

# IMPACT

Our commitment to the United Nations Global Compact – 2021



# Statement from the CEO

## To our teams, stakeholders, clients and partners.

Palladium is a global impact firm, working to link social progress and commercial growth. We are in the business of making the world a better place, and we believe that collaborative models and systemic approaches are the way to achieve progress and success.

As we work in over 90 countries with local communities, organisations, governments, and corporations, we must continually ensure that we're including, protecting, and safeguarding the people and the places where we work.

In the wake of one of the most challenging periods in living memory, we believe that the values enshrined by the UN Global Compact and Sustainable Development Goals are ever more pertinent and need an ever more accelerator focus from all organisation be they corporations, Government or NGOs.

This communication highlights our continued progress and our plans for the year to come, through the interconnected topics of Palladium's Sustainable Business approach: Safeguarding; Diversity & Inclusion; and Environment.

I am proud of our achievements and our commitment to continued progress in 2021. I would like to take this opportunity to publicly reaffirm our commitment to the UNGC initiative and the global principles it represents.

**Christopher Hirst**



# Our commitment

Palladium is signed up to UNGC on a global level, demonstrating our commitment to the principles of UNGC, which are embedded within our ambition, approach, actions and impact.


**Diversity & Inclusion, Safeguarding, and Environment are three interconnected topics that make up Palladium’s Sustainable Business Strategy.**

Our sustainable business roadmap links all Palladium’s actions to four key pillars: Our people, communities, supply chain and thought leadership.



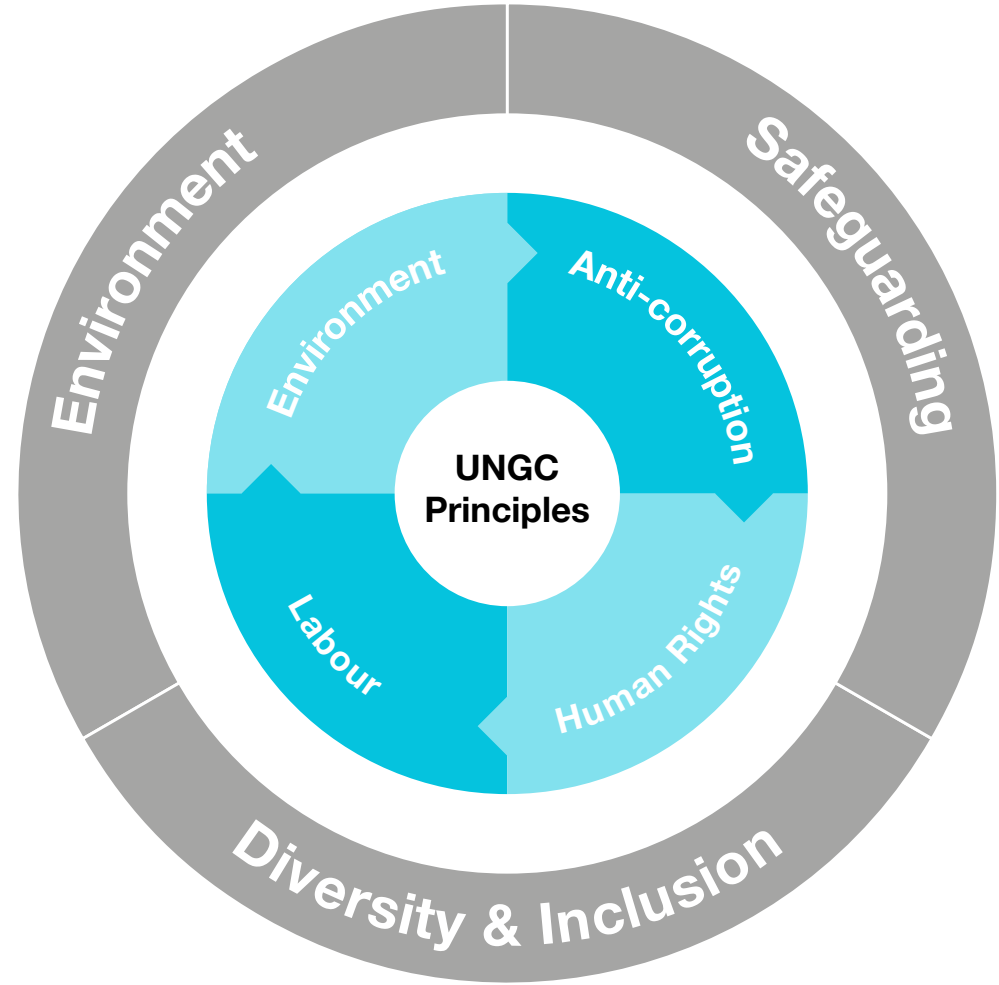
1637

partnerships established




406


policies created or strengthened



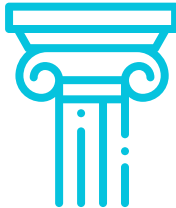
Our People




Communities



Supply Chain



Thought Leadership





# Human Rights Principles

## Our **Ambition**

Our belief in the universal principles of human rights is connected to our Guiding Principle, “We are all accountable” and is enshrined in the way we do business.

Our approach defines ‘Positive Impact’ as ‘the intentional creation of enduring social and economic value’, and we aspire to realise it in everything we do. In relation to human rights, this means that we commit to uphold and positively impact the cultural, social, economic and civil human rights of all personnel, of the communities where we work, and of those working throughout our supply chain.

# Our Approach

Palladium respects human rights through our values and principles in the way we conduct our business operations; and we actively promote human rights through the positive impact delivered by our core business offerings.

Our principles are found in our Code of Conduct, which applies to all business partners and employees and outlines the company's expectations. Palladium has also endorsed the United Nations' (UN) Standards of Conduct for Business to promote equality for lesbian, gay, bi, trans, and intersex people in the workplace and beyond.

We continually improve the way we protect the **communities** we work with and are committed to ensuring that all **Palladium people** are equipped to prevent and report abuse. Any suspicion that human rights are not being respected can be reported anonymously through a dedicated whistle-blower hotline, which is made available to employees, external stakeholders, and **business partners** in every country in which we operate. Throughout Palladium, we ensure respect for human rights is part of our organisational culture through a dedicated safeguarding function within our Sustainable Business strategy; through ongoing events, as well as through training & engagement.

## Modern Slavery Guidelines

Palladium is committed to the principle that all humans have the right to be free from violence, abuse, and exploitation of any kind. Palladium submits statements in compliance with the UK Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018 and supports both acts in all parts of its business services.

Palladium embraces and respects the cultural and social diversity of the countries in which we work and places great importance on operating with honesty and integrity. As such, the Company does not tolerate, condone or accept human rights abuses within its business operations or supply chain. Regardless of the jurisdiction in which the Company is registered or doing business, any human rights abuses, including any form of Modern Slavery, is prohibited.

