



**CTG**

Committed to Good

**CREATING OPPORTUNITIES  
FOR WOMEN**





“CTG works continuously on recruiting, retaining and promoting women in all of the countries we have a presence in – including Libya. As Account Manager, I promote CTG on the ground to motivate more Libyan women to apply for positions with us. For me this is also an investment in Libya’s future: it’s about the young girls who look up at us and want to be like us.”

**Hajar Shihoub, Libya,**  
Account Manager



## FROM THE CEO

“By 2030, 30% of CTG's project related roles will be represented by women.”

With Goal 5, ‘Achieving Gender Equality and Empowering All Women and Girls’, CTG can make a dramatic difference in the areas that we operate – places where women are not given the same opportunities as men.

Through CTG’s signature of the UN Women’s Empowerment Principles we have publicly expressed our commitment to fight gender stereotype in our workplaces and in our recruitment process.

We’re proud of our office teams’ gender ratio of almost 50:50 and we’ve seen first-hand the positive impact gender-balanced workplaces can have. Through internal workshops enthusiastic CTG employees, both men and women, have stepped forward as ‘Gender Champions’ determined to further our initiatives for gender balance.

### OUR TEAM IS READY. BUT WHAT OF OUR FUTURE PLANS?

CTG’s Female First recruitment initiative pledges that by 2030, 30% of all project related roles will be represented by women.

In developing and post-conflict areas, the involvement of women in the workplace is far harder to achieve than in our headquarters. We know that these are environments where – due to cultural restrictions, lack of opportunity and education – our Female First goal will be challenging to achieve.

With over 2000 staff working in the field we had 9% female representation when we started Female First in 2017; a year later this had increased to 17.8%. In Yemen, for example, we have 20% representation of women in our field offices. Change is possible. Female drivers, construction workers, demining managers, senior executives and board members are all considered at CTG. Our aim is to make this the norm, not the exception.

Achieving our goal of 30% will be no mean feat and there is much to be done. In these pages you’ll find out how we hope to achieve it, from increasing budgets to allow for gender-sensitive working environments to unlocking unconscious bias in the teams who select candidates.

By creating welcoming and safe work environments for all, we believe that together with our clients we can balance the gender scales by 2030. We invite you to join us on our gender-equality journey; together we can make a difference.

**Alice Laughher,**  
CEO of CTG and Co-Chair of Women’s Empowerment Principles for the UAE

# EMPOWERING WOMEN, ENABLING CHANGE



“Gender equality is not a subject about women. It’s about men and women working together.”

Svitsai Kunyanya,  
Talent Management Specialist  
and CTG Gender Champion

Talent Management Specialist, Svitsai Kunyanya, shares her experience of women’s empowerment at CTG.

## AS A WOMAN, HOW DO YOU FEEL EMPOWERED AT CTG?

There is a fair platform for me to display talent with no bias on other external factors that I have no control over, including gender. CTG focuses on potential and performance through their gender neutral policies, flexibility practices, fair opportunities, mentorship programmes as well as life-work balance.

## WHAT IS YOUR PERSONAL ROLE IN ADVANCING AND CONTRIBUTING TO GENDER EQUALITY AT CTG?

I am a recruiter and my primary role is to find best-fitting talent for opportunities in all operational areas. This makes me one of the key drivers of the Female First initiative; I consciously strive to create gender balance in my recruitment process by making gender-balanced submissions to the client, which increases chances of women being selected for opportunities. Recently, I volunteered

to be part of the Gender Champions for Change team. It’s exciting to participate in value-adding activities within CTG.

## IS IT REALISTIC TO EXPECT LOCAL WOMEN TO JOIN THE WORKFORCE IN FRAGILE COUNTRIES?

CTG has come up with solutions to make women working in male-dominated, restrictive environments possible. We have female staff working as engineers in Gaza and as Account Managers in Somalia and Libya, to name a few – these are hostile environments. I’m proud that CTG is helping to encourage local women to work alongside men in places where the odds are against them.

## HOW DOES IT MAKE YOU FEEL TO KNOW THAT CTG CONSIDERS GENDER EQUALITY, DIVERSITY, AND INCLUSION TO BE SO IMPORTANT?

I feel privileged, valued and empowered. I also appreciate the Family Friendly approach in our offices that means women are able to balance work, life and childcare.

