar, Dar es Salaam, Geneva, Johannesburg, Kigali, Lagos, London, Mumbai, Mexico City, Nairobi, New Delhi, New York, San Francisco, Singapore, and Washington D.C.

We also have full-time teams based in Bangkok, Bogota, Conakry, Hong Kong, Kampala, Kuala Lumpur, Melbourne, Paris, and Seattle. We have served clients in more than 130 countries across Africa, Asia, Europe, the Middle East, and North and South America.

The diversity and gender balance of Dalberg staff reflects our commitment to equality and inclusion. Our people are unified by their commitment to Dalberg’s impact-focused mission, a strong educational foundation, dynamic professional experience, and first-hand experience living and working in frontier and emerging markets. In all other respects, they reflect the diversity of the countries in which we work and the clients we serve:

- 58% female and 42% male global workforce, balanced relatively equally across all levels (we offer our staff diverse ways to self-identify including a non-binary option)
- 59 nationalities
- Over 90 languages spoken

Dalberg has an extensive track record of delivering impact-focused solutions and innovations across the public, nonprofit, and corporate sectors. In the past 20 years, Dalberg has successfully completed more than 3,000 engagements for more than 1,000 leading multilateral institutions, international agencies, foundations, NGOs, governments, and global corporations operating, or investing, in frontier and emerging markets.

We have proudly worked with a large spectrum of UN organizations, including:

- UNICEF
- UNCDF
- UNDP
- UNDCO
- UNDG
- UNGC
- UN Secretariat
- UN Women
- UNESCO
- UNEP
- UNOPS
- UNTB for LDCs
- WHO
- UNV
- UNOCHA
- UNMAS

We operate at the forefront of development innovation, working extensively with leading social innovators, such as the Bill & Melinda Gates Foundation, Rockefeller Foundation, and MasterCard Foundation – and a broad range of international organizations, including the Global Fund, Human Rights Watch, and the World Wildlife Fund.

We advise a broad range of private sector clients, including 26 Fortune 500 Global companies, and have partnered with dozens more. We have advised emerging- and frontier-market country governments and regional and international development finance institutions, including the World Bank, International Finance Corporation, African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, European Investment Bank and Inter-American Development Bank.

Dalberg’s Global Compact COP will be available on the UNGC website and will be referenced on our own website, www.dalberg.com. For any questions or comments, please contact:

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Human Rights

- **Principle 1:** Business should support and respect the protection of internationally proclaimed human rights
 - **Principle 2:** Business should ensure that they are not complicit in human rights abuses
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ASSESSMENT, POLICY, AND GOALS

At Dalberg, we are continually striving to improve and evolve our own organization to reflect the kind of change we wish to see in the world. Based on our firmwide mission, we draw on a portfolio of impact lenses that enable us to intentionally consider power dynamics, inclusion, and sustainability in our work.

Dalberg is driven by a commitment to diversity and inclusion across all facets of our organization. Notably in 2019, Dalberg Advisors' Global Managing Partner signed the CEO Action for Diversity and Inclusion pledge (the world's largest CEO-driven business commitment to advance diversity and inclusion within the workplace) alongside 600+ global CEOs, building upon our long-standing commitment to diversity and inclusion. In the same year, we launched the Global Inclusion Advisor (GIA) role. The objective of the role was to lead our efforts in embedding an inclusion mindset in our culture and our work.

Through our DEI efforts, we have continued to bring a diversity and inclusion lens to the projects we undertake with clients. Our work in the international development sector requires us to be highly conscious in our choice of clients, subcontractors, and partners. Dalberg seeks to work with clients of the utmost integrity, who are globally respected, and who are seeking outcomes that improve the condition of people in emerging and frontier market countries. As such, every partner overseeing business development and project implementation activities takes personal responsibility to ensure that our clients are not involved in human rights abuses. We also have a value-based project screening committee that ensures our clients align with our values.

Over the last few years, we have collectively started to implement internal initiatives, systems, and structures to strengthen diversity and inclusion across our offices, business lines and regions. Recent efforts have included:

- The launch of the Vault Platform (an anonymous anti-harassment and anti-discrimination reporting tool)
- Refreshing our competency matrix with an inclusion lens
- Embedding unconscious bias training in our global trainings
- Committing to publishing annual internal reports to increase transparency, holding ourselves accountable, and sharing lessons on how we can do better as a firm.

We have also created active workplace support groups connecting staff to firm leadership to ensure that concerns and opportunities for diverse perspectives are well-represented across all offices. Our current networks include groups for the LGBTQ+ community, women, and parents.

In 2022, we have continued to ensure that our leadership is representative of both our staff and the communities we seek to serve by broadening where we recruit from, ensuring our leadership is more representative of our staff and the communities we seek to serve, and better identifying and addressing areas where there are potential biases or hidden prejudices.

We have continued to strive to uphold transparency and communication around our decision-making levels by encouraging continuous communication about our decisions and leaving an open line for staff to engage and share ideas. We have also created a brand strategy and values-focused task force comprised of staff representing all cohorts; alongside management, this

group is re-evaluating the firm's values, vision, and impact markers to guide the future of our work through an inclusive and collaborative process.

In an effort to recognize the importance of local and historical DEI context, we have also carved out dedicated time and resources for training, coaching, and open dialogue with experts and professionals across different contexts. Each office, business unit, and region have also been encouraged to develop its own DEI plan unique to its respective local context and history. We have provided our project teams with tools and resources to enable our problem solving and project delivery to be truly intersectional across different global contexts.

Dalberg is equally committed to gender equality both in our internal operations and our external project work. During the UN General Assembly in 2019 – alongside UNICEF, CIFF and Educate Girls – Dalberg also made a pledge to proactively apply a gender lens as standard across all of our work and sectors. We put this commitment into action by incorporating a gender lens across all work starting in 2020.

We have now trained more than thirty-five management team members to serve as “Gender Lens Advisors” (GLAs), and more than 95% of our projects start with a GLA assigned to a team. To continue developing our gender lens in 2022, we are refining our gender lens toolkit to support teams as they explore intersectional inequities and injustices across our various regions more effectively. We are also signatories of the Women's Empowerment Principles (UN Women).

