IN 2008, TRAFIGURA CREATED THE TRAFIGURA FOUNDATION AS A MEANS OF HARMONIZING ITS EMPLOYEES’ INHERENT SPIRIT OF GIVING. THROUGH A SERIES OF ILLUMINATING INTERVIEWS AND UPLIFTING IMAGERY, THIS 10TH ANNIVERSARY COMMEMORATIVE BOOK CELEBRATES THE BREAKTHROUGHS AND ACCOMPLISHMENTS OF A DECADE OF PHILANTHROPY.
As CEO of the Trafigura Foundation’s parent company, I am proud to introduce this book, Advancing Change, published to celebrate the Foundation’s 10th anniversary. Advancing change is in our DNA. Since Trafigura’s own inception 25 years ago, the company has been driven by an enterprising spirit – but also by corporate values of respect, commitment, energy and sensitivity to cultural diversity.

Moreover, it has always been our belief that every individual, regardless of race, gender, ability or economic wherewithal, should have the opportunity to achieve his or her full potential. It speaks to the success of this guiding philosophy that from Trafigura’s earliest days our employees have given generously of their time to charitable causes, with the same energy and drive that have made Trafigura the leading global business it is today.

Establishing the Trafigura Foundation in 2008 was a natural extension of that ethos. As a successful multinational corporation, we recognised that it was our duty to share some of our resources to contribute to a fairer society.

The creation of an independent foundation enabled us to formalise that spirit of giving, with an initial focus on Sustainable Development, Education and Integration, and Health. From the outset, the Foundation’s emphasis has been on parts of the world where Trafigura has a presence, thus raising awareness among our employees about the challenges faced by the communities among whom they live and work.

Trafigura wholeheartedly endorses the Foundation’s role in encouraging and supporting staff engagement in philanthropic activities. And we are glad that today our company boasts 12 Charity Committees across the globe, whose teams, as you will learn from this book, work with energy and compassion to serve their host communities.

Those synergies between Foundation and founding company have always been strong; and the Trafigura Foundation’s new strategy – to concentrate its resources on Fair and Sustainable Employment and Clean and Safe Supply Chains – is a further expression of our closeness. From its core business, Trafigura has detailed knowledge of these topics; by working together to leverage this expertise, we can make greater impact.

In the pages that follow we are pleased to share with you a selection of articles, interviews and photography chronicling the transformative activities of the Trafigura Foundation and the programmes it has supported – from the very earliest to the most recent. The stories they tell testify to what is possible when compassion joins forces with financial support, strategic direction and industry acumen.

‘It is our firmly held belief that every individual should have the opportunity to achieve his or her full potential’
CHAPTER 1
THE JOURNEY’S START

INTRODUCTION
08. HOW IT ALL BEGAN
Eric de Turckheim and Vincent Faber reflect on the Trafigura Foundation’s inauguration and a decade of pioneering achievements

PARTNER FEATURES
10. LIQUID ASSET
The founders of NGO Eau et Vie on how they are providing water to slum communities in Asia

14. NET GAINS
Supported by the Trafigura Foundation, social enterprise Alive and Kicking provides sustainable employment for workers across Africa

16. NOTE-PERFECT
Thanks to the efforts of The NOCCA Institute, young arts students are being given a unique opportunity to excel in their chosen fields

18. A SUPPORTIVE ENVIRONMENT
How Argentinian organisation Cascos Verdes is helping individuals with intellectual disabilities fulfil their potential

IN PICTURES
20. SNAPSHOT
A montage of photography chronicling some of the projects supported by the Trafigura Foundation during its inaugural decade

CHAPTER 2
MAKING NEW TRACKS

INTRODUCTION
38. NEW HORIZONS
Graham Sharp and Vincent Faber look towards the Trafigura Foundation’s future, highlighting its next phase of development