## Key Policies

- Code of Conduct
- Business Partner Code of Conduct
- Whistle-blower Policy & SOP
- Investigations SOP
- Child Protection
- PSEAH Guidelines
- Family, Sexual and Gender Based Violence Policy
- New Safeguarding Policy launched
- Safeguarding Handbook (launching Q4 2021)
- Global Modern Slavery statement
- Grievance Guidelines SOP

# Our Impact

## Our people

For the second year in a row, Palladium was included in this year’s Global Health 50/50 Report and Index and rated as a high scorer based on performance across several indicators, from stated commitment to gender equality, to addressing imbalances of power and privilege in the workplace, and gender-responsiveness of global health programmes.

There are a number of ways through which we promote the human rights of our people. We make use of Yammer communities to initiate company-wide discussion and engagement on a range of human rights issues – including a dedicated UN Global Compact channel and channels on safeguarding, diversity and inclusion. Recent stats taken from our safeguarding channel shows

just how active these discussions are – in the last month alone we had 368 active people; on our Diversity & Inclusion channel the past month has seen 383 active members engaging in the discussions. Through active discussion communities, we ensure that different parts of our organisation share lessons, particularly important over the past year with remote working.

**A range of other measures that we have implemented to deliver positive impact on the UNGC human rights principles are illustrated in the following tables:**



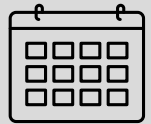
### Safeguarding Awareness Fortnight

SDG10 – Reduced Inequalities

To put the spotlight back on safeguarding to strengthen global internal awareness, a Safeguarding Awareness Fortnight was held from 1 -12 February 2021. Internal channels, particularly Yammer, were utilised during this period to explore key themes, foster internal dialogue, raise awareness and build knowledge of internal reporting mechanisms.

“The two-week (Safeguarding Fortnight) was an opportunity to put the spotlight back on safeguarding, strengthen global internal awareness, and foster internal dialogue around key themes and topics. We explored the idea that reporting the “small stuff” does matter, and the consequences if we don’t take action.”

**Rosanna Duncan, Chief Diversity Officer**



### Wellness Calendar

SDG3 – Good Health and Wellbeing

The EMEA region has compiled a wellness calendar for 2020-2021 and will deliver training relating to physical and mental health and other key topics. We have also shared and have encouraged the sharing of support materials on Yammer relating to remote working, parenting, health and wellness during Covid-19. To promote physical wellbeing, Palladium has organised Office Pilates and Yoga sessions.

The Americas Partnership will be scheduling monthly webinars related to physical and mental health. Since the start of the pandemic, we have had weekly mindfulness breaks along with workouts three (3) times a week. We have sent out e-mails and utilised Yammer to communicate tips and tools to support our staff’s physical and mental health. We also conducted a survey which has indicated that staff are currently yearning for support dealing with stress and work/life balance. As such the webinars that we are scheduling for the next few weeks, we will be engaging in events that are more geared towards mental health topics. To commemorate a difficult year dealing with COVID-19, we brought in a trained group therapist, where we collectively processed the diverse experiences of our staff throughout the region.

The APAC region has implemented a health and wellness calendar for 2020-2021 and will deliver training promoting physical and mental health and other related topics. We regularly share support materials on Yammer relating to culture, working from home and celebrating our diversity.

## In action

- Human rights subjects such as PSEAH and non-discrimination are compulsory training modules
- All projects over 6 months in duration are required to have Safeguarding Focal Points
- Business Partner Code of Conduct & all of our contracting mechanisms include provisions obliging the business partner to abide by the spirit and the letter of the Code of Conduct
- Our due diligence is often used as a tool to facilitate best practice, capacity building on safeguarding, whistleblowing, child protection, sexual harassment recruitment policies etc within our supply chain



# Our Impact

## Our people



### Mental Health Month

SDG3 – Good Health and Wellbeing

To recognise May 2020 as Mental Health Awareness Month, virtual events were hosted across the business to highlight the importance of promoting and maintaining mental health and well-being. Palladium's HR teams hosted virtual events throughout the month, with a different theme each week, while also engaging with the wider company through the Yammer platform.

The Americas Partnership is planning four (4) virtual events for each full week in May 2021 that highlight specific topics regarding mental health including Stress Management, Brain Health, and Suicide Prevention. We will be utilizing Yammer in conjunction with these events to support and increase open dialogue amongst staff.



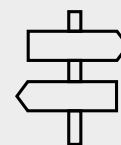
### Race, Ethnicity & Culture Month

SDG16 – Peace, Justice and Strong Institutions

In the midst of the Black Lives Matter movement, and following a successful series of employee initiatives around Mental Health Awareness Month in May 2020, Palladium proposed that the month of August 2020 be dedicated to Race, Ethnicity & Culture – "REC Month". Palladium staff organised a series of online webinars, workshops and discussion topics through the Yammer Platform, with subject matter experts and anyone with a passion able to get involved, hosting daily conversations and activities throughout the month.

## Communities

Many of the programmes that Palladium implements for clients have a strong link to the Human Rights Principles of the UNGC and to the Declaration of Human Rights. We showcase a number of case studies from across our three business regions here.



### COVID-19 Guidance Note

SDG3 – Good Health and Wellbeing

COVID-19 is a serious global pandemic that affects almost every country in the world. Lockdowns and disrupted supply chains have caused economic instability. This may bring about changes in behaviour that lead to challenges to public safety, increased risks of fraud and other criminal activity. Additionally, COVID-19 will disproportionately impact women and the most vulnerable groups, such as minorities or low-income individuals, making their lives more challenging. Palladium is committed to providing support to ensure that safeguarding practices continue in the face of COVID-19. To help protect both our colleagues and our communities, we put together a Safeguarding and COVID-19 Guidance Note to provide answers to some of the most frequently asked questions on this important topic.



### Let's Make it Possible Foundation

SDG16 – Peace, Justice and Strong Institutions

Let's Make it Possible is a not-for-profit entity founded, organized and managed by Palladium to provide direct financial support to innovative positive impact initiatives across the globe.

In 2020, Let's Make It Possible received an application from Black2Nature, an organisation that aims to deliver equal access to nature to the hugely under-represented Visible Minority Ethnic (VME) demographic. A childhood passion for nature can lead to developing a career in nature and environment. However, in the environmental sector, VME people currently represent just 0.6% of the workforce, far lower than the 13% it should be to represent the proportion of the VME population in the UK. This grant will specifically engage VME mothers from the City of Bristol on a weekend nature camp.

This project tackles the barriers that the VME community faces in accessing and connecting to nature. By engaging with VME mothers as a group, the positive impacts will be taken to their families and the communities they are active in. The women targeted for this camp are often socially isolated and the camps provide them with an opportunity to make contacts with other women - including those from other women's organisations, and to find out about other organisations they can get involved in after the camp. The connection with nature that develops will have a positive impact on mental health - both for the women and their families.

# Our Impact

## Communities

### Health Policy Plus

**Region:** Americas  
**Client:** USAID  
**Location:** Global



Health Policy Plus (HP+) strengthens and advances health policy priorities at global, national, and subnational levels. The project aims to improve the enabling environment for equitable and sustainable health services, supplies, and delivery systems through policy design, implementation, and financing. Taken together, evidence-based, inclusive policies; more sustainable health financing; improved governance; and stronger global leadership and advocacy will lead to improved health outcomes worldwide.