Through our racial equity and justice lens, we have helped our clients mobilize humanitarian aid efforts, advocate for human rights, and protect vulnerable populations by promoting systematic, fair treatment of people of all origins, thus supporting our commitment to work towards delivering equitable opportunities and outcomes for all.

In 2020, Dalberg formally launched the Justice, Equity, and Economic Mobility (JEM) practice, Dalberg's home for client work and thought leadership focused on social, gender, and racial justice in the United States. Since its launch, the practice has completed over 30 projects on intersectional racial equity with the latest engagements covering important human rights topics on health equity, racial poverty, democratic governance issues, and economic justice. The JEM leadership team has also begun to develop relationships with racial justice organizations. We also regularly refine our internal initiatives to strengthen our racial justice lens and ensure all our staff feel valued and respected. In 2022, our Americas team:

- Increased our student loan repayment benefit to help increase socioeconomic diversity
- Partnered with Management Leadership for Tomorrow (MLT) for senior recruiting
- Led training on how to be an inclusive advisor
- Provided training and 1:1 executive coaching with a DEI lens to 100% of the management team
- Facilitated DEI & anti-racism onboarding for all new employees

The team also provided more support to staff facing systemic inequities including providing more resources to existing affinity groups and developing a clear process for creating new affinity groups, whilst also strengthening and clarifying reporting mechanisms for the existing groups.

IMPLEMENTATION

Throughout the past year, Dalberg has focused on human rights through the perspectives of equal gender rights, racial justice, protection of vulnerable groups, and advocacy. Dalberg is also working across sectors and geographies to respond to the immediate human needs presented by the Covid-19 crisis – including putting systems in place that ensure socioeconomic responses are inclusive, equitable, and plan for a brighter future.

Examples include:

- **As part of Dalberg's continued support for the 2X Challenge, we supported 2X members in reviewing and refining the guidance regarding how infrastructure projects can particularly benefit women.** Given the recent growth in membership and the related increase in importance of infrastructure deals for newer MDB members, there was renewed interest in understanding what it means for an infrastructure project to disproportionately benefit women. Dalberg developed updated guidance that will help 2X members apply the consumption criteria to infrastructure transactions in a way that mitigates "pink-washing" risks and has the potential to inform industry best practices around applying a gender lens to infrastructure transactions.
- **Dalberg conducted a landscape assessment of the Agri-SME financing space in Southern Mexico, Guatemala, and Honduras to inform the design of the Aceli Americas' program and its strategic orientation for 2022.** Based on the lenders' feedback, the Dalberg team proposed: origination incentives, first-loss cover incentives, product-specific incentives, referral incentives, and lender capacity building initiatives. The team also proposed a high-level roadmap for the incentives deployment focusing on financial institutions already working in the Agri-sector. The report will help inform the design of the Aceli Americas' program, whose goal is to mobilize \$200M in private sector lending to Agri-SMEs in the region and improve the livelihoods for 20,000 rural households by 2026.
- Soil acidity has critical adverse impacts that threaten food security and agribusiness potential, with approximately thirty-five million hectares of cropland in Ethiopia, Kenya, Rwanda, and Tanzania classified as acidic. Agricultural lime is a solution for managing soil acidity, and limestone reserves are available and sufficient in the four countries; however, the sector remains largely nascent. **Consequently, Dalberg was commissioned by CIMMYT to support the GAIA project by conducting an agricultural lime sector supply-side analysis across four East African countries: Ethiopia, Kenya, Rwanda, and Tanzania.** Dalberg developed recommendations that will unlock bottlenecks to increased competition and investment in the sector, which would enhance agricultural lime quality and supply. This project intends to inform National Investment Plans, which in turn aims to build the necessary momentum for growth in the nascent agricultural lime sector through increasing its production and use on acidic soil. This ultimately will contribute to increased agricultural productivity and food security in these countries.
- Inspired by the strength and ambition of feminist movements, the Equality Fund is seeking to set up one of the largest self-sustaining funds for gender equality in the world. Equality Fund's current design and build phase is rooted in learning, adaptation, experimentation, and change. **Dalberg was engaged by the Equality Fund to develop a theory of change for its investment program and to develop investment guidelines that enshrine intersectional feminist values in how Equality Fund can screen and select investments.** Given Equality Fund's unique position at the intersection of feminist movement and investment ecosystems, and its unique 100% GLI focused endowment from the Government of Canada, Dalberg anticipates that EF will, over time, be able to transform how, where, by, and to whom capital is deployed to finance and advance global feminist change.
- The Rockefeller Foundation Food team had been implementing their current strategy for two to three years and were preparing their next three-year strategy to take to their

board in November 2021. **Their vision was defined as, “Transform food systems to be nourishing, sustainable, and equitable.” They engaged Dalberg to develop the strategy that supports this vision.** With Dalberg’s support, the Rockefeller team aligned on a strategy to invest in public purchasing of food, policy analyses to elevate the true cost of food, realigned incentives for “good” food, and outlined data and metrics resources to support the adoption of “good” food practices across the public and private sectors. The final strategy focused on mobilizing \$100 million over 2022-2024 to improve the dietary quality of five hundred million underserved people — it was unanimously approved by Rockefeller’s board of directors.