INTERVIEWS
40. FOCUS AREAS
Céline Yvon and Damien Rizet explain the Trafigura Foundation’s new strategy of advocating for Fair and Sustainable Employment and Clean and Safe Supply Chains

PARTNER FEATURES
42. WOMEN UNLIMITED
How the Cherie Blair Foundation for Women helped enterprising women in the Palestinian territories set up their own businesses

46. THINKING OUTSIDE THE BOX
Thanks to a network of roadside wellness centres set up by North Star Alliance, remote communities in sub-Saharan Africa now have vital access to healthcare

48. MAGIC BEANS
Social enterprises Old Spike Roastery and Change Please offer life-changing employment opportunities to homeless people in London

50. NAVIGATING CHANGE
How seafarers’ support network ISWAN offers a lifeline to maritime workers in crisis

IN PICTURES
54. SNAPSHOT
A montage of photography chronicling the impassioned fundraising and outreach activities of Trafigura’s Charity Committees worldwide

CHAPTER 3
ENGINES OF CHANGE

INTRODUCTION
68. TEAM SPIRIT
Craig Smallbone, Trafigura’s Global Head of Resourcing, considers the rewards that spring from a corporate culture of giving, as he introduces the work of Trafigura Charity Committees worldwide

INTERVIEWS
70. CHARITY COMMITTEES
Charity Committee leads from Trafigura’s Athens, Johannesburg, Montevideo and Stamford offices shine a light on some of their teams’ supported projects

IN PICTURES
74. SNAPSHOT
A montage of photography chronicling the impassioned fundraising and outreach activities of Trafigura’s Charity Committees worldwide
CHAPTER 1
THE JOURNEY’S START

From opportunities for disadvantaged young artists, to footballs for livelihoods and affordable water for underprivileged communities, the Trafigura Foundation’s inaugural partnerships have effected meaningful change in the focus areas of Education and Integration, Health, and Sustainable Development.
HOW IT ALL BEGAN

Eric de Turckheim and Vincent Faber explain the origins of the Foundation’s creation and reflect on the enduring impact of its guiding philosophy.

‘Daring to innovate has always featured in the Trafigura Foundation playbook. Our approach is to seek out pioneering schemes in the knowledge that sometimes they might fail. Armed with a decade’s experience, we instinctively know when an unconventional avenue is worth exploring.’

VINCENT FABER
EXECUTIVE DIRECTOR OF THE TRAFIGURA FOUNDATION
In 2008, Trafigura had reached a milestone; as a successful multinational with 15 years’ experience under its belt, our parent company recognised its potential to be an agent of positive social change. The company’s employees had always engaged in a myriad of charitable activities, expressing their desire to care for underprivileged communities. There was a growing appreciation, though, that the most effective way to fully realise that philanthropic aspiration would be to entrust it to an independent foundation. Because only a formal entity, entirely dedicated to the task in hand, has the capacity to ensure the greatest possible focus and accountability, while building sustainable engagements with partners to deliver timely and meaningful impact.

In 2008, the Trafigura Foundation became the vehicle for that vision. And we could not be prouder of our achievements. During the intervening 10 years we have touched the lives of hundreds of thousands of people worldwide in areas as transformational as clean water provision for slum communities, sports programmes for children in refugee camps, educational opportunities for underprivileged young people and support for individuals affected by autism. Our direction of travel during that first decade was informed by our parent company’s values of respect for cultural diversity and commitment to equality of opportunity, regardless of race, gender, ability or economic circumstances. That translated into three key focus areas where we knew we could make a difference: Sustainable Development, Education and Integration, and Health.

When choosing which programmes to support, our criteria were simple but effective: transparency – as a financial backer we need evidence that funds are being spent in the most impactful way; professionalism – we team with partners who match our own integrity, commitment and energy; and, of course, innovation – because while inevitably risky, innovation is the mother of transformation.