The Health Policy Plus Project (HP+) helps countries achieve their health goals by building capacity for policy, advocacy, governance, and finance at multiple levels. The project develops global tools and best practices for policy work, promotes South-South sharing and collaboration, and carries out regional and country-specific policy initiatives.

### Innovation for Indonesia's School Children – INOVASI

**Region:** APAC  
**Client:** DFAT  
**Location:** Indonesia



INOVASI is a partnership between the Governments of Australia and Indonesia and sub-national partners in the provinces of West Nusa Tenggara, East Nusa Tenggara, North Kalimantan and East Java. The program seeks to identify and understand systemic problems in education practice, systems and policy that impact on teaching and learning outcomes in Indonesia, and to develop and implement local solutions that demonstrably accelerate improved student outcomes.

The program is focusing on three areas: the quality of teaching in the classroom, the quality of support for teachers, and learning for all. This includes supporting the government and its partners to pilot, scale out and institutionalise effective approaches, informed by research, analysis and knowledge sharing.





# Our Impact

## Communities

### Human Development Innovation Fund (HDIF)

**Region:** EMEA  
**Client:** FCDO  
**Location:** Tanzania



The Human Development Innovation Fund (HDIF) is catalysing the development of new models of service delivery, the use of new technologies, the involvement of new providers and establishment of new partnerships, with a focus on the private sector and public-private partnerships. HDIF's goal is to improve human development outcomes for people in Tanzania by funding sustainable solutions for improving the quality and impact of basic services in health, education and water, sanitation and hygiene (WASH).

Working in collaboration with the Commission of Science and Technology and other local partners, HDIF seeks to accelerate the testing and a scaling of innovation and strengthening of the innovation ecosystem through cross-sector networks, strategic partnerships, awards and events.

### Investing in Infrastructure (3i)

**Region:** APAC  
**Client:** DFAT  
**Location:** Cambodia



Investing in Infrastructure (3i) is an Australian Government-funded program that is enabling access to piped clean water and reliable electricity for 1.2 million Cambodians, particularly outside urban areas, who have not previously had access, enabling them to share the benefits of economic growth in the country. By providing viability gap financing, 3i has stimulated private sector investment in 80 infrastructure projects to provide sustainable and affordable clean water, with every AUD\$1 invested resulting in \$1.33 of private finance.

At the end of 2020, these projects had connected 20% or 206,000 Cambodians to clean water, enabling households, businesses and public institutions to take hygiene measures against COVID 19, especially hand washing. It has also improved the affordability of clean water, with households who used to rely on trucked water reporting their monthly expenditure on water had halved in the dry season, even though they had consumed 47% more water. In lowland villages, which are flooded for a few months of the year, access to clean water has significantly reduced fever and diarrhoea.





# Our Impact

## Communities

### Variable Payment Obligation (VPO) Colombia

**Region:** Americas  
**Client:** USAID  
**Location:** Colombia



The VPO Program in Colombia aims to enable women-owned or women-led small and growing businesses access the financial and non-financial services that are requisite for their growth. Small and growing businesses (SGBs) create jobs for local economies, connections to regional and global markets, and access to critical goods and services for underserved communities. Yet, despite their importance, SGBs — especially women-led businesses — often have trouble accessing appropriate finance. SGBs may lack experience dealing with commercial banks or the business acumen to prepare a business or investment plan required to secure a loan.

Women-led SGBs are especially likely to lack the collateral that traditional banks request, and without which businesses are unable to access the credit they need to make the investments needed to grow. Although no single approach can address these challenges, the VPO Program offers an innovative, gender-forward solution that improves the ability of lenders and investors to provide capital to SGBs and aligns their interests with those of the entrepreneurs.

### Feed the Future East Africa Market Systems Activity (EAMS)

**Region:** Americas  
**Client:** USAID  
**Location:** Burundi, Ethiopia, Kenya,  
Rwanda, Somalia, Sudan, Tanzania,  
Uganda, Zambia



EAMS is a five-year project designed to strengthen regional resilience in East Africa by increasing cross-border trade in the livestock, horticulture, cereals, and legumes value chains and enhancing regional integration to overcome barriers to trade, ultimately strengthening the system to absorb, adapt, recover and transform in times of shocks and stresses. The Activity will collaborate closely with USAID/ Kenya and East Africa's regional intergovernmental partners, including the East African Community (EAC), the Intergovernmental Authority on Development (IGAD), and the Common Market for Eastern and Southern Africa (COMESA).

The Activity will contribute to and measure impact on regional resilience under four objective areas: 1) Strengthening cross-border agricultural market systems, 2) Accessing and scaling technologies, 3) Strengthening regional resilience, and 4) Strengthening the regional agriculture policy and regulatory environment. Through the creation and deepening of key private sector alliances and regional partnerships, the Activity will support USAID/KEA's intentional transition to market-based approaches and private sector engagement to drive regional progress toward resilience and self-reliance in East Africa.





# Our Impact

## Supply chain

### Part of our core business offering – Inclusive Growth

We have a unique approach to helping companies build on their roles as buyers, suppliers and employers to structure inclusive and sustainable business strategies. These strategies benefit poor and marginalised populations and promote economic livelihoods, which spurs innovation, new markets, and increased profitability.

### Ethics Committee & Ethical Contractor

A structure for Palladium's Ethics Committee has been approved and in April 2020, Palladium Introduced an Ethical Contractor Policy. Its goal is to ensure that Palladium's approach to working with select industries and for select governments, aligns with its values and commitment to Positive Impact and ethical conduct.



## Tent Partnership for Refugees

Palladium is a member of Tent's partners committed to including refugees. The [Tent Partnership for Refugees](#) works with the private sector to develop and implement opportunities that support refugees. Palladium and Tent work together to identify opportunities for refugees in our work with corporations, governments, and non-profits as well as our partners' work. We will continue to create sustainable business ecosystems that are inclusive of refugees and educate the local authorities, governments, and corporations we work with to develop connections between refugee populations and market development.

Through our work on the International Organisation for Migration Regional Cooperation Agreement program, more than 8,000 migrants have received primary provisions of food, shelter, medical care.



## Thought leadership

Our vision is to be global leaders in the development and delivery of Positive Impact. We support knowledge sharing amongst our peers and approve the leveraging of our publicly disseminated thought leadership for other programming. Examples of our thought leadership that is strongly linked to the Global Compact human rights principles include:

**After COVID-19: Four Ways to Get the Most Marginalised Girls Learning Again.** [Read here](#)

SDG 4 INCLUSIVE QUALITY EDUCATION

SDG 5 GENDER EQUALITY

**Investment in Climate Action Must Include Indigenous Perspectives.** [Read here](#)

SDG 10.2 PROMOTE SOCIAL & ECONOMIC INCLUSION OF ALL

**Rebuilding Beirut One Small Business at a Time.** [Read here](#)

SDG 1 NO POVERTY; SDG 8 ECONOMIC GROWTH

SDG 11 SUSTAINABLE CITIES



# Labour Principles

## Our **Ambition**

We believe that our diversity enables us to deliver the most creative and innovative solutions and deliver Positive Impact for all our stakeholders. Through this key component of our Sustainable Business strategy, we commit to:

- An inclusive working environment and diverse workforce at all levels.
- Diversity & Inclusion considerations will be embedded into all project design and delivery.
- A diverse business ecosystem and supply chain that is aligned with our Diversity & Inclusion ambitions.



