



twenty**fifty**[®]

Our work in Africa and beyond

INTRODUCTION TO OUR TEAM AND EXPERIENCE

September 2022

Introducing twentyfifty

STRATEGY THROUGH TO IMPLEMENTATION

We have over **18 years' experience** guiding companies in the implementation of their human rights and corporate responsibility commitments.

We combine **multiple capabilities**, including change management, stakeholder engagement, responsible sourcing, human rights experience and leadership coaching.

We have offices in the **UK, Germany, Switzerland, India** and **Kenya** and a **global partner and associate network**.



Our clients include:



Meet some of our team in Africa

Mildred Mushinga (Zimbabwe)

I am an international development consultant with more than 12 years' experience in the fields of women's economic empowerment, livelihoods strengthening and resilience building, child protection and community development.



Daisy Banda (Zambia)

I am a Senior Consultant with 18 years' experience of working with organisations to identify and address human rights affecting the most vulnerable groups in supply chains. I have a background in Development Studies and Public Policy specialising in social research, labour rights in agriculture, child protection, child labour, living wage and living income.

Mike Roach (Eswatini)

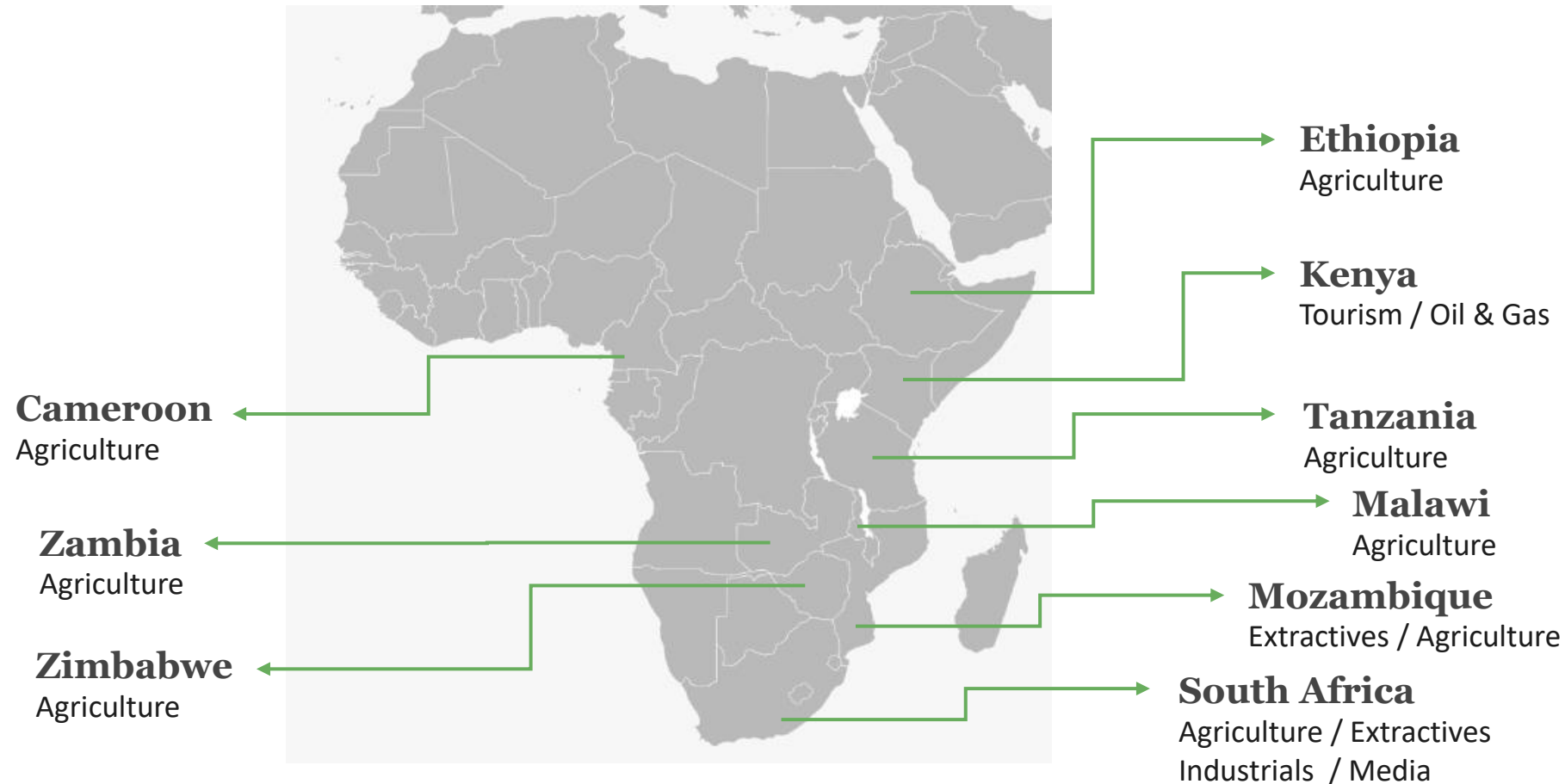
I am a specialist in designing sustainable business models and embedding Human Rights Due Diligence across global supply chains. I have a deep understanding of how businesses can best address their impacts on rightsholders.