In fact, daring to innovate has always featured in the Trafigura Foundation playbook. Our approach is to seek out pioneering schemes in the knowledge that sometimes they might fail. Armed with a decade’s experience, we instinctively know when an unconventional avenue is worth exploring. Moreover, our ethos of active engagement, which involves donating not just funds but practical and strategic support, enables our programme partners to navigate the more challenging issues that they inevitably encounter as charities, NGOs and social entrepreneurs, in order to best serve the communities they help.

Throughout this chapter, then, we are excited to present a snapshot of some of the most groundbreaking programmes we have supported, during what has been a memorable decade of growth. For example, you can read about one of our earliest collaborations, with the NOCCA (New Orleans Center for Creative Arts) Institute. Trafigura’s backing for this programme, which offers young people in one of America’s poorest states exceptional arts education opportunities, actually predates the Trafigura Foundation, with our parent company first approaching the nonprofit in the aftermath of Hurricane Katrina.

And in an especially noteworthy and innovative engagement, we have partnered with French NGO Initiative Développement in some of China’s most remote rural areas on an innovative programme to recycle organic waste into biogas, dramatically improving living conditions for local communities. Elsewhere, our partnership with Argentinian social enterprise Cascos Verdes embodies our commitment to education and integration for people with disabilities. Through this inspiring programme, young people with Down syndrome are gaining valuable professional and life skills by training to become environmental ambassadors.

These stories are just the tip of the iceberg. And as we set our gaze towards the future, reassured that the founding philosophy of our inaugural decade remains strong, we are confident that we can deliver many more decades of transformational change.

‘Trafigura employees had always engaged in a myriad of charitable activities. We realised that the most effective way to fully realise that philanthropic aspiration would be to entrust it to an independent foundation’

ERIC DE TURCKHEIM
TRAFIGURA FOUNDING PARTNER,
BOARD MEMBER OF THE TRAFIGURA FOUNDATION (CHAIRMAN 2012-2015)
LIQUID ASSET

Philippe de Roux and Valérie Dumans, founders of the NGO Eau et Vie, explain how the provision of clean, piped running water has transformed lives in slum communities in Asia.

“... when we cook, when we take a bath, when we wash our clothes, when we do the dishes.” The words of Gretchen Gantuangco, a resident of Lower Tipolo, an area of slum housing in the Filipino city of Cebu. She is talking, of course, about water — available to so many of us through the turn of a tap but which, not so long ago, was something that Gantuangco and others in her neighbourhood could access only after a walk to a well.

If daily tasks were harder to accomplish then, consider the difficulty of responding to an emergency that demands immediate access to water. Jennifer Intrempas, a water controller in Lower Tipolo, explains: “Things are better now because when there’s an emergency with a fire, the water’s a big help to us — fires are a big problem here because houses in the slums are made of flimsy materials.”

It is thanks to the efforts of Eau et Vie (Water and Life), the social business set up in 2008 by Philippe de Roux and Valérie Dumans, that water is now readily available for Gretchen, Jennifer and their communities. Since its establishment, the tireless work of this organisation has provided water access for a combined total of 25,000 people in the Philippines and Bangladesh, while it hopes to offer similar services to Ivory Coast in the near future.

‘I used to stay with the families, to familiarise myself with the reality of life in the slum. That was where I learned the price of water’

PHILIPPE DE ROUX
CO-FOUNDER, EAU ET VIE
Households in slum areas in Bangladesh and the Philippines have been equipped with a tap connected to a meter. This means clean, piped running water for the residents, and employment for local plumbers. Significantly, it has also meant a 97 per cent rate of payment collection. “Residents pay their bills and respect the contract, which in turn boosts self-esteem,” says de Roux. “As a result, local authorities are then more willing to invest in crucial infrastructure such as road repairs and drainage systems.”

Based in Nantes, de Roux and Dumans both had prior experience of the Philippines when working from 1998 to 2001 as colleagues for Inter Aide, an NGO that organises development programmes for impoverished communities.