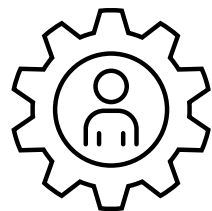
# Our Approach

Our in-house Chief Diversity Officer ensures that the core principles of diversity and inclusion are integrated throughout the business.

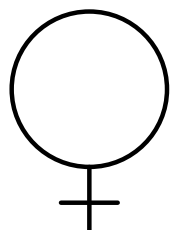
For our **people**, this means we ensure fair recruitment and promotion processes, we commit to advance the health and wellbeing of our workforce, and to zero-tolerance commitments towards discrimination and bullying, found within our Code of Conduct.

Across the **communities** we work in, Palladium implements projects for clients that closely align with the Labour Principles of the UNGC. Palladium delivers job creation programming to improve communities' understanding of fair wages and employment rights. Our Child Protection policy & Guidelines align with the UN Convention on the Rights of the Child as well as the standards set by USAID, DFAT & FCDO.

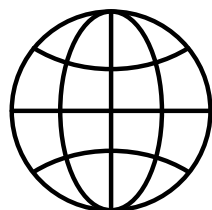
Palladium's Due Diligence Policy ensures that our **supply chain** conforms to global best practice principles, such as those of the Ethical Trading Initiative and International Labour Organisation.



**50%**  
of our senior  
managers are women



**44%**  
of our Managing  
partners are women



**99**  
nationalities make up  
Palladium's workforce

## Fair Recruitment Practices

Palladium has robust recruitment practices (including due diligence requirements) that minimise the risk of engaging Representatives who have been implicated in Modern Slavery and Human Trafficking or who may pose a risk to those vulnerable to Modern Slavery.

We ensure that the practices of non-discrimination, diversity and inclusiveness are embedded within our Talent Attraction & Selection Policy.

We committed to developing a recruitment training for all hiring managers that will include recruitment best practice, employment legislation and un-conscious bias information for all hiring managers.

Palladium has an in-house function to assist in Blind Recruitment, tackling un-conscious bias and improving the inclusivity of the company's selection processes.

In 2020, Palladium launched a Global Diversity Monitoring Platform, to allow the company to collect and monitor a broad range of diversity data for current employees and new job candidates. This platform will enable Palladium to target and support areas of under-representation; compiling trend data to inform future planning and policies.

## Our Training

- Diversity & Inclusion Awareness
- Reducing Bias in Performance Management Workshops
- Fair recruitment & Selection

## Key Policies

- Code of Conduct
- Whistle-blower Policy & SOP
- Investigations SOP
- Child Protection Policy
- PSEAH Guidelines
- Modern Slavery Guidelines
- Due Diligence Policy
- OHS Policy
- Talent Attraction & Selection Policy
- Grievance Guidelines SOP

# Our Impact

## Our people

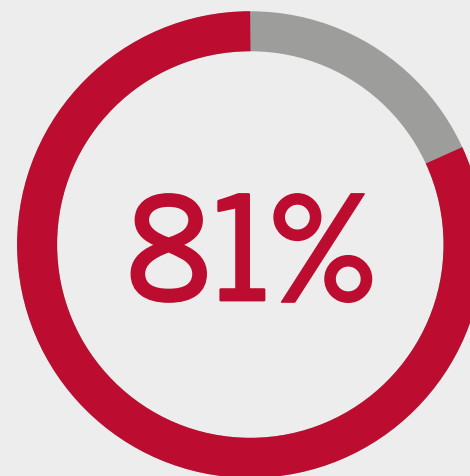
Palladium is committed to equal pay for all our people globally. For example, in the UK, Palladium is a living wage employer as we only employ individuals at living wage and above. Palladium achieved formal accreditation to this end in February 2021.

Palladium committed to be a Disability Confident Leader in the UK and developed a workplan for greater UK disability inclusion commitments – we aim to be accredited as a Disability Confident Level 3 by July 2021.

Additionally, Palladium is committed to gender equality throughout all that we do. We have endorsed the Gender Practitioners Standards. The Gender Standards offer 8 minimum standards for mainstreaming gender equality to ensure that organizations from the inside out are practicing what they preach. As endorsers, we hold ourselves accountable to these standards. Palladium has made significant progress in all of the standards.

## Modern Slavery Statement

In 2019 we scored 73% in our Modern Slavery Assessment Tool score, which improved to 81% in 2020. We are committed to continuous improvement and this year's statement provides a clear roadmap for what we aim to achieve in 2021. Last year we focused on awareness raising within the EMEA company, in 2021 we aim to roll this awareness raising out to our global company. We will be taking a risk-based approach when reviewing all the points in our supply chain where there is a possible intersection with modern slavery.

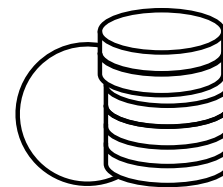


Our 2020 Modern Slavery Assessment Tool Score



Some parts of Palladium report a pay gap of

0%



+1.8%

is our global average pay gap in favour of men

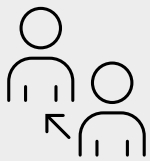
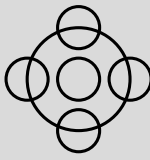
## In action

- Diversity & Inclusion is a compulsory module in induction and annual refresher staff training
- UNGC Labour Principles can be found embedded within Palladium's guiding principles: 'Our business grows when our people grow' and 'Our strength lies in our differences'
- The February 2021 Sustainable Business Forum was held with a focus on Diversity & Inclusion and was an opportunity for program teams to present on current challenges faced around employment and access, with a particular focus on people with disabilities



# Our Impact

## Our people

	<b>Collaboration with Future Frontiers and West of England Mentoring Program</b> <b>SDG4 – Quality Education</b> <p>Pupils from low income backgrounds do not always achieve their full potential. Palladium collaborated with Future Frontiers to partner with Harris Academy South Norwood, a school in an area of high deprivation. 18 London staff participated in the mentoring program with 25 children involved through Future Frontiers. 88% of pupils agreed their career coach has guided them to discover an inspirational career.</p> <p>The West of England Mentoring (WEM) program is a group mentoring program that delivers business and career mentoring sessions to local school students between the ages of 12 – 15. The aim of the program is to create positive change by engaging students, who may come from disadvantaged backgrounds, to aspire and achieve. The aim is that such commitment can go far in increasing diversity in the workplace and encouraging social inclusion. Originally scheduled to run over 7 weeks starting on the 25th February 2020, the program has been postponed to January 2021 as a fully virtual program, due to COVID-19. It involves 15 students from Nailsea Secondary School attending 2-hour sessions with 4-6 mentors from the Bristol office.</p>
	<b>University of Bristol Professional Liaison Network</b> <b>SDG4 – Quality Education</b> <p>The University of Bristol Professional Liaison Network (PLN) co-ordinates a range of activities that connect students, academics and researchers from the Faculty of Social Sciences and Law with external partner organisations. Since 2018, Palladium staff from the Bristol office have been mentoring university students to give them support, guidance, and unique industry insights that will help them to identify a rewarding career and take the next steps to thrive after graduation.</p>