## CTG’S FEMALE FIRST INITIATIVE

- A CTG recruitment initiative, Female First pledges that by 2030, 30% of all project-related roles will be represented by women.
- We launched Female First in 2017 to encourage our recruiters, in-country teams and our clients to rebalance the gender scales when it comes to our humanitarian teams on the ground.



## HOW TO MAKE IT HAPPEN

- 1 Work with our clients to increase budgets to allow for gender-sensitive working environments.
- 2 Unlock unconscious bias with recruiters and those responsible for selecting candidates.
- 3 Help educate local communities on unconscious bias around women
- 4 Tackle challenges such as reaching more potential female candidates by increasing our visibility, connecting via outreach programmes and helping women access online applications in areas where internet is not always readily available.

## THE FUTURE GENERATION

CTG runs a Female First Youth Engagement Platform where we invite interns to join us in our head office and in our field offices; they are given specific projects to work on and are assigned a mentor. Reine was assigned to our CSR team and her focus was to support the launch of our gender diversity projects. Developing the confidence of our female staff is an important part of achieving gender quality and Reine, given her Syrian roots, was invited to present to our head office on ‘The Humanitarian History and the Future of Syria’.



“CTG has encouraged me to share my ideas and put them into practice. I am proud to be part of an organization which pushes young women to actively participate and apply their potential.”

Reine Alroumhin,  
UNGC Youth Ambassador

# FEMALE FIRST IN ACTION



## AFGHANISTAN



**Zoya Hemat,**  
Talent Acquisition Specialist



**Aliya Ghulami,**  
Account Associate

In countries such as Afghanistan, women can be actively discouraged from working in environments that put them in contact with men. Following CTG's #HeforShe Champions of Change initiative, our male country manager in Afghanistan was the first to lead on implementing the Female First platform in one of our field offices. We had just won a contract locally which needed new project management so we opened this up solely for female candidates. Being an all-male office there were a number of factors CTG had to consider:

- Women need a family chaperone to and from work every day [chaperones are normally a male companion].
- Flexible working hours would be required [for both personal and security reasons].
- Safe and secure, separate women-only office and separate bathrooms and social/prayer facilities were required.
- Male staff needed to be trained on gender sensitivities and unconscious bias.

In order to recruit women into this workplace, CTG ran a capacity-building campaign with local families to encourage them to allow their daughters/wives to apply for the role. We then invited the families into our offices to meet the team and assess the suitability for them to work for CTG. CTG also worked with local universities to assist with our outreach efforts.

Both Aliya and Zoya have volunteered to be part of our Champions of Change platform. In Afghanistan, we continue to work with our clients in encouraging them to expand their budgets, consider women for roles and permit family members (male and female) to work side-by-side on projects.

**“Since 2005 a lot has changed for Afghan women and more of us have our own income. Our government needs to do a lot more for us if these positive changes are to continue. I hope more companies will support and motivate Afghan women, like CTG has done. I’m determined to keep my neck straight and work hard. Threats against women who work alongside men in Afghanistan should no longer be tolerated.”**

Aliya Ghulami

**“I want my work at CTG to send out the message to other Afghan women that now we can work alongside men and we should never have fear in our hearts like we have in the past. I also hope that the next generation of women gets involved in government work and helps bring this country back to its feet.”**

Zoya Hemat

UN Women Afghanistan reports that women's participation in the labour force has been rising steadily since 2001, but was still only at 19 percent in 2016: “About 64 percent of Afghans agree that women should be allowed to work outside the home, however, they still face a multitude of barriers, including restrictions, harassment, discrimination and violence, as well as practical hurdles such as a lack of job experience, employment skills and education.

# FEMALE FIRST IN ACTION



## GAZA



**Salwa Nassar,**  
Civil Engineer

**“Together we work day by day and try to establish a new peace for all.”**

**“Working as a civil engineer here is challenging, not least because it’s a gender-sensitive work environment. Construction sites are considered as a workplace suitable for men, only, where women’s roles are limited.**

**I was given the opportunity by CTG to prove myself. What I find most rewarding is seeing the proud look on people’s faces – women in particular – when they see me supervising works on the ground. I really believe that women civil engineers, here, are proof that women can do anything.**

**CTG’s employment policies makes gender equality a priority. With the challenge of balancing work and family I feel supported by CTG through their flexible working hours and maternity leave. Their approach gave me the opportunity to get involved in this industry and it’s been life-changing.”**



