

IDA

BRIDGING THE GAP IN
ACCESS TO MEDICINES



SUSTAINABILITY REPORT 2020 COMMUNICATION ON ENGAGEMENT

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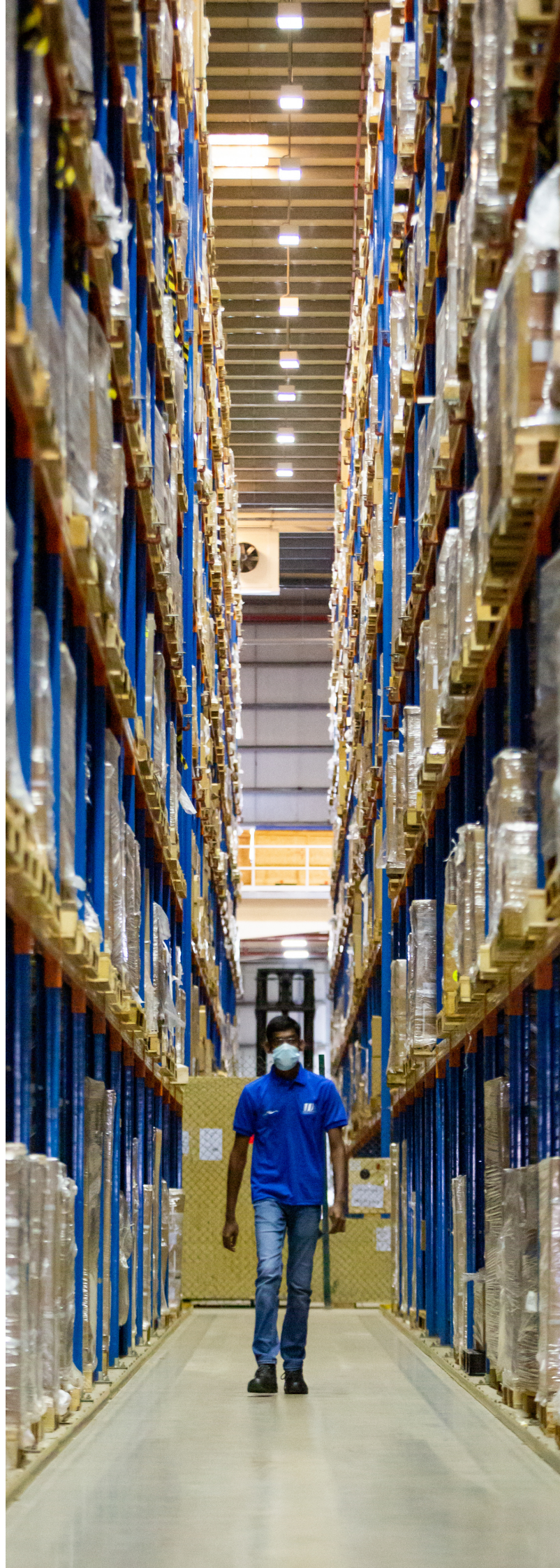
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ABOUT IDA FOUNDATION

IDA Foundation (IDA) is an independent social enterprise providing essential medicines and medical goods to healthcare organisations worldwide. We recognise that these essential medicines and medical goods remain out of reach for too many people. IDA bridges those gaps so that healthcare providers have access to quality products at a fair price.

We distribute over 3000 different healthcare products to customers and partners in over 130 countries. We work with international and local NGOs, large funding organisations, ministries of health, central medical stores, and smaller charity or mission hospitals.

Our multicultural team represents over 30 nationalities and is strongly motivated by our mission. With offices in Amsterdam and Mumbai, and additional employees based in Nigeria, China, Hungary, USA, Singapore, and the UK, we truly have a global presence.

VISION STATEMENT

In today's world, essential medicines and medical goods still remain out of reach for too many people. IDA bridges these gaps so that health care providers have access to quality products at a fair price.

MISSION STATEMENT

Being the vital link that provides access to medicines and medical goods for countries in need.