	<b>Indigenous Employment Strategy</b> <b>SDG9 – Decent Work and Economic Growth</b> <p>Indigenous Australians experience significantly higher rates of unemployment than non-Indigenous Australians. In support of the national Closing the Gap objective to halve this gap, Palladium has developed a strategy to attract and retain Indigenous Australians into corporate and project roles in APAC, including identifying new channels for recruitment.</p> <p>In 2020, Palladium commenced a partnership with CareerTrackers, a national non-profit with the goal of creating pathways and support systems for Indigenous students to attend and graduate from university. We welcomed our first intern in November 2020 for a 12-week, fully paid, placement within Palladium's Brisbane office to gain exposure to our daily work and receive hands on experience in the management of DFAT programmes.</p>
	<b>UN LGBTI Business Standards</b> <b>SDG9 – Decent Work and Economic Growth</b> <p>Palladium was the 200th endorser of the UN LGBTI Business standards which calls for all companies to respect their LGBTI employees in all circumstances throughout the world. Palladium is committed to embracing equality for all persons, including our LGBTI staff members and beneficiaries.</p> <p>Palladium provides equitable workplaces around the world that serve as safe spaces for staff to be all of who they are. This includes non-discrimination clauses within our standard documents and ongoing and open conversations around gender and sexual diversity.</p>

# Our Impact

## Communities

### PRISMA: Promoting Rural Incomes through Support for Markets in Agriculture Phase 2

**Region:** APAC  
**Client:** DFAT  
**Location:** Indonesia



PRISMA is an Australia-Indonesia partnership which reduces poverty by stimulating sustainable agricultural innovation in six provinces in Indonesia. Since PRISMA began, it has worked with over 420,000 smallholder farming households living under the poverty line to access new markets and improve their business models to unlock their full potential and increase productivity. This has resulted in an average increase in annual income of IDR 9.72million (AUD 972) each, or 229%, reaching a combined total of IDR 2.3 trillion (AUD 230 million).

A key focus is promoting the economic empowerment of vulnerable groups and women, who have been hit hard by COVID-19. Since the pandemic commenced, PRISMA has focused on bolstering supply chains, maintaining incomes and ensuring food security. This has involved improving off-take and using digital solutions to aggregate crops and farmers, allowing them to obtain reasonable prices for their goods, preventing many from falling further into poverty and building resilience.

### Market Development Facility

**Region:** APAC  
**Client:** DFAT  
**Location:** Timor Leste, PNG, Fiji, Sri Lanka and Pakistan



The Market Development Facility (MDF) promotes sustainable economic development by connecting individuals, businesses, governments and NGOs with each other and with domestic and international markets, resulting in higher incomes for women and men. MDF's work on food security contributes to SDG2: Zero Hunger, including helping combat African Swine Fever (ASF) in Timor Leste. ASF is a highly contagious pig disease which arrived in Timor-Leste in September 2019 and has since killed approximately 50,000 pigs.

Since most rural households rear pigs, the outbreak presents a major threat to livelihoods, food security and the economy. MDF collaborated with the Ministry of Agriculture and Fisheries to launch an awareness campaign, which helped at least 54,000 pig farmers sustain their remaining pig herds. Benefits of this intervention will compound into the future, with an expected surge in piglets starting 2021.





# Our Impact

## Communities

### CATALYZE

**Region:** Americas

**Client:** USAID

**Location:** Over 20 countries in Asia, Africa, Latin America, Caribbean and Western Balkans



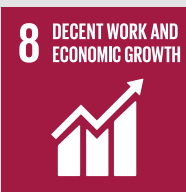
CATALYZE is a \$250 million 5 to 8-year program, designed to catalyse \$2 billion in private capital, especially to underfinanced social sectors (such as education) and higher risk countries (especially low-income and post-conflict countries) around the globe, complemented by a cross-cutting inclusion of gender-lens investing. With the ultimate goal of driving significant private capital to support women in developing countries and to close the gender finance gap at scale, the USAID's CATALYZE Women's Global Development and Prosperity Program (W-GDP) is calling for proposal applications from projects that build greater financial resilience for women in the developing world. COVID-19 has disproportionately impacted women, and now there is more urgency than ever to invest in women. W-GDP uses blended finance to catalyse private capital and mobilise sustained private sector involvement for women-owned or led businesses, businesses that disproportionately hire women, and businesses that deliver services and technologies particularly suited to serving women in the developing world. The blended finance approach helps to promote new and additional investment, products, and services to create sustained economic opportunities for women.

### Skills and Employment Programme

**Region:** EMEA

**Client:** FCDO

**Location:** Bangladesh



The Sudokkho Programme in Bangladesh used market-driven, quality skills training systems within the Readymade Garments (RMG) and Construction sectors to train more than 110,000 individuals in Bangladesh. Individuals trained through the programme earned additional net income of more than £39million and the RMG industry has invested almost £7m in ongoing skills training for their employees. 67% of the individuals trained through Sudokkho supported programmes were classified as extremely poor and over 50% of trainees were women.





# Our Approach

## Supply Chain

In APAC, Palladium is committed to contributing to national reconciliation and strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. This includes developing a Reconciliation Action Plan (RAP) to embed respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. Palladium's RAP was drafted and will be finalised in 2021.

The APAC region strengthened its procurement of goods and services from Indigenous-owned and operated businesses in 2020, sub-contracting businesses to deliver services including audits, socio-economic consulting, labour hire, ICT services, cultural awareness training and catering.

## Capacity building our major suppliers to develop modern slavery policies

Palladium is committed to the continuous improvement of its policies and those of its suppliers. We do not enter into contracts with companies that are subject to but do not comply with the UK or Australia's Modern Slavery Acts. In addition, it is our policy to work with suppliers not covered by the 2015 & 2019 Acts to develop policies and/or procedures where none exist, or to strengthen policies and/or procedures using our own as a benchmark.

**Achievement to Date:** All suppliers and contractors are required to pass our due diligence assessment before being contracted. As part of the due diligence assessment at the beginning of the supplier/contractor contracting process and during the contract term, we ask suppliers/contractors to confirm their compliance with the Act. We have encouraged suppliers to indicate their willingness to develop modern slavery policies and/or procedures where none exist and where they are not obligated by law.

As part of our contracting, we confirm an organisation's commitment to our Business Partner Code of Conduct, including expectations for upholding and protecting the rights of employees. In 2021 we will review our policies to identify any gaps.