- The pandemic has highlighted the gap in the provision of Mental Health and Psychosocial Support (MHPSS) services between high- and low-resources settings, in particular for children and adolescents. **UNICEF’s Office of Innovation (OOI) engaged Dalberg to assess the landscape of Mental Health and Psychosocial Support (MHPSS) innovations for children and adolescents in low-resource settings to help inform the role OOI can play to support them.** Dalberg delivered a report that assessed the landscape of MHPSS innovations for children and adolescents in low-resource settings. It will inform OOI’s investment strategy in this space with a goal of scaling at least three innovations that impact over one million people each. In addition, the Dalberg team has been asked to present the report to UNICEF staff as a benchmark for future landscape analyses.
- **AMREF engaged Dalberg to build a foundational needs and landscaping analysis of Universal Health Coverage (UHC), with Kenya serving as the starting point. There is intention to replicate the methodology across several countries.** The objective is to build a comprehensive image of the UHC delivery ecosystem. The landscape report includes an overview of Kenya’s UHC delivery system, a mapping of actors impacting UHC delivery, a description of Kenya’s UHC journey and key milestones, and the identification of key challenges and bottlenecks.
- **Dalberg was contracted by the World Diabetes Foundation to build and mobilize key stakeholders around a global, innovative investment alliance to raise at least \$100 million USD for investments in diabetes prevention and care in low- and middle-income countries.** The project team facilitated an inclusive process with experts in the innovative finance space, key stakeholders at Novo Nordisk, Novo Nordisk Foundation, and other organizations to assess the potential of establishing a knowledge-based alliance. The project outcome was the conceptualization of the Diabetes Investment Accelerator that aims to accelerate investments through promoting evidence and knowledge of innovative finance mechanisms and mobilizing partners around specific investments.

MEASURE OF OUTCOMES

In the past year, we hosted virtual events, wrote, and published articles in prominent development publications as well as on our own channels, authored reports, and launched new public data sets that reinforce our support for universal human rights, including:

- **Dalberg’s Justice Equity and Inclusion Practice (JEM) published an article titled, “None Until All Are Free: LGBTQ+ Rights Through an Intersectional Lens”** to help readers understand how transphobia, gender conformity, and systemic racism inequities are connected and build on each other within parallel systems of oppression. The piece outlined how allies and practitioners can target resources for transgender

and GNC efforts with a racial lens, promote coordination across different stakeholders in the space, and tailor the design of interventions and programs for BIPOC transgender and GNC communities.

- The Access to Covid-19 Tools Accelerator (ACT-A) is a unique, time-limited, multilateral collaboration to accelerate the development, production, and equitable global distribution and access of critical tools for Covid-19 response. Launched in April 2020, the partnership brings together ten agencies: Bill & Melinda Gates Foundation, CEPI, FIND, Gavi, Global Fund, Unitaid, Wellcome, WHO, World Bank, and UNICEF. Since 2020, the partnership has supported the development and rollout of vaccines in record time and increased availability of effective and affordable new diagnostics and treatments. **In light of the evolving nature of the pandemic and a need to strengthen progress across the pillars, Dalberg was hired to conduct a strategic review.** Dalberg's insights and recommendations will inform ACT-A's strategic priorities for the next 12-18 months in the context of a rapidly evolving global pandemic. These have been published in a public report.
- **Dalberg hosted a webinar with four medical practitioners who are helping redefine the intersection of health tech and equity. The webinar titled "The Rising Tide of Health Technology: Design for Equity to Ensure Access for the Underserved"** explored ways to ensure patients and providers increasingly leverage online services to access and provide care to the most vulnerable and underserved.
- **Dalberg published a report, "After the Vaccines Arrive: Equitable Vaccination in Lower Income Countries" to cast a light on longstanding health inequities – both among and within nations.** Without equitable distribution within countries, the most vulnerable populations will remain the most at risk and opportunities to outpace dangerous variants of the virus will be missed.
- The European Bank of Reconstruction and Development (EBRD) aims to harness the power of the private sector to create equitable access to economic opportunities for all. To this end, the EBRD has developed two distinct but interlinked strategies: i) the Strategy for the Promotion of Gender Equality 2021-2025 (SPGE) to promote gender mainstreaming in the EBRD's operation, and ii) the Equality of Opportunities 21-2025 (EOS) to promote equality of opportunity for all. **The European Bank of Reconstruction and Development (EBRD) engaged Dalberg to organize and deliver public consultation meetings (in the form of webinars) and produce two consultation reports in support of the EBRD's Strategy for the Promotion of Gender Equality 2021-2025 (SPGE) and the Equality of Opportunity Strategy 2021-2025 (EOS).**
- **In partnership with Wellcome, Dalberg Media created and illustrated a report exploring the impacts of long-Covid.** Based on research Dalberg conducted in Kenya and Malawi and emerging priorities, Dalberg constructed a comprehensive dissemination strategy and educational graphics to accessibly share the core elements of the report, a full dissemination list inclusive of publications, events, and influential stakeholders, and planned and executed a soft launch event.
- **Research conducted by Dalberg together with the Financial Health Network found that most financial services, especially those meant to help with planning savings and investment for retirement, are poorly suited to the economic and financial realities of low and middle income (LMI) Americans over fifty.** To help providers and product designers better design digitally enabled experiences for this group, Dalberg developed

six design principles and a blueprint of the ideal service flow. These resources can guide the design and delivery of better user interaction and experience to enable adoption and sustained engagement by LMI pre-retirees.

- A growing body of global research points to how women shouldered a heavier socio-economic burden, experiencing a greater loss of employment than men, and a far higher care burden during the Covid-19 pandemic. From the outset, it was clear that people would experience the crisis differently and that there would be a differentiated impact between women, men, and other genders. **Dalberg published a report on the unprecedented “Impact of Covid-19 on women in low-income households.”** The Dalberg report illustrates how women from low-income households in India were disproportionately impacted by the crisis. The report also sheds light on the experiences of women during the pandemic that were highly likely to happen based on what was seen in past crisis situations.

Labor

- **Principle 3:** Business should uphold the freedom of association and the effective recognition of the right to collective bargaining
- **Principle 4:** Business should support the elimination of all forms of forced and compulsory labor
- **Principle 5:** Business should support the effective abolition of child labor
- **Principle 6:** Business should support the elimination of discrimination in respect of employment and occupation

ASSESSMENT, POLICY, AND GOALS

While the nature of Dalberg’s professional services work does not necessitate staff union membership, our corporate policies provide a system whereby employee concerns and grievances can be addressed via elected staff representatives.