It was during that time that de Roux appreciated for the first time the huge financial burden that clean water provision places on slum communities. “I used to stay with the families, to familiarise myself with the reality of life in the slums,” he recounts. “And that was where I learned the price of water. Many people don’t realise that it can eat up 20 to 25 per cent of a family’s already limited monthly budget.”

“In the territories in which we operate, waste and sanitation can be a complicated and, frequently, corrupt business,” he adds. “Moreover, slums are never a priority for local authorities.”

They became a priority for de Roux and Dumans a decade ago. By then, de Roux was back in France, running a plumbing business, which provided work for people seeking reintegration in the community. “At the beginning, we were a very small NGO, doing our paperwork on the weekends,” he recalls. They remain grateful for the support received from the Trafﬁgura Foundation during this early period. “They were among the very first to believe in our idea,” says de Roux. The Foundation went on to help the Eau et Vie team overcome a signiﬁcant obstacle when it expanded its initial operation, focused on Cebu and Manila in the Philippines, to incorporate the Bhashantek district in the Bangladeshi capital of Dhaka in 2012.

When Eau et Vie’s pumps were unable to provide sufﬁcient water because of a lack of pressure, de Roux travelled to Switzerland to request funding for an overhead water tank that would ﬁx the problem. Valérie Dumans explains: “We needed urgent ﬁnancial support, and the Trafﬁgura Foundation helped us out immediately.”

Dumans describes another episode that demonstrates the support received from the Foundation. When the official opening of the newly created water network coincided with civil unrest in Dhaka, Executive Director Vincent Faber was the only invited guest from abroad who shrugged aside security concerns and travelled over for the celebration. That support, says de Roux, has paid dividends in terms of impact. He offers an example from Eau et Vie’s Dhaka programme: “The women would queue for up to two hours to get water, which was stored in an unsanitary container. Moreover, they had no private space in which to shower – they would keep their clothes on, which meant they couldn’t wash themselves properly, and that resulted in conditions such as urinary infections. Now, even in a 10-square-metre house, they have one square metre for a small shower where they have the privacy to practise proper personal hygiene.”

Neighbourhood health centres, he says, have reported a substantive downturn in urinary infections. And, echoing Jennifer Intrempas’s story, he reiterates the safety gains. “A combination of wooden houses and unsafe wiring results in a lot of ﬁres in slum areas. Today, thanks to Eau et Vie, slum inhabitants can treat a ﬁre. The social impact is huge.”

In each community where it provides water, Eau et Vie operates a two-pronged approach: in addition to the social enterprise, which builds and maintains the water network and collects fees, there is a separate local association, which works with the community on a variety of matters, from hygiene awareness to ﬁre prevention and waste management.

Daisy Millanes, a community coordinator with the Eau et Vie association in Lower Tipolo, explains: “Water and Life’s mission is to improve the lives of the people in the communities where the programme is active, and to empower them through dedicated services such as sanitation, hygiene, environment, ﬁre prevention and ﬁreﬁghting.”

On this last point, in each district where it operates, Eau et Vie will train one volunteer ﬁreﬁghter for every 50 families and install one fire hydrant for every 80 families, as well as organising training sessions twice a year. In the long term, the 15,000 people living in the Bhashantek district will have access to hygienic and sustainable toilets, one WC for a dozen people (compared with 20 to 50 currently). Access to water and electricity will be provided within each block to improve hygiene and safety conditions, and one in three toilets will be accessible to people with reduced mobility and children.

It is not the only target for Philippe de Roux and Valérie Dumans. As Dumans says: “At the end of 2017, there were about 25,000 beneﬁciaries with safe water. For the end of 2020, our target is 100,000.”

Eau et Vie now employs 129 staﬀ – including 101 local people – across its headquarters in Nantes and the countries in which it operates. Again, the Trafﬁgura Foundation has played its part in the organisation’s development.