## Thought leadership

We harness our expertise and high-rated standards to produce forward-thinking thought leadership on subjects closely linked to the Global Compact labour principles.

**Are Nasdaq's Diversity Requirements Enough to Enact Corporate Change?** [Read here](#)

SDG 10.3 ENSURE EQUAL OPPORTUNITY

**In Conversation with Palladium Impact Capital: How to Implement LGBTQI Lens Impact Investing.** [Read here](#)

SDG 10 REDUCED INEQUALITIES

**Drawing the Line Between Child Labour and Skills Transfer.** [Read here](#)

SDG 8.7 ERADICATE CHILD LABOUR

Our Chief Diversity Officer, Dr Rosanna Duncan, is a frequent external speaker on topics aligned to the UNGC Labour Principles. Recent examples include sessions on how to increase diversity at the board level and senior leadership level and how to build an open and accessible leadership culture



# 3

# Environmental Principles

## Our **Ambition**

Environment is one of the core components of our Sustainable Business framework. Our vision is to create a working environment where all of our people take responsibility for living and working in a more sustainable way.

“As a world leader in environmental project management, we’re keen to demonstrate proof of concept for more ambitious solutions that achieve positive impact. As CEO, I’m grateful for the opportunity to do more, internally and in partnership with our clients, suppliers and the communities in which we work”

**Christopher Hirst, CEO**

# Our Approach

Through our core business offerings, we approach climate change from different angles, but with the same goal of transforming to a de-carbonised, resilient and inclusive economy. The different angles reflect the demands of the various clients and sectors that we work with:



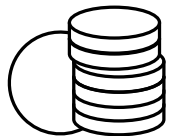
Reducing greenhouse gas emissions, using land more sustainably, and protecting biodiversity as essential parts of the climate transition



Creating green skills and jobs to enable the climate transition, stimulating green and decarbonised economic growth



Creating policy and regulatory frameworks and governance systems that incentivise the climate transition



Establishing innovative green financial instruments to fund the climate transition

We are equipping our **people** to become a workforce that understands and embraces environmental sustainability. Last year we launched environmental awareness videos on our SharePoint. Environmental awareness training is launching in 2021, which will provide practical examples of actions that can contribute to a reduced environmental impact.

Palladium helps **communities** share in the wealth of natural resources around them and build resilience to the impacts of climate change, natural disasters and resource conflicts.

We also commit to ensuring that **our supply chain** works to mitigate their effect on the environment. Engaging in environmentally sustainable development, conservation and compliance with environmental protection legislation are expectations that are integrated within our Business Partner Code of Conduct.

## Environmental Working Group

We have an Environmental Working Group (EWG), which is housed within Palladium’s Sustainable Business function. As a result, annual workplans and progress updates are required, facilitating greater accountability and monitoring actions against targets.

The EWG’s efforts in 2020 focused on identifying ways to reduce Palladium’s environmental impact. Furthermore, regional environmental updates are integrated in Quarterly Sustainable Forums.

## Key Policies

- Environmental Policy
- Whistle-blower Policy



# Our Impact

## Our people

### Reducing our environmental impact

Globally, Palladium has been conducting a review into our corporate and project practices on the ground, with a view to reducing our environmental impact. A series of improvements and best practice guidance are in development, ranging from office activities such as: energy efficiency; reduced electrical and paper usage; switching to sustainable products, including in kitchens and bathrooms; reducing waste; and reducing travel.

### Project level environmental standards

Our Project Management Manual requires project staff on each Palladium project to set its own environmental standards that reduce, mitigate and compensate for its environmental impact. Project-specific environmental standards should ensure that the environmental consequences of project activities are identified and evaluated prior to the start of the activity. These standards should be developed at project initiation and revised as appropriate should the nature of the work change. All project staff should also be oriented to their responsibilities in upholding the standards in their daily work.

### Office Waste Reduction and Chemical Use Replacement

Palladium Americas focused on reducing its daily waste within the regional offices. Staff are provided with recycling bins and encouraged to reduce waste. Within the first year, the program reduced waste and increased our recycling outputs. The program was so successful, we have doubled the regular pickups from our office of our waste and recycle products.

Palladium recognised that the cleaning products used throughout the office were harmful to the planet. Thus, we replaced our cleaning products with eco-friendly chemicals. By February 2020, our Americas offices replaced all chemical cleaning products with eco-friendly products.



### Environmental Impact Assessment (EIA)

Launched in 2021, Palladium’s new Environmental Impact Assessment (EIA) Questionnaire is an essential tool for helping us to calculate our environmental impact, from Corporate and Project offices around the world. The data will help us identify opportunities for reducing our waste, and carbon footprint as well as other environmental impacts.



### Cycle to work scheme

In the UK, Palladium staff have access to a Cycle to work scheme as a 'salary sacrifice' employee benefit. Staff participating agree to give up part of their salary in exchange for a bike. Palladium believes that the scheme saves staff money on travel costs and is helping to protect the environment.



### Sustainable Pension Options

Globally, we continue to work alongside our pension providers to review our Pension investment strategies. Within the UK, our pension provider provides us with multiple self-selection choices for ethical and social investment classes. In addition, our UK pension provider has reiterated its commitment to move to “zero carbon emission investments by 2050”.

For staff based in Australia, our pension provider has a responsible investment approach, reporting to UN Principles for Responsible Investment.

In the US, many of our staff are using the default pension funds, four of which are Environmental Social Governance (ESG) funds, committed to the integration of ESG factors in all investment decisions, as well in their company practices and business ethics.



### Business Ambition for 1.5C under the Science Based Targets initiative

As momentum builds in the lead-up to the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow in November, Palladium has signed up to the Business Ambition for a 1.5 degree future, a global call to action on climate change under the Science Based Targets initiative. This commits Palladium to develop science-based emission reductions targets in line with limiting temperature rise to 1.5 degrees above pre-industrial levels and to achieve net zero emissions no later than 2050.



# Our Impact

## Communities

### Palladium's Offsetting scheme

Our Environmental Policy commits us to engaging in offsetting schemes and initiatives whenever feasible. The process of evaluating the different options for addressing the carbon footprint of Palladium operations continued throughout 2020, with some significant progress. The carbon footprint associated with the company's air travel, accommodation and global operations was successfully measured.

In 2020, Palladium designed and invested in a forest regeneration project in the Peruvian Amazon that aims to offset our global carbon emissions for 2019. Palladium's grant will regenerate 40 hectares of primary forest, while training the local Indigenous community in sustainable agroforestry practices, improving their livelihoods and providing them with income-generating opportunities to preserve their culture.

Palladium has also appointed an internal carbon offsetting panel that will review ideas for offsetting our emissions for future years.

"Now is the time for creative effort, and that requires all organisations to take action in contributing to limiting the impact of climate change," says Palladium CEO Christopher Hirst. "This year, we are accelerating our efforts to reduce our carbon footprint."





# Our Impact

Palladium has a strong portfolio of projects working in Climate, Environment and Natural Resources, which, along with our corporate initiatives, align closely with the UNGC Environmental Principles.