We uphold the elimination of all forms of forced or compulsory child labor – and support the ILO conventions. In addition, as a matter of principle and reputation, we seek to work with clients, partners, and subcontractors who share these values.

Finally, as an international consulting firm, Dalberg actively seeks to recruit a team that reflects the gender and ethnic diversity of our clients and the communities we serve. Our corporate policies ensure staff members are recruited based on their ability to do the job. No distinction, exclusion, or preference is given on any other grounds. We are currently refreshing our recruiting and onboarding policies and practices to include a DEI lens.

Dalberg’s corporate policies are posted prominently on our intranet and are accessible by all staff. Our policies are accompanied by an open discussion forum that communicates directly with Dalberg’s Executive Director, Coordination Committee, Dalberg Advisors Global

Managing Partner, Global Operating Partner, and the Chair of the People and Values Committee.

Our People and Values Committee ensures adherence to our global values and oversees all people matters. Its mandate includes setting all human resource related policies and overseeing the performance review process. We are also in the process of creating a supplier diversity program that will bring diversity and inclusivity into our supplier chain thus promoting, increasing, and improving the business participation of underrepresented business enterprises.

Within Dalberg, we seek to build a work environment that is safe, inclusive, and equitable for everyone. In 2021 we launched the Vault Platform to allow staff to confidentially report any incidences of misconduct in our working environment. This effort is aligned with our zero-tolerance policy against misconduct, including discrimination, harassment, and bullying. In 2022, we continue to encourage all our staff to use the Vault platform and have appointed case managers to investigate complaints and take appropriate corrective action. Additionally, we have local office ‘Ombuds’ who serve as confidential sounding boards for our staff and respond to allegations of misconduct.

Dalberg also recognizes the importance of maintaining an enjoyable, supportive working environment and providing social benefits. To this end, each of our offices aim to provide benefits like health, dental, pension, student loan repayment, and parental leave at levels exceeding or comparable to other leading impact-led, professional services firms in their respective countries of operation. With regards to our salary and total reward improvement, we have conducted salary and benefits benchmarks and made inflation adjustments across our regions in the past year.

Our local offices are also exploring a flexible and equitable working model to ensure a smooth transition post Covid-19 for all our staff members including caregivers, new employees, and people with health issues. This exploration will leverage both remote and in-person advantages to improve the quality of our work, and to balance needs of individuals, teams, clients, and the business. Our Americas region is piloting support for caregivers to help enable participation in retreats by providing a choice of a daily caregiving stipend or childcare provided on-site.

We promote teamwork and individual professional development through office-level skills training sessions, quarterly staff pulse surveys, 360-degree feedback reviews, and shadowing opportunities for new hires and individual staff professional development plans. In July 2021, we rolled out our refreshed competency matrix which simplifies our assessment criteria and applies an inclusion lens to support staff professional development. In March 2022, we rolled out a new repository of all our training material, including links to all trainings in one place. We are currently building out our ‘Training and Development’ function to support staff’s continued learning and professional development. Over ninety staff have also been coached in our Global Coaching program to-date (launched in 2020) and 100% met some or all of their goals.

In 2020 and 2021, we paused our in-person trainings and retreats due to the pandemic and replaced them with virtual office and regional retreats. In 2022, we have begun to re-introduce in-person retreats, workshops, trainings, and team brainstorming sessions. We have managed to safely hold in-person retreats, including the Africa HR retreat and strategic planning session, global management workshop in Dubai, and various regional and office level retreats. We also conducted an annual pulse survey focused on staff’s professional journey, well-being, work environment, inclusion, and connection to better understand how staff are experiencing work and opportunities to strengthen our culture and employee experience — especially after two years of the Covid-19 pandemic.

The mental well-being of our staff is of utmost importance to our organization. To this end, we have Dalberg Minds – a cohort working to foster a culture of well-being across the organization. In the past year, Dalberg Minds has continued to connect staff with resources, tools, and services that promote mental well-being, including:

- Organizing a public online seminar on ‘Social Impact and Well-being’ co-hosted by Dalberg Chairperson and Global Managing Partner on World Mental Health Day
- Updated the staff mental well-being resource pack and developed an online hub where staff can easily access the group’s resources
- Conducted cohort-level training on mental well-being to support mental well-being in teams
- Incorporated mental health awareness to the onboarding process
- Conducted group sessions in all offices to better understand staff pain points, brainstorm solutions, and revived the mental health champion network

Dalberg also strives to achieve significant and lasting impact on the lives of children and young people, and to secure equality for girls. Our Safeguarding Children Policy extends to young people we are supporting through, or are in contact with, our work. We have rolled out a new global background-check service to support our Safeguarding policy (which is also GDPR compliant to promote individual data protection and privacy).

IMPLEMENTATION

Throughout the past year, Dalberg has worked with several clients focused on labor and employment practices. We also work with a range of actors to identify opportunities to promote youth employment. For example:

- **Dalberg was engaged by the Mastercard Foundation (MCF) to conduct a Pan-African study of the internship landscape to inform the Foundation’s strategy to provide 250,000 new internships per year for young people in Africa.** Dalberg adopted a mixed-method approach, leveraging primary and secondary sources, to understand the challenges, identify the gaps and opportunities to increase the number of internships. Dalberg led a co-creation workshop to present the analysis, prioritize the interventions, and develop a preliminary list of potential partners to improve the quality and increase the quality of internships in the region.
- **Dalberg supported the Shell social investment team to refresh their strategy on community skilling.** Dalberg reviewed their existing strategy and portfolio of activities to extract lessons learned, reframed the overall vision and opportunity for the vertical, outlined high return, low risk skilling opportunities within identified strategic priority sectors, and built a compendium of skilling program archetypes, sample programs, and partnerships to serve as a playbook for their teams. Dalberg also identified twenty-two case studies to inspire the Shell team and battle-tested a project-guideline checklist which was successfully used during a sprint with Shell’s UK team.
- **Dalberg was enlisted to study two aspects of economic development in Kiribati to gauge its readiness for the Millennium Challenge Corporation (MCC) threshold program: the presence of high potential growth industries and sectors in the country and opportunities for productive employment outside of Kiribati for I-Kiribati workers.** Dalberg conducted a thorough prioritization process to arrive at a shortlist of sectors and productive employment opportunities and evaluated constraints to accessing these opportunities thereafter.