Photo credit: Tyrone DeJesus

STATEMENT FROM OUR DIRECTORS

We fundamentally believe that prioritising sustainability benefits all our stakeholders throughout the value chain, including our employees, suppliers, customers, and partners, as well as the communities in which they operate. That is why, in revision of our strategy, we selected three long-term goals that align with the Sustainable Development Goals: Universal Health Coverage, Strengthened Local Capacity, and Sustainable Value Chains.

The Ten principles of the UN Global Compact and the UN Sustainable Development Goals (SDGs) play an important role in helping us define those strategic actions, embedding human rights, labour, environmentally responsible behaviour, and anti-corruption. In this Communication on Engagement, we share the progress and results of our work in these areas in 2020.

Even though 2020 was impacted greatly by COVID-19, we believe that this only further highlights the importance and need for prioritising sustainability in our own operations and throughout the value chain, as it can lead to a more resilient global health system.

We want to express our gratitude to IDA's people, customers, and partners for their dedication, hard work, and important achievements during this challenging year. As we move forward on our sustainability journey, we will continue to collaborate with all our stakeholders, share our insights and learnings and hope you will do the same.

Yours sincerely,

Wendy Eggen, CEO

Paul van Ooijen, CFO



SUSTAINABILITY AT IDA FOUNDATION

Sustainability has always played a role in IDA Foundation's work, through our mission. But subjects related to social and environmental sustainability have taken an increasingly important role in recent years, and numerous measures have been taken to further incorporate sustainability into our strategic framework.

Following the foundation of IDA's new strategic framework in 2019, we further reviewed our strategy in 2020 and reflected the broad nature of these topics into three long-term goals: Universal Health Coverage, Strengthened Local Capacity, and Sustainable Value Chains. By working towards these goals, we can create the most value for our customers, and most importantly, for populations in low-and middle-income countries.

UNIVERSAL HEALTH COVERAGE

Through our mission, 'SDG3: Good health and well-being' is integrated into our strategy. We aim to maximise our impact through our role as a procurement agent for global health programmes, supply our broad customer base with essential health products, and respond to emergencies quickly and effectively. In all we do, we always ensure that IDA is bridging a gap: whether it is in quality, access, affordability, innovation, or product portfolio, we ensure that we are reaching patients with the right products in the countries that need it most.

STRENGTHENED LOCAL CAPACITY

Locally-based partners in low- and middle-income countries are an essential part of strengthening local health and supply chain capacity. IDA works with local agents and distributors around the world and in the coming years, our focus will be on further improving this network and these relationships to support the strengthening of local health systems through knowledge sharing and strategic partnerships.

To support local supply chains, we also look for local manufacturers in destination countries that comply with our quality standards to supply essential medicines and supplies.



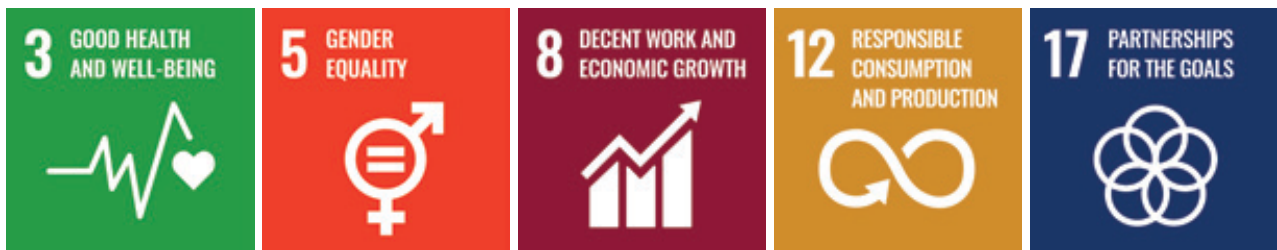
SUSTAINABLE VALUE CHAINS

By aligning our strategy with the Sustainable Development Goals, particularly SDG3 (Good health and well-being), SDG5 (Gender equality), SDG8 (Decent work and economic growth), SDG12 (Responsible consumption and production) and SDG17 (Partnerships for the goals), we are able to focus our impact on specific SDG targets where we can best leverage IDA's capacity. Looking at our activities from manufacturer to the end patient, we aim to minimise all negative impacts and maximise positive impacts in our supply chain, incorporating all applicable social and environmental factors. Examples include a CO2 calculator, a tool to allow IDA and its stakeholders to identify potential transport alternatives to lower CO2 emissions.