Dumans says: “In 2017, after 10 years of activity, it was time for us to develop a new strategic plan to improve the sustainability of our organisation. The Trafﬁgura Foundation played a pivotal role: they offered solid, timely advice and provided us with the means to hire a professional consultant to lay the groundwork for our future growth.”

The future, then, looks bright – and, happily, that should mean brighter lives, by virtue of clean, running water for thousands more people in impoverished communities in Asia and Africa.
NET GAINS

Alive and Kicking’s innovative social enterprise makes sports balls to promote fair employment and health awareness in a football-mad continent.
Leather, thread, canvas; the art of Alive and Kicking’s social enterprise lies in the stitching together of simple materials not only to make footballs, but, crucially, solutions to complex issues in Ghana, Kenya, and Zambia.

When Patricia was employed by Alive and Kicking to make the durable, hand-stitched sports balls in Lusaka, the capital of Zambia, it meant she could send her children to school, says Tony Philip, Chairman of the board of directors in Ghana as well as a UK-based trustee.

“It corroborated what we hear in surveys about the presence of a wage earner in the family,” he says. “Patricia’s husband was a taxi driver but had irregular earnings, so her income went to running the house and meant they could send their children to school regularly. I remember the father taking me outside and showing me with pride their expanding house. They’d been building bits on to it and he said: ‘This is all due to Alive and Kicking.’”

Alive and Kicking estimates it has created more than 1,000 employment opportunities in Africa. There are over 100 employees working across its three factories in Lusaka, Accra and Nairobi, with 45 per cent operating as stitchers.

The innovative company targets and trains individuals who have yet to secure a first job, says Philip. “Over 90 per cent have never had formal employment with a regular or fair wage, and access to holiday and sick pay. For 50 per cent this is their first job.”

One tenet of the mission is to promote health and wellbeing. Delivered through sport, it ensures the messages are effective and engaging. Another is to ensure children’s right to play is realised. Alive and Kicking has donated more than 160,000 footballs to disadvantaged young people through community groups, Philip says. “Our research shows each ball reaches 45 young people, so through donations we’ve reached more than seven million youngsters.”

Alive and Kicking has its roots in Lusaka, Accra and Nairobi, where there are high levels of insecure employment and unemployment across disadvantaged communities. The majority of materials needed to make a ball are available locally or easily accessed. Between 2010 and 2015, the organisation received four grants from the Trafigura Foundation and the Puma Energy Foundation to support its efforts in Zambia and Ghana.

The Foundation has provided a potentially significant contact within the founding company’s Group. “This business has petrol stations in Ghana which are interested in buying balls to sell in forecourts – that’s in progress,” says Philip.

This would be hugely beneficial for an organisation that faces challenges in its drive to become viable, he says. “We cut corners everywhere, and if we’ve got a little money, we pay it to the stitchers. In Ghana, we’ve only just reached financial stability a few times for a couple of months and then we’re usually below and hoping for better contracts.”

For all the challenges, the impact is certainly a cause for celebration. In 2016, Social Enterprise UK presented Alive and Kicking with its International Impact Award. Last year, it received Beyond Sport’s Sport for Quality Education and Employment Award.

Bernard Obeney, a stitcher in the Ghana factory, would consider these accolades richly deserved as he looks to the brighter future afforded him by Alive and Kicking. “I am saving and want to update my education. I’d like to be an electrical engineer, that’s my target.”
New Orleans’ reputation for riotous Mardi Gras festivities and joyous jazz belies the fact that its mother state, Louisiana, has one of highest levels of poverty in the United States. But as Louis Armstrong, who nursed his love for the cornet at a tough boys’ reform home when he was 12, and became arguably the state’s most celebrated export, said, music is life itself. It is a sentiment that surely chimes with students at the New Orleans Center for Creative Arts (NOCCA) whose lives are given meaning through music and creativity. Founded in 1973, the arts training facility provides students with intensive instruction not just in music but in subjects ranging from film, theatre and the visual arts, to creative writing and cookery.