## (SUNREF II)

Technical Assistance Facility for supporting local banks and companies in South Africa towards the development of Energy Efficiency (EE) and Renewable Energy (RE) with a social impact



**Region:** EMEA  
**Client:** SANEDI  
**Location:** South Africa

Palladium manages a Technical Assistance Facility, funded by the AFD (and formerly SECO), that supports local banks and companies in South Africa towards the development of Energy Efficiency and Renewable Energy with a social impact.

The Technical Assistance Facility is responsible for: Supporting the private sector in the development and financing of Energy Efficiency and Renewable Energy projects, particularly in small enterprises; promoting green investments in the private sector (including industrial, agricultural and tertiary sectors) and on household level; transferring knowledge and building capabilities of local actors to ensure sustainable development of the clean energy market; and supporting the client, SANEDI, with capacity building targeted at procurement, project administration and policy dialogue.



## Thane Smart City Limited

**Region:** APAC  
**Client:** Thane Smart City Limited  
**Location:** India



Palladium is Principal Consultant to the city of Thane in India's Maharashtra State on its Smart City Mission. We are providing technical assistance to Thane Smart City Limited (TSCL) to plan, co-ordinate, manage and monitor its PAN City Projects to integrate information and communication technology and devices connected to the internet of things network to optimise the efficiency of city operations and services.

Projects include developing an integrated command and control centre to coordinate and manage services effectively from one location, ranging from waste management, health services management to emergency services and disaster management. Support is also being provided to develop an intelligent transport system to reduce traffic congestion and therefore carbon emissions, and to improve public safety through a CCTV network. The project has also designed public participation campaigns to improve citizen engagement.



# Our Impact

## Communities

### Partnering for Accelerated Climate Transitions

**Region:** EMEA  
**Client:** BEIS  
**Location:** Multiple



UK Partnering for Accelerated Climate Transitions (UK PACT) works with partner countries, supporting them to accelerate their clean growth transitions. The programme supports countries to implement and increase their ambitions for carbon emission reductions in line with their Nationally Determined Contributions and the long-term goal of the 2015 Paris Agreement to limit dangerous climate change.

UK PACT provides grants to implementing partners, selected for their potential to deliver capacity-building support to address governments' identified needs in a range of areas such as forests, clean energy and energy efficiency, and sustainable transport.



### West Africa Biodiversity and Climate change

**Region:** Americas  
**Client:** TetraTech  
**Location:** Ghana



The goals of this programme are combating wildlife trafficking, improving coastal resilience, and reducing deforestation and degradation, and biodiversity loss in key landscapes.

Palladium is a sub-contractor to Tetra Tech ARD for West Africa Biodiversity and Climate Change (WA BiCC), offering expertise in gender and social inclusion integration (GESI) and advocacy. Palladium will provide part-time expertise and short-term technical assistance. Palladium's work will be cross-cutting and support integration of GESI into all three WA BiCC technical components to combat wildlife trafficking; improve coastal resilience; and reduce deforestation, degradation, and biodiversity loss in key learning landscapes.

Palladium will lead the development of a GESI strategy and guided by the strategy, they will work with WA BiCC staff and partners to integrate gender responsive activities throughout the WA BiCC program.



# Our Impact

## Communities

### Partnerships for Forests

**Region:** EMEA

**Client:** FCDO and BEIS

**Location:** Global



About a quarter of global greenhouse gas emissions are the result of deforestation, agriculture, and other land uses. Rising populations, incomes, and demand for food, fuel and fibre will continue to put forests under pressure. Meanwhile, markets are failing to attach a value to the social and environmental benefits that forests provide, and in too many cases, the short-term economic gains from degrading or converting forests are greater than those from leaving them standing.

Palladium is implementing the 8-year Partnerships for Forests (P4F) to develop market-ready “Forest Partnerships” – partnerships between private sector companies, governments, and people (the communities that depend on forests for their livelihoods) that catalyse investment in forests and sustainable land use. P4F is an incubator, aligning partners from idea development to negotiation and piloting to commercial scale-up. The programme also supports demand side measures that strengthen demand for sustainable commodities, and activities to create the right enabling conditions for sustainable investment.



# Our Impact

## Supply Chain

We commit to leveraging Palladium's diverse opportunities to generate positive environmental impact, including minimising the adverse environmental impact of our operations and the delivery of our services through our supply chains. As part of our Environmental Policy, Palladium also commits to prioritising partnerships with environmentally-conscious suppliers and contractors. We promote our approach to improved Environmental Performance to Clients and partners.

## Greening our procurement

We have embraced greener practices in humanitarian aid, with the UK's Humanitarian and Stabilisation Operations Team (HSOT). [Read here](#)

### 1. Improved Sustainable Procurement

We developed guidance explaining how to apply environmental considerations to our work to ensure that the environment is at the forefront in every procurement request.

### 2. Carbon offsetting

Arranging and managing aircraft charters is one of the main areas of HSOT's procurement and logistics supply chain. Palladium's air charter broker offers carbon offset credits. In August 2020, we transported medical supplies to Beirut in response to the port explosion, burning 22,500kg of fuel and offsetting 74,250kg of carbon dioxide.

### 3. Improving Overall Energy Efficiency

We are focusing on improving the energy efficiency of our main operational base - leasing an electric forklift and an electric car to act as the primary vehicle in our fleet; installing solar panels; and creating a rainwater capture system.

### 4. Reduction of waste sent to landfill

A key focus has been reducing the amount of waste sent to landfill. Our procurement and logistics team have a strong track record in modifying pieces of equipment to increase their service life and utility. We recently saved GBP 50,000 after refurbishing a heavy forklift that was repatriated from Mozambique when it was deployed for the Cyclone Idai response.



## Thought leadership

Leveraging our leadership role in the Impact Economy, we take a multi-sectoral approach to environmental interventions. We highlight our expertise in this sector through thought-provoking pieces published on our website, such as:

### Investing in Green Gold: Tackling Climate Change in 2021.

[Read here](#)

SDG 13.3 IMPROVE AWARENESS RAISING ON CLIMATE CHANGE MITIGATION

### Reducing Deforestation Can Help Prevent the Next Pandemic. [Read here](#)

SDG 15.2 PROMOTE SUSTAINABLE MANAGEMENT OF FORESTS

### Our Food System is Broken: Will COVID-19 Force Us to Rethink Our Relationship with Nature? [Read here](#)

SDG 2 ZERO HUNGER

SDG 12 RESPONSIBLE PRODUCTION

SDG 13 CLIMATE ACTION

SDG 15 LIFE ON LAND





# Anti-corruption Principles

## Our **Ambition**

At the core of Palladium's culture are our Guiding Principles, which define who we are and what we stand for. Two of these principles, "**We are One Palladium**" and "**We are all accountable**", are critical in our commitment to anti-corruption.

Palladium rejects corruption in all of its forms and has zero tolerance for bribery, including facilitation payments or graft. Expectations with regard to anti-corruption, bribery and graft are contained in our Code of Conduct.