IDENTIFYING PRIORITY SDGs: A BASELINE ASSESSMENT

These long-term goals are in alignment with the UN Sustainable Development Goals (SDGs). Mid-2020, the Sustainability Team prioritised 5 SDGs for IDA's sustainability strategy through the online SDG Action Manager tool. This assessment took an in-depth look at all 17 SDGs and answered questions for each to establish where we stand and to identify the gaps that we want to address in terms of sustainability. The process identified 5 priority SDGs for IDA Foundation:



In 2021, we hope to further fine-tune our strategic framework. We plan to conduct a materiality assessment to identify the topics that are most relevant to IDA Foundation's internal and external stakeholders. Having a clear view of our material topics, as well as these relevant SDGs, we will focus our efforts on targeted sustainability actions to ensure we have the most impact in the coming years.

THE SUSTAINABILITY TEAM

The sustainability team, represented by ambassadors from all IDA departments and offices, is responsible for safeguarding sustainability goals on behalf of IDA. Each group member ensures that sustainability is on the agenda within their department and in the projects in which they are involved.

With the priority SDGs identified, the sustainability team started drafting a sustainability policy, which captures IDA's overall principles around sustainability topics such as human rights, labour, environment, and anti-corruption.

STUDY: PRO-ENVIRONMENTAL BEHAVIOUR IN IDA TEAM

With a team that is passionate about our mission, we assume that our employees share IDA's commitment to sustainability. To confirm this assumption, we conducted an employee survey in 2020, examining the existing attitudes towards pro-environmental behaviour and environmental awareness in the workplace. The findings of the survey indicate that the majority of respondents align their values with IDA's sustainable values; IDA employees care about the well-being of the planet and of others. We explored various aspects of pro-environmental behaviour; these are our findings:

- 95% of the respondents believe that behaving pro-environmentally in the workplace will do good
- 95% of our staff uses a washable mug in the office
- 90% of respondents agree that a better environment starts with your own actions
- 80% ensures they recycle paper/carton in the office

- 75% of our staff value equality
- 68% of our staff value protection of the environment
- 25% commutes to the office by bike, the remaining staff comes by public transport or car

Overall, IDA employees appear to be very environmentally aware and that IDA's efforts to promote pro-environmental behaviour in the workplace are paying off. In 2021, we will continue to organise sustainability events to promote sustainable behaviour in- and outside of the IDA office.

SDG ACTION DAY

25th September 2020 was SDG Action Day in the Netherlands, kicking off the 'Decade of Action' for the Sustainable Development Goals, with 10 years left to reach the 2030 SDG goals.

In support of this day, and to raise more awareness on the Sustainable Development Goals, we 'raised the SDG flag' at IDA's office and participated in a virtual conference where some of our team members attended workshops related to Health (SDG3), SDG leadership and other SDG topics. Their SDG Action Day experiences were shared with the whole team afterwards through internal communications.



2020 MEASUREMENTS OF OUTCOME

- Sustainability on the agenda of each quarterly strategy session
- Sustainability policy document created
- Participation of sustainability team members in SDG Action Day workshops
- Employees' sustainable behaviour survey completed (Amsterdam office only)

2021 TARGETS

- Materiality assessment completed
- Reporting through use of material topics
- Organise regular internal events (inspiration sessions) related to sustainability / SDGs
- Organise internal training around new strategic goals and SDGs for all IDA employees
- Progress on sustainability projects and report through strategy and management reviews

HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

We believe it is a human right to have access to essential medicines and medical supplies, and we contribute to this human right by working towards our mission every day. To safeguard human rights in our own organisation and that of our partners, human rights is integrated into our Quality System and our policies.