It is where the cultural legacy of the “Big Easy” is stoked by scholarship recipients following in the footsteps of household names such as actor and singer Harry Connick Jr, jazz trumpeter Terence Blanchard and Jon Batiste, the bandleader of The Late Show with Stephen Colbert, says Sally Perry, Executive Director of The NOCCA Institute, the school’s nonprofit support organisation. Indeed, finding and funding future talent to add to this impressive roll call of alumni is the goal of the Institute’s financial assistance programme, supported by the Trafigura Foundation.

“Students apply from over 100 schools and a significant number come from disadvantaged backgrounds,” says Perry, who estimates that almost half of the intake is from low-income homes, with some in state care or of no fixed abode.

Students receive help for the extra costs that frequently lock young people from less affluent backgrounds out of arts careers
Students who graduated in 2017 were given USD 169,630 overall in aid and were subsequently awarded nearly USD 11 million in college scholarships. Perry cites an example of one student who was granted USD 4,000 to attend a six-week summer programme at Berklee College of Music in Boston. That same student returned with USD 100,000 in sponsorship.

In addition to grants for summer schools, students receive travel expenses for term-time college auditions and competitions; in short, help for the extra costs that frequently lock young people from less affluent backgrounds out of arts careers.

Sinclair DuMont who, thanks to a Trafigura Foundation scholarship, was able to attend a drama programme at New York University, is a case in point. In a letter to the Foundation, she said: "I was really worried I wouldn’t be able to finance it. Fortunately, I applied for a scholarship from The NOCCA Institute and was able to go. What I learned there changed my life. From the bottom of my heart, as an artist, thank you for your donation, you are funding my future."

Another scholarship recipient, Aria Luso, a dance student, shared her delight in attending the prestigious National High School Dance Festival, describing it as "a perfect opportunity to get my name out in the dance world".

The Trafigura Group first approached The NOCCA Institute in the wake of Hurricane Katrina in 2005, three years before the Trafigura Foundation was established. A partnership was formalised in 2007, and Perry estimates that in total, Trafigura and the Foundation have provided close to USD 2 million in grants.

In addition to providing financial support, the Trafigura Foundation are "true partners", she says. "They don’t believe in making a gift and going away. It's about making a nonprofit sustainable and viable."

Moreover, while Trafigura’s name adorns a building on campus, its funding was integral to the centre in acquiring the land necessary to launch its full-day academic programme five years ago.

The Foundation has also helped The NOCCA Institute transform its business model. "The Trafigura Foundation made me believe we could pursue our goals. They didn’t say: ‘Here are the grants, send us the reports.’ There was a real dialogue," says Perry.

The new facilities include a cookery studio and adjacent gardens – essential to the curriculum as students learn the provenance of food by nurturing and harvesting produce. In addition, the centre opened the Press Street Station restaurant on the edge of the campus, and despite switching its focus to special events and functions only, the aim is for culinary arts programme graduates to return and run it as a full-time operation.

It is all part of a learning curve, says Perry, who constructively recalls the centre’s experiment with a food truck as a costly exercise that failed to generate any competitive advantage. After taking advice from the Trafigura Foundation, she says, the decision was taken to sell the truck.

"Students learn more from failure than success," she reflects, though success stories far outweigh the failures at an institute where between 95 and 98 per cent of graduates go on to college and conservatory programmes across the USA each year.

Perry’s sentiment echoes that of Armstrong’s, that “the memory of things gone is important to a jazz musician”. In this instance, though, NOCCA students can call on both personal history and financial support to secure their future.
A SUPPORTIVE ENVIRONMENT

A university course in Argentina for people with intellectual disabilities does not just instil its graduates with self-esteem but – as Cascos Verdes’ Gonzalo Bazgan explains – allows them to offer environmental lessons to others.
Juanjo Estévez is 32 years old. He works for DirecTV in Buenos Aires as a social responsibility analyst. Every fortnight, when new staff from the company’s call centre pass through the induction process, Juanjo is tasked with explaining DirecTV’s environmental policy to them.