**Tahmina Rahman,**  
Gender Expert

**“It’s inspiring that CTG, a private company, is striving to create an enabling work environment for women in these fragile countries”**

**“I’m from Bangladesh and have worked as a Gender Specialist for the last 20 years. My recent project in Mogadishu was my first experience in Africa and I loved it. I was supporting the Government of Somalia, the Women and Human Rights Ministry, to develop the national gender policy.**

**Working in fragile countries always throws challenges your way. I have specific challenges wherever I work as I have mobility difficulties that affect how I walk. I don’t let it daunt me and hope to return to Africa to continue my gender work through CTG.**

**Gender equality isn’t going to be possible immediately but I admire CTG for encouraging women into these work spaces. CTG is striving to create an enabling work environment for women. Right from the beginning, during my recruitment process, there was a strong female presence. Maybe this is CTG’s speciality, empowering women?”**

## SOMALIA



# A GENDER BALANCED WORLD

We have set our target: by 2030, 30% of all project-related roles will be represented by women. We know where we want to be. How will we get there?



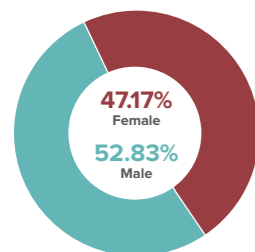
## OPENING THE GATES

CTG is working towards providing more opportunities for women where they didn't exist before. Here's how we're paving the way:

### OFFICE-BASED STAFF

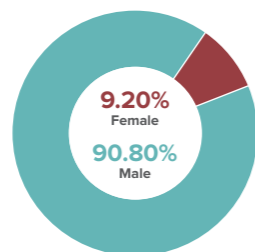
We are proud of the gender balance that we have achieved in our offices.

#### WHERE WE WERE THEN



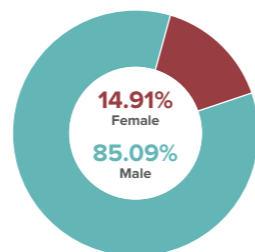
### PROJECT ROLES

In Afghanistan we currently employ 317 women and 20% of our Yemen staff are female.

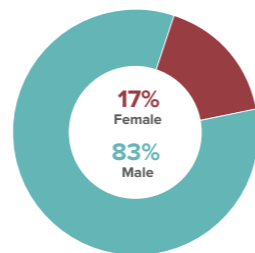
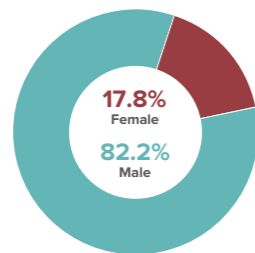
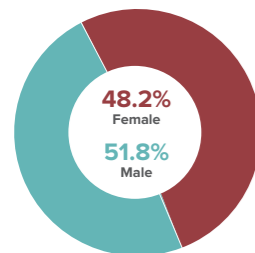


### CANDIDATES

First things first: in order to achieve the goals of Female First, we need to lay strong foundations and increase the number of women registered on our database.



#### WHERE WE ARE NOW



## 1.

### SOURCING

CTG continues to boost the number of suitable, female candidates on our database

- CTG is committed to dramatically increasing the number of female applicants through outreach programmes, career fairs and online communications (including training programmes for interview techniques and CV writing).
- We clearly communicate that CTG is supportive of gender balance in the workplace.
- CTG continues to train staff on unconscious gender bias.
- We have introduced new KPIs.
- We will continue to create a safe and supportive environment for female applicants, especially for those living in countries where women face challenges when applying for jobs.

## 2.

### SUBMISSION

Putting forward the short-listed candidates to the clients

**IMMEDIATE GOAL:** 1 in 3 candidates are women  
**FUTURE GOAL:** 2 in 3 candidates are women

## 3.

### SELECTION

The ultimate decision lies in the client's hands

It is up to CTG to ensure that we are submitting both male and female candidates of the best possible calibre for the position. It is up to our clients to insist on diverse candidates for every position and to be aware of any bias involved in hiring decisions.

## IT'S TIME TO BE THE CHANGE

By some estimates, gender equality won't be achieved until 2095. Our vision is to use our position as a partner of agencies operating in fragile communities to make a real difference, and empower local communities. We hope our clients will join us in our gender balance journey.

If you want to know more, please get in touch at [csr@ctg.org](mailto:csr@ctg.org).

[www.ctg.org](http://www.ctg.org)