ACCESS TO QUALITY PRODUCTS IS A HUMAN RIGHT

With our mission 'to be the vital link that provides access to medicines and medical goods for countries in need', IDA Foundation is able to bridge gaps in access to quality health products, and make an impact in the countries where it's needed most.

To assure the quality of our products, we set stringent QA/QC procedures for our suppliers, supported by a comprehensive Quality Management System.

In 2020, IDA once again successfully passed the surveillance audit by Bureau Veritas for ISO-9001-2015 for both our Amsterdam and Mumbai offices. Other audits performed and passed were Good Distribution Practice (GDP) audits by our suppliers/customers, a WHO-Model Quality Assurance System for Procurement Agencies (MQAS)/GDP audit by Quamed. We also passed the MOHAP-UAE audit for a GSDP license in Dubai.

Knowing we have a stringent quality standard for medicines and medical supplies, customers and partners appreciate our expertise on quality affairs, and our products with multilingual leaflets to support the appropriate use of medicines.

In 2020, our QA team also updated our audit criteria to focus on additional aspects of human rights. Due to the COVID-19 pandemic, physical audits were not able to take place, and postponed to 2021.

IDA REACHED AN ESTIMATED 56.5 MILLION PEOPLE WITH MEDICAL PRODUCTS IN 2020



OUR IMPACT

To measure the impact made by the deliveries of essential health products each year, we developed an impact measurement calculator in 2020. Rather than looking at the volume we transported, or the value of goods, we measure the impact on people reached by translating the specific products to the number of people that can be supported by these items. Through this impact model, we calculated that IDA was able to reach an estimated 56.5 million people with medical products in 2020.

IDA'S RESPONSE TO THE COVID-19 PANDEMIC

The COVID-19 pandemic has led to detrimental consequences for global health systems and supply chains. These consequences also affected IDA's activities. At first, we had to anticipate both the upcoming healthcare challenges in low- and middle-income countries and the possible stock interruptions due to continuous lockdowns in China, where many of the essential medicines and supplies are manufactured. Later, as COVID-19 turned into a pandemic, this shifted towards global interruption also affecting our Indian manufacturers and European suppliers. In response to these challenges, IDA set up an emergency QA approval process consisting of a documentation assessment and a risk-based quality monitoring process including supplier verification audits, pre-shipments inspection, and critical items verification of third-party test reports provided by suppliers. With this emergency response, we were able to build a strong COVID-19 portfolio. This included quality-assured Personal Protective Equipment (PPE)

to support frontline health workers, as well as diagnostic tests and approved treatments.

As COVID-19 began to spread around the world in early 2020, severe impacts were felt across global supply chains and transport markets, impacting costs of transporting essential health goods. To bridge the (financial) gaps of our customers, IDA Foundation offered free cargo for a limited time in Q4 2020 on all orders from stock, to support customers in serving as many patients as possible.

We were able to supply over \$8 million of PPE products. These products included examination gloves, facemasks, respirators, face shields, coveralls, aprons, and other protective wear. More than 41 million individual PPE items were shipped to our customers, contributing to worldwide access to quality essential medicines and medical supplies.

OVER 41 MILLION ESSENTIAL PPE ITEMS WERE SUPPLIED TO OUR CUSTOMERS WORLDWIDE



HUMAN RIGHTS POLICIES

IDA is committed to supporting fundamental human rights for all and this is incorporated into our Code of Conduct and policies for staff and partners.

Our Code of Conduct outlines IDA's policies, regulations, and ethical business standards and covers human rights commitments related to freedom of association and right to collective bargaining; child labour; human trafficking and forced labour; and equal opportunity and non-discrimination.

ZERO TOLERANCE FOR HUMAN RIGHTS VIOLATIONS

Before starting any working relationship, IDA's Code of Conduct is read and signed by IDA's employees, customers, and suppliers, as well as any other third party we work with.