Juanjo has Down syndrome. His story is an illustration of the success of Cascos Verdes, a Trafigura Foundation partner that facilitates education and integration for people with intellectual disabilities.

The story of Argentinian organisation Cascos Verdes – in English, ‘green helmets’ – began in 2007 when Javier Ureta, an environmental engineering student then in his mid-20s, sought to create educational opportunities for people with Down syndrome, inspired by a friend’s brother who has the condition. Nine students embarked on the first course he set up at the Pontificia Universidad Católica Argentina, a private university in Buenos Aires.

Fast-forward to today and Cascos Verdes delivers courses at four different universities in the Argentinian capital and surrounding area – Universidad de San Andrés, Universidad Austral and Universidad Torcuato Di Tella make up the quartet. A fifth university in Salta provides identical opportunities in the country’s north.

For the current academic year, almost 100 students – with Down syndrome or other intellectual disabilities – are enrolled. Beyond the considerable and immediate impact on those students’ lives, Gonzalo Bazgan, board member of Cascos Verdes, estimates that 10,000 people have been touched by the organisation’s work thanks to a programme that sees its graduates go out and deliver environmental workshops to a wide range of businesses.

“People don’t ordinarily associate people with Down syndrome with public speaking,” says Bazgan. “And yet our students stand in front of an audience for an entire hour and speak with knowledge, passion and authority. They have a determination and enthusiasm that is contagious.”

It was in 2009 that the Trafigura Foundation, whose philanthropic focus at that time was on Education and Integration, began its association with Cascos Verdes. “The Foundation’s support was pivotal in helping the organisation scale up,” explains Bazgan. "Fundraising in Argentina is a difficult business – you can’t only lean on individual donors. During the first year, it was hard for us to secure funds, so the Trafigura Foundation’s assistance was invaluable in enabling us to grow and professionalise."

In addition to funding, the Trafigura Foundation provided a guiding hand during this process of expansion. “They helped us assess the risks and opportunities of rolling out the two new university curriculums,” says Bazgan.

“The support was continuous,” he adds. On receipt of a third grant in 2015, Cascos Verdes undertook a feasibility study into international expansion, then analysed the results with the Trafigura Foundation before settling on Chile as a preferred option.

Today, Cascos Verdes’ university courses run for four years, rather than the initial two – a change introduced to mark its 10th anniversary in 2017. “We updated the entire programme to focus on environmental issues, always accompanied by soft skills. For example, when students learn about how to present to an audience, they do it in the context of an environmental topic,” says Bazgan.

Each classroom is occupied by one of Cascos Verdes’ small team of full-time teachers, together with a volunteer, usually a student from the same university’s psychology or education programme. “The curriculum is the same for each university, but every class is adapted to the specific intake,” Bazgan explains. “For example, some of the students might not be able to read, in which case we work with images instead.”

The employment opportunities generated for its graduates have established Cascos Verdes as a successful social enterprise. “We deliver more than 150 training workshops and potential new clients call us every day,” says Bazgan.

“An environmental message delivered by a person with intellectual disabilities is unique – the audience immediately recognises the programme’s added value to society.”

The demand for the workshops, says Bazgan, comes from a diversity of clients including municipalities, political parties and private businesses. The general public, he adds, benefit too. “A few years ago the city of Buenos Aires introduced street-side refuse separation bins, so our environmental educators, as we call the students, tutored residents on how to separate their garbage.

Whether it is out on the streets of Buenos Aires, or in the classroom, or – in the case of Juanjo Estévez – in the offices of DirecTV, there is a unifying force at work here: the vital sense of purpose that Cascos Verdes has given its students. As Juanjo’s mother, María Magdalena Simoes, observes: “I feel a real sense of calm at seeing him become an increasingly independent person because that’s been the battle since he was born.”
APOPO

ANGOLA

APOPO returns valuable agricultural land to communities, so that it can be farmed safely and productively, by employing African giant pouched rats to detect landmines.
The prime farmland around Zito’s village was thought to contain landmines, but with other suitable land a considerable distance away, and a family to feed, Zito had no choice but to farm in the contaminated area.