# Our Approach

Corruption is one of the greatest obstacles to economic and social development. The harmful effects of corruption are especially severe on the poor. Palladium supports governments, the private sector, and non-state actors to develop the systems and skills to address corruption and foster transparency.

We apply evidence-driven approaches, such as applied political economy analysis and institutional systems reviews, to measure and diagnose governance issues and drivers of corruption that most constrains the private sector and service delivery.<sup>1</sup>

Palladium **people** are governed by a strict Code of Conduct every day and in everything we do. To ensure that we're all held to account, our Whistle-Blowing Hotline facilitates the reporting of any possible illegal, unethical, or improper conduct. It is available for use by our people, as well as clients, contractors, suppliers, and anyone else who encounters us including individuals in the **communities** where we work.<sup>2</sup>

Our Due Diligence Policy and Conflict of Interest Policy are designed to identify any links within our **supply chain** to public officials or other actual, potential or perceived conflicts of interest so that they can be managed effectively and minimise the risk of corruption.

## Palladium risk & compliance training

Mandatory Code of Conduct takes place annually, attended by all employees and consultants. Attendance is logged to ensure full participation. A formal declaration of compliance with the Code of Conduct is required alongside the training, which includes conflict of interest disclosure.

A new compulsory Whistle-blower training is pending completion by the global IT team. The WB training will contain all information that can be reported.

In 2020 two Risk Management training sessions were provided to EMEA staff, which included anti-corruption and reporting process. The training took place in July and October. The July session had 70 attendees and October had 19. In Americas, monthly Risk Management training, which covers risk reporting process, is available for all new staff and for any existing staff who need to update their knowledge. Another Risk Management training is scheduled for the EMEA staff in April 2021.



## Key Policies

- Code of Conduct
- Whistle-blower Policy
- Investigations SOPs
- Due Diligence Policy
- Risk Management Guidelines

## In action

We maintain a Fraud Register, managed by our IPSR and risk management team.



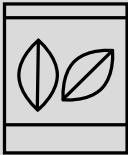
Reports & findings from investigations are escalated to management at least monthly.

1: <https://thepalladiumgroup.com/areas-expertise/governance>

2: <https://thepalladiumgroup.com/whistle-blowing>

# Our Impact

The principle of anti-corruption cuts across the three core Palladium pillars, linking **our people**, **our communities**, and **our supply chain**, as we strive to eliminate corruption in all its forms.

	<b>Global Issues &amp; Risk Portal</b> <p>Palladium is launching a Global Issues and Risk Portal, which will assist in capturing any issues/risks at the corporate level and project related to corruption – both internal and external – and ease reporting and follow up. The system has gone through Beta Testing phase and will be formally launched in April 2021 and rolled out to all global staff.</p>
	<b>Annual Project Risk Assessments</b> <p>All Palladium projects are subject to an Annual Project Gateway Risk Assessment, covering key risk indicators of fraud and financial mismanagement. Where projects are found to be high-risk, the risk management team provide a more in-depth risk analysis of activities, which is conducted by a Project Risk Assessment (PRA). The PRA's are followed by field visits where deemed necessary. As COVID-19 has made field visits more challenging, we have pivoted the process to instead request relevant projects report on actions taken against their PRA. Risk Management is updating the PRA tool for calendar year 2021 which will cover risk related to safeguarding and the environment.</p> <div><div>Number &amp; % of projects assessed for risks related to corruption</div><div>100%</div></div> <p>Projects valued over a specified threshold are subject to annual audits which can take the form of operational, financial or compliance audits. These annual audits are primarily client driven, however, can be recommended internally by Risk Management as well. In the past, quarterly Spot checks were conducted, however, the Spot Check format/templates are being updated to be more user friendly and effective while conducted remotely due to the COVID-19 situation.</p> <p>Annual risk assessments are conducted by Risk Management, in conjunction with the project team, which results in a specific area that might require further training, or a deeper dive by the project team while Risk Management creates an internal audit plan to include site visits based on risk assessment scores.</p>
	<b>Ethical contracting policy</b> <p>Palladium has introduced a new Ethical Contracting Policy, which describes our approach to working with select industries and for select governments, with the aim of ensuring that our work aligns with our values and commitment to ethical conduct. This new policy was effective as of 1st April 2020 to allow us to apply a common standard to our decision-making.</p>



## Thought leadership

The expertise we have within our governance business unit not only develops innovative solutions to address corruption and foster transparency for our Clients, but also generates insights and perspectives for our blog, The Catalyst:

**An “All or Nothing Kind of Person”: Palladium's Youngest Anti-Corruption Expert.** [Read more](#)

SDG 16

**Start Early to Prevent Corruption in COVID-19 Response.** [Read more](#)

SDG 16

**The Subtle Science of Nudging Anti-corruption.** [Read more](#)

SDG 16



# Our Impact

## Communities

### Vanuatu Australia Policing and Justice Program

**Region:** APAC

**Client:** DFAT

**Location:** Vanuatu

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



Palladium manages the Vanuatu-Australia Policing and Justice Program (VAPJP) with the Australian Federal Police (AFP) to support Vanuatu to improve policing, justice and community service delivering by state and non-state actors. VAPJP supports capacity development to strengthen Vanuatu's justice and policing institutions and improve effectiveness and accountability, delivering legal conferences and policing training and collaborating to develop human resource manuals. VAPJP also continuously seeks to promote equal access to justice for Vanuatu communities, facilitating quality justice awareness programmes in remote regions and islands. Delays to finalizing prosecution cases in all Vanuatu courts have been significantly reduced, from an average of 1000 days in 2017 to 300 days in 2020.



### Illicit Financial Flows, Caribbean

**Region:** EMEA

**Client:** DFID Caribbean

**Location:** Caribbean: Jamaica, Antigua and Barbuda, Guyana and Trinidad and Tobago

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



Palladium conducted research and political economy analysis to assess the nature, scale and effects of Illicit Financial Flows (IFFs) in the Caribbean. We presented a regional analysis as well as four country deep dives on:

- where illicit financial flows come from (geographically and in terms of predicate offences),
- which industries and geographies enable the illicit funds to circulate more easily,
- where the funds end up (geographically and industries),
- the strength of the control systems, and
- the effects of the illicit flows.

Our work highlighted the effects of illicit financial flows (including effects on conflict and violence, environment, society and governance) to law enforcement and moved the conversation towards a holistic discussion of IFFs within the criminal ecosystem. We provided a picture of the illicit financial flows within the Caribbean, identified entry points to tackle IFFs in the region and conducted sessions with development, economic, security and law enforcement-focused staff in the region.

## About Palladium

Palladium is a global impact firm, working at the intersection of social impact and commercial growth. For over 50 years, we've been helping our clients to see the world as interconnected – by formulating strategies, building partnerships, mobilising capital, and implementing programs that have a lasting social and financial impact. We simply call this “positive impact”.

We work with corporations, governments, investors, communities, and civil society. With a global network operating in over 90 countries, Palladium is in the business of making the world a better place.

[www.thepalladiumgroup.com](http://www.thepalladiumgroup.com)