Through an onboarding procedure, all new IDA employees are familiarised with the contents of the Code of Conduct, demonstrating IDA's core value of integrity. In addition, to ensure all other employees continue to be aware of the guidelines of our Code of Conduct, all employees attend a mandatory refresher training on its content, given by an external Ethics and Compliance expert. This Code of Conduct refresher training, organised every two years, was completed by all team members in Q4 2020.

Aside from our Code of Conduct, other policies and regulations are in place to safeguard human rights, assuring a safe, respectful, non-discriminatory, working environment in which all employees have equal rights and opportunities, and (data) privacy is respected. These policies are clearly communicated to all staff, followed up by regular internal training.

CONFIDENTIAL COUNSELLOR, COMPLAINTS COMMITTEE, AND POSH COMMITTEE

We expect our staff to respect each other's cultural and political backgrounds, as well as sexual orientation and religious beliefs. Our employees are not to treat colleagues differently based on their political convictions, age, gender, ethnicity, nationality, culture, religion, sexual orientation, physical ability, education or any other differences. We have zero tolerance for inappropriate behaviour, including (sexual) harassment, aggression, violence, and bullying.

In accordance with the Dutch Working Conditions Act, a confidential counsellor is assigned at the Amsterdam office. Employees can contact the confidential counsellor when they experience any form of inappropriate behaviour. The confidential counsellor plays a mediatory role between the employee and the person with whom there is an issue.

In addition, a Complaints Committee was set up in 2020. This committee consists of four members: two IDA employees, and two external experts. The committee works according to the general principles of due process.

At IDA's Mumbai office, we have a POSH (Prevention of Sexual Harassment) committee, consisting of four staff members (male and female) and a social worker from a third-party NGO.

2020 MEASUREMENTS OF OUTCOME

- Impact calculation method completed: an estimated 56.5 million people reached with IDA products in 2020
- COVID-19 impact: 41 million individual PPE items supplied
- All employees and third parties read and signed Code of Conduct
- Code of Conduct refresher training for all IDA employees
- Audit criteria revised to include human rights violations (*to be implemented when physical audits are resumed in 2021)
- Complaints Committee set up in Amsterdam
- POSH Committee set up in Mumbai

2021 TARGETS

- Apply impact calculation model to different health topics (starting with TB)
- To broaden health access where it is needed most, identify suitable partnerships to target underserved health markets
- Remain the consistently reliable partner through COVID-19 pandemic and broaden (COVID-19) portfolio if necessary
- Implement new human rights criteria in physical manufacturer audits

LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the rights to collective bargaining.

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.

Principle 5: Businesses should uphold the effective abolition of child labour.

Principle 6: Businesses should uphold the elimination of discrimination in respect of employees and occupation.

IDA Foundation would not be where it is today without its people, and that makes them our most important resource. We support our team by establishing a safe, inspiring, healthy working environment that allows for professional and personal development while working towards our mission.

IDA'S LABOUR POLICIES AND PROCEDURES

IDA's labour policies and procedures are fully compliant with all local health, safety, and labour laws in the Netherlands and India. All new IDA employees are made aware of our labour policies and procedures during our elaborate onboarding procedure.

In line with the UN Global Compact principles, IDA respects the rights of employees to freedom of association and collective bargaining, and the IDA Works Council (the all-employee representative body that advises management on current and future policy) supports this.

As indicated in the 'Human Rights' section, IDA does not tolerate any form of child labour, forced labour, or human trafficking within its organisation or that of its partners.

DIVERSITY AND INCLUSION AT IDA FOUNDATION

We firmly believe that diversity and inclusion are essential to the success of our organisation. We encourage diversity in all its forms, including age, gender, ethnicity,

nationality, culture, sexual orientation, religion, physical ability, education, or backgrounds.

IN 2020, OUR GLOBAL ORGANISATION COUNTED 223 EMPLOYEES, REPRESENTING 30 NATIONALITIES

Our organisational efforts and practices cultivate an inclusive culture which stimulate our employees to be their authentic selves, and to learn from each other. Inclusion allows us to engage with the best talent.