- **Dalberg was engaged by the Swiss Cooperation Office in Mali to conduct a feasibility study and assessment of their new program, PartICIP, aimed at attracting private sector investment into vocational training.** The study also sought to suggest ways in which the program can be improved and developed recommendations for the program design in consideration of the Covid-19 pandemic and the security situation in Mali. Dalberg also engaged with various private sector companies with a presence or interest in Mali to assess their preparedness for investment in education and youth employment, as well as their willingness to engage with the Swiss Cooperation to explore partnership opportunities.

Dalberg was mandated by the GIZ to conduct a diagnostic study of technical and vocational training for the needs of the industrial sector in Côte d'Ivoire. Dalberg analyzed the adequacy between the demand for professional skills of industrial companies in Côte d'Ivoire and the supply of Ivorian labor. The aim was to identify the needs of these companies and respond to them through capacity building and professionalization of the workforce, while ensuring the sustainability of one or more training centers and their contribution to the Ivorian labor market.

- **Dalberg supported Open Society Foundations (OSF) in synthesizing key lessons learned from its prior three years of grantmaking to advance justice for workers globally.** The objective of the work was to transfer learnings within OSF to external partners. Dalberg reviewed OSF's internal documentation and gathered perspectives from over 30 OSF staff, partners, and peers on the most important successes and challenges across OSF's worker justice portfolio. OSF will use the final report as an internal learning tool to enhance its effectiveness in the sector and as an external learning tool for partners and peers engaged in or interested in the sector.
- **Dalberg supported NI to develop options and recommendations around (i) an optimized organizational structure for the Operations team, (ii) an updated role of the Regional Directors, (iii) a review of reporting arrangement for roles with regional mandates, and (iv) a cross-function review of NI's structure to optimize matrix working.** As a final deliverable, the Dalberg team provided NI with a number of options with insights on how different options might best fit together to provide a holistic solution. The NI team will take these options under consideration, after which they will engage Dalberg Advisors for an additional project to build out detail within their chosen options and create a change management plan.

MEASURE OF OUTCOMES

In the past year, Dalberg has not been involved in any investigations, legal cases, or incidents involving contravention of ILO conventions or the Global Compact labor principles.

Additionally, Dalberg's efforts to build and maintain a diverse staff and a supportive, non-discriminative corporate environment are apparent in our staff statistics:

- 58% female and 42% male global workforce, balanced relatively equally across all levels (we offer our staff diverse ways to self-identify including a non-binary option)
- 59 nationalities
- Over 90 languages spoken

In addition, we have authored reports and articles in prominent development publications and virtually convened public forums – reinforcing our commitment to fair labor practices and equal opportunity, including:

- **In partnership with Argidius, Dalberg produced a SCALE diagnostic toolkit and authored a report on “Helping Emerging Market SGBs Step Up Their Game – And Increasing Employment Opportunities in the Process.”** Small and growing businesses create close to 60% of new jobs in emerging markets, profoundly impacting livelihoods, and economies. The report examines five key considerations which organizations and funders that support small- and growing-businesses should focus their programs on to increase their impact. The SCALE diagnostic toolkit will help organizations within the SGB ecosystem strive for better outcomes. The information, guidance, and inspiration needed to adjust and maximize impact on SGBs are freely available in the report.
- True economic recovery means real improvement in job quality. The conversation around job quality has largely been overshadowed by the pandemic. At this precarious moment for low-wage workers in the U.S., stakeholders must engage more deeply to address the barriers to improved job quality for these workers. **Dalberg’s report on “Low-Wage Work, Low Quality Jobs: Understanding and addressing barriers to job quality for low-wage workers” highlights the barriers that small and mid-sized businesses (SMBs) employing low-wage workers face, and avenues to advance impact for all workers.** The report demonstrates that while recovering and increasing the number of employment opportunities is of course essential, it is equally important to consider if these jobs provide workers with the compensation, benefits, work environment, and advancement opportunities necessary to ensure overall worker wellbeing and potential for upward mobility.
- In the U.S., there are forty-three million adults – nearly one in five – who read below a third-grade level, and over half of all adults read below a sixth-grade level. Low literacy is pervasive and entrenched, and those who experience it generally have poorer health, significantly lower incomes and prospects – and their children are more likely to face the same future. **Dalberg published an article on “Adult Low Literacy: Opening the Book on America’s Silent Crisis”** that demonstrated how the National Action Plan for Adult Literacy has the potential to redefine how American society supports not just adult literacy but adult education in general, thereby improving the lives of individuals, families, and communities living in vulnerable circumstances – and how action is urgently needed.
- **Dalberg is an execution partner for UNLEASH, an innovation platform for the SDGs.** UNLEASH is an annual global innovation lab for the SDGs, where talent from around the world gather to develop innovative solutions for a better and more sustainable world. Throughout 2022, UNLEASH will host a Global Innovation Lab in India and a Regional Innovation Lab in Greenland.
- **Dalberg supported the kick-off of a new Non-State Education Community of Practice: The Education Finance Network,** a virtual convening of stakeholders from around the world who are committed to directing non-state resources toward creating inclusive, equitable, high-quality education in low- and middle-income countries. **The online webinar focused on “How can non-state actors drive equity in education in low- and middle-income countries?”**