Our team specialises in



- **Human Rights Due Diligence (HRDD)** in global supply chains
- **Understanding Impacts** (including Human Rights Impact Assessments)
- **Specialist expertise** includes:
 - Living Wage and Living Income
 - Working conditions
 - Women’s empowerment
 - Grievance mechanisms
 - Children’s Rights
 - Gender Based Violence
 - Management Capacity Assessment in HRDD
 - Designing Human Rights improvement responses

Countries we have worked in



Our international experience

Human Rights Impact Assessment for Mondelēz International



The challenge

Mondelēz International and twentyfifty have been partners for over 10 years. In 2019, we assessed their human rights due diligence practices and recommended they conduct Human Rights Impact Assessments in key manufacturing locations. Their objectives were to deepen their understanding of the potential issues on the ground, the due diligence systems in place and to galvanise their team.

Our approach

We worked with local experts in Thailand and Malaysia built trust with the local teams to align on objectives. We used participatory worker interview techniques and adapted the assessment approach based on feedback as the process rolled out. The regular conversations with the site management ensured that they took ownership of the assessment and follow up.

Results

The two assessments helped the manufacturing sites get a better understanding of their potential human rights risks and their maturity in terms of due diligence. The outcome of the findings also helped to engage senior leaders on the human rights agenda and a new senior human rights committee has been set up.



CLIENT	Mondelēz International
SECTOR	Food & Agriculture
SERVICES PROVIDED	Embedding Due Diligence Understanding Impacts
FUNCTIONS INVOLVED	Supply chain, Communications
DURATION	2 years

Implementing supply chain due diligence with JTI



The challenge

The aim of the programme was to support Japan Tobacco International (JTI) in the implementation of their farm labour standard. Working with their third party owned supply chain, to increase understanding of their responsibilities and improve agricultural labour practices. This included developing a fit-for-purpose reporting process and monitoring system to for the whole leaf supply base, whilst defining and tracking key performance indicators.

Our approach

Firstly we set principles around how to engage with suppliers that included building on what was already in place and listening. We created simple messaging on labour practices and mapped the whole supply base, looking at both internal and external factors to create appropriate action plans. We then developed the strategy and implementation plan and ran bespoke engagement and training programmes in the priority countries.

Results

We engaged with over 400,000 smallholder farmers across 30 countries. This thoughtful, questioning and respectful approach has led to open and honest conversations that have enabled JTI to both support their own suppliers and shape their wider contribution to the evolution of an industry wide sustainable tobacco programme. Focus on sustainability and developed around a supply chain due diligence process.