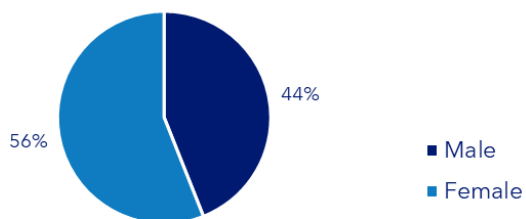
DIVERSITY DAY

On October 6, 2020, we celebrated Diversity Day at IDA Foundation through an internal and external campaign. For this occasion, we asked our HR Director Beena Singh, to tell us what diversity means to them and how IDA is addressing this. We also shared IDA's belief that having a diverse team means that we can complement each other's talents, and by creating a safe environment for our employees to be themselves, enables them to develop their skills and to exploit every opportunity to learn.

GENDER EQUALITY

In 2020, IDA continued to maintain a healthy gender balance in its leadership team with an equal male-female ratio. Women are not only represented well in top management but also throughout the whole organisation. In 2020, 44% of IDA's employees were male, and 56% were female.

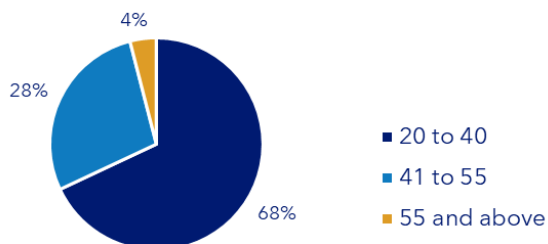
Gender Distribution



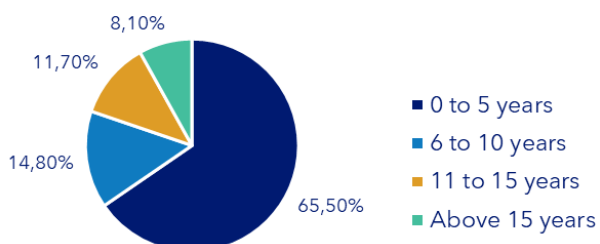
AGE DISTRIBUTION / YEARS OF SERVICE

While the majority of IDA's staff can be found in the 20-40 age group (68%), approximately one third of the team is in the age range 41-55 years. We are proud of the fact that almost 20% of our people have chosen to work for IDA for more than 10 years, and 8% even for 15+ years.

Age Distribution



Number of Years in Service



TRAINING AND DEVELOPMENT

We believe in investing in our staff through professional development opportunities. Internal trainings offered range from Incoterms training to QMS training to strengthen knowledge on specialist subjects. In addition, all IDA's employees are given the possibility and budget to attend (external) training to support personal development. In 2020, our employees attended external trainings such as Emergency Response, Lean Six Sigma, as well as mindfulness training.

Building on the introduction of LinkedIn Learning as a professional learning tool in 2019, we encouraged a 'Learning Culture', through the organisation of three 'Social Learning sessions' throughout 2020. These sessions were led by an HR colleague as well as colleagues from other departments on a specific expertise. This stimulates personal development, and allowed for colleagues to learn together, encourage discussions, and connect with colleagues outside of employees' own departments, which was especially valuable to connect while we were working from home during the lockdown.

Aside from our social learning sessions, in 2020:

144 EMPLOYEES FOLLOWED COURSES ON LINKEDIN LEARNING IN TOTAL, THEY WATCHED 7,735 VIDEOS AND COMPLETED 239 COURSES

There is a significant increase in video completions for April and May, when all employees were working from home during the Dutch lockdown. Encouraging the team to also use this time for personal development while business continued, we identified an increase in video completions in these two months.