- Governments currently spend \$500 billion a year on subsidies that are harmful to biodiversity. Reallocating this spending could catalyse a global labor force that can stimulate nature-positive business models. **Dalberg supported WWF on a new report highlighting the potential of the post-2020 Global Biodiversity Framework to deliver sustainable outcomes for people and the planet.** The report reveals that thirty-nine million jobs could be created if governments reallocated just one year’s worth of subsidies that harm biodiversity to a nature-positive stimulus instead.
- Diversifying and empowering the health care workforce presents an area of significant need. It also holds the opportunity for innovation and systemic change. There are many intersecting objectives for working to improve the health-care workforce: narrowing the racial gap in health outcomes, meeting underserved communities’ increasing need for more health care, and providing economic security to millions of vulnerable, low-wage health employees. There is a clear opportunity for philanthropy to support inclusive practices, align actors around health equity outcomes, and catalyze change across the talent pipeline. Building off research supported by AbbVie Foundation, **Dalberg’s article in the *Stanford Social Innovation Review* on “Funding Equity in Health Workforce Development” suggests pathways to equity in America’s health workforce.**

Environment

- **Principle 7:** Business should support a precautionary approach to environmental challenges
- **Principle 8:** Business should undertake initiatives to promote greater environmental responsibility
- **Principle 9:** Business should encourage the development and diffusion of environmentally friendly technologies

ASSESSMENT, POLICY, AND GOALS

Dalberg is committed to protecting, restoring and regenerating the planet. In 2020, Dalberg committed to adhering to the Paris Climate Agreement to ensure we do not contribute to the warming of the planet beyond the 1.5 degree; we also signed the UN Global Compact Business Ambition for 1.5 degrees to hold ourselves accountable to this pledge.

Dalberg’s climate commitment is framed around 3 pillars: reach net zero, create solutions for climate and nature, and catalyse a climate community.

Dalberg has committed to reaching net zero by measuring and reducing our emissions and plastic in line with climate science, and offsetting remaining emissions and plastic. We committed to reduce absolute Scope 1 and 2 GHG emissions 55% by 2026 from a 2019 base year, reduce Scope 3 GHG emissions 55% per unit of revenue by 2026 from a 2019 base year, and reduce per-person plastics footprint by 30% by 2026 from the firm’s 2019 baseline.

We have since updated our original targets to better reflect the distinction between different scopes of emissions and to reflect the most current climate science. Our ambitious targets intentionally go beyond the minimum requirements and have now been approved by the Science Based Targets Initiative (SBTi).

As of the end of 2021, both our carbon and plastic reductions are on track against our targets: Our absolute Scope 1 and 2 GHG emissions have fallen by 39%, our Scope 3 GHG

emissions have fallen by 42%, and our office plastic footprint has fallen by 54% per-person, compared to a 2019 base year.

Where we are unable to reduce our carbon footprint, we are offsetting all our 2021 carbon emissions and plastic use through the purchase of carbon and plastic credits. This year, we intentionally focused on purchasing directly from carbon credit projects to help us better understand the market and to support innovative and local project developers.

Dalberg also committed to create solutions for climate and nature by taking a climate lens to all projects and driving climate impact for clients through project work. We committed to never propose solutions that would contribute to moving a country away from national targets on carbon intensity of growth and to include additional options that optimize for climate outcomes even where this is not asked by the client.

We continue to support teams in applying a climate lens by providing resources, trainings, and climate advisors for every project. We are taking steps towards a more integrated approach that helps teams apply climate, gender, and racial equity lenses to projects. We are simplifying our processes and consolidating our tools given our impact lenses crossover at various touchpoints in the project lifecycle.

Dalberg committed to catalysing a climate community by fostering innovation and helping to develop climate-focused coalitions for change. We committed to serve as a laboratory for emerging and innovative climate solution providers to test their proposition with us and to convene in coalitions across enterprises, working towards innovative partnerships for climate action. Our intention is to help emerging climate innovations come to market sooner and deploy solutions that address the immediacy and scale of the climate crisis through:

- **Partnerships:** with climate-focused organizations such as Joro, BeZero Carbon, and rePurpose Global to build and foster climate coalitions while strengthening our own actions and accountability.
- **Climate Action Collectives:** such as the creation of The Climate Innovation Hub and a climate-focused speaker series hosted by TEDx, TEDCountdown, and Dalberg Catalyst.
- **Climate Coalitions:** including investing in the development of new concepts around regenerative business, providing pro-bono support ahead of COP26 for the UN High Level Champions Team in developing “Pathways to a Renewable Energy Future in Africa,” and supporting the incubation and establishment of Climate Action Platform Africa.

We recognize that many of the emission reductions we were able to make during 2020 and 2021 were due to unprecedented remote working because of the Covid-19 Pandemic. Going forward, Dalberg aims to demonstrate ways in which a global consulting company can maintain a reduced footprint whilst delivering excellent client service in a post pandemic world. This includes new, climate-focused strategies around work travel, hybrid work schedules, and other considerations. Our staff will continue to minimize unnecessary travel to office or client sites, adhering to our climate policy and proactively incorporating a climate lens to future workplace design and infrastructure.

While Dalberg has made great progress on our commitment, we are still committed to continue learning, sharing, and taking even more ambitious steps in the future and to helping others do the same.

IMPLEMENTATION

In the last year, Dalberg has worked with a wide range of clients to develop environmentally conscious strategies, build knowledge around environmental markets, and promote the development and diffusion of environmentally friendly technologies. For example:

- **A leading global FMCG company engaged Dalberg to assess the landscape and map out a database of green incentives for the organization across six markets: Vietnam, Malaysia, India, China, Indonesia, and Taiwan.** The Dalberg team identified financial instruments such as tax breaks and subsidies across the six markets that the organization can leverage when expanding their value chain across Asia. Dalberg helped inform the organization's bold sustainability strategy and social impact goals in six markets across Asia, as they seek to reduce their carbon footprint across their business' value chains significantly by 2030.
- **Dalberg was engaged by the Mercy Corps' Agrifin Program, to conduct a landscape assessment of existing climate dashboards, and develop a needs statement for farmer-facing organizations for climate-smart tools and services.** The project aimed to develop recommendations around appropriate technologies, use cases, and potential governance models for a climate-smart solutions dashboard as a public good while creating strategic recommendations on a future pathway for a climate-smart solutions dashboard. Insights from the assessment were used in developing and providing recommendations to Agrifin on how to play a role in improving climate-smart dashboard adoption by farmer-facing organizations. The learnings from the study were also shared in the form of a public-facing case study.
- **The Hong Kong Jockey Club (HKJC) team engaged Dalberg to outline a five-year environment strategy including the theory of change, potential program ideas, and basic MEL framework.** The Dalberg team analysed an exhaustive list of environment and climate issues based on Hong Kong's context. With a focus on high impact potential for philanthropy and HKJC's internal priorities, the team presented the HKJC with a portfolio centred on two pillars: Reducing carbon emissions from buildings and the ecological footprints of Hong Kongers through sustainable consumption, with frameworks for programs, MEL, and implementation.
- **The World Resources Institute (WRI) engaged Dalberg to assess the current state of restoration financing flows in sub-Saharan Africa (SSA) and design a set of practical solutions that will help achieve the African Forest Landscape Restoration Initiative (AFR100) pace and scale targets.** The Dalberg team conducted a targeted literature review, stakeholder interviews, and also developed a financial model to estimate the financing required to deliver on FLR commitments under the AFR100 at scale. Dalberg quantified the funding required and identified relevant funding modalities that would help scale local forest landscape restoration (FLR) in sub-Saharan Africa and consequently achieve AFR100 targets.
- **Dalberg was engaged by Zero Waste Europe to create a pitch document to present the opportunity for the first-ever zero-waste impact bond to support European cities moving towards circular economy waste management systems.** The Dalberg team helped the client deepen their understanding of the uses cases for innovative financing and select an intervention that was well suited for an impact bond. To do so, the team analysed the feasibility of a number of promising yet underutilized green waste systems, including reusable packaging systems, decentralized community composting, and mechanical recovery and biological treatment (MRBT) systems. The immediate goal of the pitch deck is to secure funding for a full feasibility assessment, which will be a necessary precursor to launching a zero-waste impact bond.
- **Dalberg was engaged by C40 Cities to create, convene, and facilitate a stakeholder dialogue workshop between cities, ride-hailing operators, and other industry actors.**

The aim was to accelerate the electrification of ride-hailing fleets and to build partnerships across the industry to increase collaboration and efforts towards electrification goals in cities. The workshop resulted in new connections and collaborations between key operators and cities, with several key initiatives identified to take forwards including data sharing, shared charging infrastructure, public-private collaborations, and financial incentives and engagement with drivers.

- **Dalberg was commissioned by the Africa NDC Hub and its partners (AfDB, NDC-P, GGGI, and UNECA) to conduct a study and write a publication to be presented during COP26.** The study covered three main themes: (i) assessment of NDCs progress and ambition in Africa, (ii) assessment of climate finance flows on the continent, (iii) building country case studies that identify best practices in revising and implementing their NDCs. The study has highlighted the needs for faster climate finance flows and strengthening of government institutions especially to better address adaptation and resilience on the continent as it tends to receive less financing than mitigation. The publication aims to mobilize more investment towards the continent and raise awareness for investors to develop more innovative mechanisms that support the development of adaptation projects.

MEASURES OF OUTCOME

In the last year, Dalberg has authored reports and contributed to major conversations on environmental issues, including:

- **Dalberg Catalyst partnered with TEDx and TEDCountdown for the climate action-focused event TEDxDalbergCatalyst in November and December 2021.** “The Surprising Power of Small to Save the Planet” showcased transformational ideas, innovations, and individual actions for tackling the climate crisis and regenerating our ecosystems. The now on-demand series featured a diverse group of 17 entrepreneurs, youth activists, and business executives working on the front lines of the climate crisis as they spotlighted critical areas for climate action around COP26.
- The tourism sector has suffered greatly amid the Covid-19 pandemic and now is an opportune time to create bridges across the now-exposed gaps between biodiversity protection and travel experiences. Together with governments, investors, and communities, the stage is set to create a healthier planetary future and a more equitable world for both host countries and their visitors. **Dalberg published an article, “Boosting the Tourism Sector and Biodiversity Protection,” that explores the link between travel experiences and environmental outcomes.** The article also outlines ways in which countries have developed experiences that promote tourism but also conserve plant and animal life, encourage community development, and give hope that tourism could be an important frontier for the future of conservation efforts.
- **Dalberg, in partnership with Clean Air Fund, Blue Sky Analytics, and the Confederation of Indian Industry, published the first-of-its-kind report on “More than a Public Health Crisis: Air Pollution’s Impact on the Indian Economy” to show how much the economy and society stand to gain if collaborative action is taken to clear the skies.** Traditionally, air pollution has been regarded as an inevitable cost of a developing economy and as a public health burden that must, to a large extent, be borne by society as a whole. However, this report shows how air pollution is very much a profitability issue, that clean air is a precondition for businesses to thrive, and critical for India to realize its vision of becoming a USD 5 trillion economy by 2025. Individual

businesses, and their employees, have a direct stake in improving air quality. Thus, industry leaders should take more ownership and become advocates in the movement for cleaner air.