CLIENT	Japan Tobacco International (JTI)
SECTOR	Agriculture
SERVICES PROVIDED	Embedding Due Diligence
FUNCTIONS INVOLVED	Corporate Affairs, Agronomy (Leaf)
DURATION	6 years

Developing a human rights e-learning programme for a global company

The challenge

To develop a 30-minute global e-learning programme for an international company with 70,000 employees to raise awareness of human rights across the organisation.

The client wanted an interactive, engaging e-learning programme that would emphasise why human rights is important to the business.

Our approach

We worked with the client to develop the architecture and approach to the e-learning, designing it in such a way that learners had autonomy over the order in which they completed sections. At the heart of the learning were case studies that focused on rightsholders in the value chain and the potential human rights risks that they faced.

The e-learning also provided an introduction to human rights, how the client organisation was doing to address risks and a self reflection so employees could relate what they had learnt to their own area of work.

Once we had designed the content, the final e-learning platform was built by an e-learning company.

Results

An engaging, 30-minute e-learning programme has been rolled out globally and won the 2021 Brandon Hall Group Gold Excellence award for Best Advance in Custom Content.



CLIENT	Confidential
SECTOR	Agriculture
SERVICES PROVIDED	Embedding Due Diligence
FUNCTIONS INVOLVED	Social Sustainability & Human Rights, Legal
DURATION	6 weeks

Identifying risks related to core materials through Human Rights due diligence

The challenge

The clients' aim was to meet increasing regulations related to raw materials and to better understand the risks related to its products and services. We conducted a risk analysis and a screening process for all suppliers and business partners to better understand the level of high risk materials involved in their operations and propose suitable mitigation measures.

Our approach

The project on raw materials risk analysis required us to work closely with the social compliance and procurement teams to:

- Prioritise identified high risk raw materials for human rights
- Operationalise supplier and business partner screening for these materials

We also supported the clients' services procurement to identify and prioritise high risk commodity groups for human rights and develop approaches for supplier and business partner engagement in these groups.

Results

The client gained an improved understanding of the human rights risks in their supply chains, and developed processes to identify, prevent and mitigate these risks.

Relevant procurement teams also received training to ensure they understand the potential issues and how best to engage suppliers through discussion and dialogue.



CLIENT	Confidential
SECTOR	Industry
SERVICES PROVIDED	Understanding Impacts Renewing Organisations
FUNCTIONS INVOLVED	Social Compliance, Procurement
DURATION	6 months

Saliency assessment & stakeholder engagement in the financial services sector

The challenge

twentyfifty worked with a major bank in 2021 to carry out a gap assessment against the UN Guiding Principles on Business & Human Rights (UNGPs) and to identify its salient human right issues. This required building a detailed picture of the bank’s various activities.

Our approach

We discussed the client’s human rights aspirations and recommended and agreed a clear project plan. The saliency project was carried out in two stages over a period of 24 weeks.

It was delivered through regular client meetings, multiple internal stakeholder conversations and a review of internal documents, desk research into the sector and external stakeholder interviews.

We also completed a peer benchmarking exercise to support internal engagement and facilitated several workshops with key stakeholders.

Results

The client received

- A Human Rights Due Diligence (HRDD) gap analysis of key business role areas, identifying strengths and opportunities for improvement.
- A list of salient human rights issues along with an improved understanding of the issues amongst key leaders in the business.
- An ambitious and innovative plan to embed HRDD more deeply across the bank, with key stakeholders engaged via multiple workstreams over the following 18 months.



CLIENT	Confidential
SECTOR	Finance & Trading
SERVICES PROVIDED	Embedding Due Diligence Stakeholder Engagement
FUNCTIONS INVOLVED	Sustainable banking; Legal & Compliance, HR & the business divisions
DURATION	1 year+, ongoing

twenty**fifty**

Let us help you create a
sustainable business

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