EMPLOYEE WELLBEING DURING THE COVID-19 PANDEMIC

We believe that staying healthy and safe at work is a fundamental right. This was already a key priority before the pandemic, and remained especially important as the COVID-19 pandemic hit in early 2020. We implemented various health measures to protect the health and wellbeing of our people:

- We switched to a working-from-home policy for all employees. We ensured all staff members could work efficiently with all the right equipment provided from our office to ensure an ergonomically responsible work environment. As we already had a flexible set-up which already allowed staff to work from home (before the pandemic), this already supported the majority of staff to switch to virtual meetings.
- Throughout 2020, management communicated with all staff on a weekly basis to inform them about precautionary and preventative measures in accordance with local authorities' guidelines, as well as IDA's approach to this. In addition, all employees were updated on COVID-19 developments and other internal updates related to the COVID-19 pandemic.
- We monitored the well-being of our employees through quarterly surveys, which allowed us to ensure their ability to work from home in the changing situations, allow for employees to indicate varying stress levels, and respond with potential solutions when necessary. Employees appreciated the regular communication and we were pleased to see that our team generally made a smooth transition to remote working, and that this led to a more flexible work-life balance.
- We provided a large range of personal protective and cleaning measures in the offices when these were able to (partially) open up again. For example, at our Amsterdam office, employees were obligated to follow walking routes to always maintain 1.5-meter distance. During lunch, employees were urged to sign up for shifts and to keep 1.5-meter distance. Cleaning supplies were available for disinfecting hands, keyboards, surfaces, etc.
- For many of IDA's employees, the COVID-19 pandemic impacted their physical and mental wellbeing. Due to restrictions, gyms were closed, and group activities were prohibited. We encouraged our staff to keep active at home through various (online team) activities, these included a Stay Fit Challenge, online yoga classes, and online Bollywood dancing sessions that were hosted by some of our staff members, for fun and healthy interaction.

FRUITFUL OFFICE

To encourage a healthy lifestyle and diet, IDA provides free fruit for all IDA's employees at our Amsterdam office. In 2020, we switched to fruit deliveries at home for our Amsterdam employees, to continue this service. Our partner Fruitful Office supplies seasonal fruit and vegetables, and plants a fruit tree for every basket of fruit consumed. In 2020, this resulted in the planting of 133 trees!

133 TREES
PLANTED IN
2020 ON
BEHALF OF
IDA
FOUNDATION



2020 MEASUREMENTS OF OUTCOME

- Smooth transition to remote working, working from home policy set up
- Quarterly surveys introduced to monitor employee health and wellbeing during the COVID-19 pandemic
- Performance management cycle completed for all IDA staff
- Learning and development:
 - Personal development training opportunities and budget for all IDA employees
 - Training matrix introduced to assess all team training needs
 - New social learning activities implemented
 - 144 employees actively using LinkedIn Learning
- Gender-balanced leadership and team

2021 TARGETS

- Alignment of performance assessment methodology and salary review
- Internal and external Diversity & Inclusion, and Gender Equality campaigns / training
- Introduce further learning initiatives to support IDA's Learning Culture
 - Invite external guests to share insights on IDA industry trends on a quarterly basis

ENVIRONMENT

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

ENVIRONMENTAL SUSTAINABILITY AT IDA

With a supply chain reaching across the globe, we acknowledge that our work generates a significant environmental footprint. In 2019, we chose Sustainable Value Chains as one of our organisational strategic long-term goals. Through various activities which we continued to build on in 2020, we aim to work closely with our partners, launching initiatives that minimise our negative environmental impact and create a more sustainable supply chain.

GREEN OFFICE UPDATE

As communicated in our last COE, sustainable renovations turned our Amsterdam headquarters into a 'green office', making use of heat pumps, well insulated buildings and sustainable lighting. In 2020, we continued this trend and made a green plan for the area around our office. Working with a sustainable landscaping organisation, the natural requirements for the area and biodiversity were leading. With wadis (ponds filled with gravel or sand), the area around the IDA office is climate adaptive, as the wadi system buffers and infiltrates rainwater, and as a result, the system minimises overflow, improves surface water quality and limits desiccation. While renovating our car park, grass-concrete tiles were chosen. These tiles have wide openings in which grass can grow, creating a water-permeable surface that can serve as an infiltration and buffer system for rainwater. In addition, the used tiles provide a pleasant and green environment which is more attractive to insects.