- **Dalberg authored an article about “A Forest Economy for The Future: Generating Social and Economic Dividends from More Sustainable, Circular Sources”** to examine the possibility of increasing use of products derived from forests, while at the same time protecting biodiversity and forest cover. Forest-based, circular bio economies have the potential to help reverse the biodiversity loss our world is experiencing today. All actors involved in the forest economy need to make significant investments by supporting the transition of production- and consumption-trends towards sustainable outcomes, build coalitions for equitable use, and increase overall financing for sustainable forest-based initiatives. Such efforts can pave the way for us to use our forest assets both as economic pillars and as environmental safeguards.
- Latin America’s biggest cities are tackling climate and mobility by investing in e-buses with the support of key stakeholders including government, manufacturers, financiers, and operators. **Dalberg’s article “E-Buses Are Accelerating E-Mobility in Latin America,” published in *Impact Alpha*, presents market drivers, new business models, and the enablers needed to boost investment.** Fleets of zero-emission electric buses operating in Latin America were once a distant dream, especially for city dwellers commuting to work on congested highways through thick clouds of air pollution. But the transition of Latin America’s public transportation systems to e-mobility is accelerating. The e-mobility financial opportunity and climate imperative is not limited to public transport. The models and lessons learned can support transition to e-mobility in other vehicle markets as well, such as distribution fleets and taxis.
- Dalberg co-authored a briefing paper and advocacy materials alongside the Clean Air Fund, calling for policymakers to integrate air quality as a climate action priority ahead of COP26 2021. The team published a report, **“Joined-up Action on Air Pollution and Climate Change,”** alongside policymaker briefs and presentations to feed into the Clean Air Fund's long-term advocacy campaign for "clean air for all." The report was the first to articulate comprehensively how policymakers could increase their return on climate investments, create faster results all while delivering fairer climate action through cleaner air. The materials will be used to build momentum with policymakers and the private sector to increase action tackling both air pollution and climate change.
- **Dalberg worked with WWF to develop an advocacy report on the need for a global treaty on marine plastic pollution to tackle the plastic crisis.** The team developed a model that estimates the lifetime cost of plastic, which included impacts from across the plastic lifecycle for which there’s sufficient data to quantify. This report will act as a tool for policy makers when working to convince governments, particularly fence-sitting governments, to express their support and work towards establishing a new global treaty.

Anti-Corruption

- **Principle 10:** Business should work against corruption in all its forms, including extortion and bribery
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ASSESSMENT, POLICY, AND GOALS

Dalberg observes and supports the United Nations Convention Against Corruption. We seek to support governments, UN agencies, and civil society to realize a more transparent global economy.

As a firm, we have strict corporate policies to avoid bribery, extortion, and other forms of corruption both in our home-office countries and in the field. Where there are concerns, Dalberg includes specific provisions in our contractual arrangements with clients prohibiting any such behaviour. We are also finalizing our Safeguarding Children and Young People Guidelines and refreshing our global policies.

Dalberg is not just a mission-driven firm, but also a values-led one — as we continue to grow, we have adapted our processes while remaining true to our mission. In late 2019, a Dalberg Advisors Leadership taskforce developed a process to discuss issues around values as we take on new client engagements. In 2020, Dalberg convened a global client values committee with representatives from the Americas, Asia, Europe, and Africa to ensure that all client work is consistent with our gender and racial equity lenses, our commitment to environmental sustainability, and UNGC principles of human rights, elimination of discrimination, and anti-corruption. This committee continues to provide advisory support to Dalberg projects around the world.

IMPLEMENTATION

Our primary contribution to a transparent global economy comes in the form of our client work. In the last year, we have worked with a wide range of clients on governance issues. For example:

- **Haqdarshak (HDS) engaged Dalberg to design a pay-for-results model to scale its intervention (i.e. uptake and usage of social security) to 10 million formal and informal workers by 2025.** There is considerable evidence that government entitlements present a useful starting point to build social security and financial well-being. However, existing challenges in key pillars of the current system (such as discretionary denial and quantity fraud) have hindered access to social security and revealed weak protection offered by the net itself.
- **Dalberg was engaged by Crisis Support Services of Alameda County — a Bay Area non-profit delivering comprehensive suicide prevention services to individuals in Alameda County — to develop the agency's vision and strategy for next three to five years, with a particular focus on growth and equity.** The team developed a robust interim report that helped identify major aspirations and challenges for CSS to consider in strategy development. The engagement culminated in a strategic plan that set the vision for CSS and four strategic objectives focused on well-being for care providers, equity and access to services, a social-ecological approach to suicide that shifts power dynamics to clients, and advocacy & systems influencing. The strategic plan will provide clarity to the agency for what it does and does not do, enable agency

leaders to articulate its theory of change to internal and external stakeholders, and prioritize and unlock resources for implementation.

- **Dalberg was engaged by Luminate, a philanthropic foundation from the Omidyar Group, to conduct a landscape assessment of funding related to democratic governance issues.** The aim of the landscape review was to identify gaps, trends, and opportunities in the space to inform Luminate’s ongoing strategy refresh process. The landscape analysis also included deep-dive of selected funders that helped the client to gain visibility into the “why” and “how” of peer funder strategic decision-making.

A leading global technology firm engaged Dalberg to analyse the current and future landscape of the news publishing industry in India, identify what investments and interventions are needed to enable a high-quality, high-access diverse and sustainable news ecosystem with increased digitization, and recommend ways in which the client can best engage with the emerging ecosystem. The project recommended a range of interventions that can be implemented by the client and helped guide their internal strategy for future engagements with the ecosystem.

MEASURE OF OUTCOMES

In the past year, Dalberg has not been involved in any investigations, legal cases, or incidents involving corruption or bribery. In addition, we maintain transparent financial records via an annual audit with accredited accounting firms in each of our countries of operation. In the last year, Dalberg has authored reports and contributed to major conversations on the promotion of good governance.

- The Indian government launched the One Nation One Ration Card (ONORC) initiative in 2019 to expand subsidized food to potentially two-thirds of the population – essentially reforming the country’s vast Public Distribution System. **Dalberg, in collaboration with Omidyar Networks, published a report on “Fulfilling the promise of One Nation One Ration Card.”** The report examined ONORC along with the experiences of beneficiaries and frontline dealers. The research showed significant success – 88% of households who tried ration portability got their quotas – but there are lingering awareness and technology issues to solve. The report highlights how policymakers could improve the design and implementation of the scheme that is key to food security for millions.
- **Dalberg was commissioned by VerifyMe to publish a report on “Digital ID In Nigeria: State of The Industry”** that examines digital identity systems in Nigeria and explores the role of digital identity as a critical and foundational enabler for a range of services and transactions, including financial services, social welfare programs, and government services. The report seeks to shed light on the various stakeholders in the digital identity ecosystem and provide insight into interactions between the business community, the government, and regulatory authorities. It also identifies the potential barriers to universal digital identity coverage in Nigeria. The team also conducted a **webinar to highlight challenges and opportunities in the industry and feature insight on streamlining government and private sector relations.**