TRAVEL

In 2020, most of our employees worked from home, meaning travel to and from the office, and international travel, decreased dramatically. This lowered impact from travel emissions.



CONTINUED PARTNERSHIP WITH COCOPALLET

In 2020, we continued working in partnership with the start-up CocoPallet, who produce a circular - and thus much more sustainable - alternative for wooden transport pallets. CocoPallets are produced close to the coco husk source or coconut tree plantations and create extra income for local farmers. In addition, the pallets are 100% circular, as they are bio-based and biodegradable, and can be shredded into a soil improver when no longer used. Its nestable design also means the pallets save 70% of space (1200 standard size empty CocoPallets will fit in a 40-foot container). Aside from offering sustainable benefits, it could also provide cost benefits through efficient use of space.



Our focus in 2020 was on identifying relevant customers and suppliers to assist in the testing phase, which due to production reasons and issues related to the pandemic, had to be postponed to 2021. Nonetheless, we were able to continue sharing the trial plans with customers and suppliers, who showed great interest to be involved in potential trials.

CO2 CALCULATOR

Following an earlier pilot in 2019, we started working together with Wakeo on a new CO2 calculator in 2020. This CO2 calculator will provide us insights into the CO2 footprint of our shipments. Rollout is expected in 2021. While we realise that we cannot control the transport decisions made by our customers, this tool aims to provide relevant CO2 data insights to inspire our customers in their journey to better efficiency and low-carbon transportation.



DUBAI WAREHOUSE AND KITTING OPERATIONS

Considering the growing need for emergency response, we relocated kitting operations to our WHO-approved warehouse in Dubai in January 2020. By moving to Dubai, we expected to lower CO2 emissions by half on our shipments, as this location is between our suppliers in Asia and our large customer base in the African and Middle Eastern regions.

With this new location, we can serve global health organisations efficiently and effectively. Moreover, considering the COVID-19 pandemic, Dubai proved to be a logical hub for storing PPE, allowing us to quickly distribute to our customers worldwide.

ANTI-CORRUPTION

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

INTEGRITY AND TRANSPARENCY

We always execute our business activities with integrity and transparency, and with Integrity being a core value of IDA, we expect this from our people as well as from all our partners.

For our employees, the Code of Conduct provides the guidelines for making the right decisions in the performance of our daily business activities. Aside from the Code of Conduct, we have specific compliance policies in place on anti-corruption, anti-bribery, and whistleblowing. To guarantee adherence to these compliance documents, all our employees provided guidance on ethics & compliance issues as part of their onboarding process at IDA. This training is repeated periodically to ensure commitment over time and allow for updates to be included.

IDA HAS ZERO TOLERANCE TO ALL FORMS OF CORRUPTION

Our Ethics & Compliance Manager ensures ethics and compliance matters are discussed in the Management Team (MT) meetings and quarterly compliance reports describe progress of our compliance programme. We have an internal reporting structure in place for staff to report on compliance and ethical matters, e.g. an anonymous Ethics helpline managed by an external organisation.

RISK-BASED DUE DILIGENCE OF THIRD PARTIES

Compliance in our partner network is managed by extending the policies we have in place to our external stakeholders as well.

Every time we want to conduct business with a new third party (e.g., supplier, agent, distributor, service provider, etc.), they must first go through a risk-based due diligence process. We evaluate these third parties on 3 criteria:

1. We use the Transparency International Corruption Perceptions Index as an indicator for country risk.
2. Type of service provided.
3. The amount of money we pay the third party.

They are then categorised as low, middle, or high risk. Depending on the risk involved, we proceed with further investigation.

Third parties, who we expect to act on behalf of IDA in selected regions, are required to sign our Code of Conduct before we can start doing business with them.

2020 MEASUREMENTS OF OUTCOME

- Code of Conduct (refresher) training for all IDA employees
- No incident reports related to Ethics & Compliance

2021 TARGETS

- Due diligence review for agent and distributor network



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