APOPO’s “HeroRATs” sniffed out quite a few landmines and other explosives in the area near Zito’s village. Once they pick up the scent of explosives, a deminer with a metal detector arrives to destroy the landmine. Today, Zito, and other villagers, can safely farm the area and provide for their families.
IECD

CAMEROON AND IVORY COAST

The Trafigura Foundation and the Institut Européen de Coopération et de Développement (IECD) co-designed the TRANSFORM programme that supports aspiring entrepreneurs in setting up food-processing units. It also provides farmers with tools to develop their entrepreneurial skills and become reliable suppliers of raw materials.
We supported Initiative Développement (ID) in China in promoting reforestation and the use of clean, economical energies that help improve rural families’ quality of life, while safeguarding the environment. Our partnership in Zhaotong district, in Yunnan province, has helped local populations transform animal waste into biogas.
PACES
PALESTINIAN TERRITORIES

“The Trafalgar Foundation was our biggest supporter in our first years. That support allowed PACES to grow rapidly and provide many Palestinian girls and boys who lived in refugee camps, and other marginalised and vulnerable areas in Palestine, with healthy, structured after-school sports programmes.”

Hani Qattan, Founder and Chairman, Palestine Association for Children’s Encouragement of Sports (PACES)
FIGHT FOR PEACE
BRAZIL

Fight for Peace offers a lifeline to youth living in Rio de Janeiro’s favelas by helping develop their potential and providing them with an alternative to gang crime. Its comprehensive programme offers a mix of fast-track education schemes, boxing and martial arts, youth support and employability services.
TEACH FOR AMERICA

USA

One of our very first partners, Teach For America recruits elite college graduates to educate children from disadvantaged communities in the USA in an inspirational and culturally responsive classroom environment. We supported their amazing teams of teachers in New Orleans, Connecticut and Houston.
We worked with our partner Association François-Xavier Bagnoud International (FXB) to create opportunities for families in Tamil Nadu and Puducherry, where unemployment and illiteracy are rife. A holistic approach offers families medical, educational and psychosocial support, while also empowering women through provision of training and income-generation schemes.
DOMUS

USA

The Trafigura Work & Learn Business Center, in partnership with the nonprofit organisation Domus, helps high-risk youths in Stamford, Connecticut, chart a path to independence through work-based training. Young people who have suffered trauma, are at risk of homelessness, struggle academically, or have been caught up in crime, are taught hard and soft skills to boost confidence and improve their employment prospects.
ADIE
FRANCE

The Association pour le Droit à l’Initiative Économique (Adie) is the leading microfinance institution dedicated to supporting grassroots micro-entrepreneurs in France. In partnership with the Trafigura Foundation, Adie is providing 18- to 32-year-olds with a Start-up Business Training Programme to help them launch their own businesses.

Étienne Levasseur (pictured) is a horticulturist and market gardener. Previously unemployed, he participated in Adie’s CréJeunes programme, enabling him to apply for a microloan and acquire the necessary business skills to launch his own venture. Today, Étienne grows flowers and vegetables, which he sells from his truck at farmers’ markets.
“We are very grateful to the Trafigura Foundation for their generous support for the National Autistic Society over the past 10 years – funding vital programmes such as our National Helpline and a leading new online learning platform for professionals, Ask Autism. The Foundation’s support has benefited tens of thousands of autistic people and their families across the UK, transforming their lives and ultimately helping us build a society that works for people on the autism spectrum.”

Mark Lever, Chief Executive, National Autistic Society
A wonderful spirit of collaboration and inclusivity permeates the Lucerne Symphony Orchestra’s educational programme, which brings together people with disabilities, at-risk children and senior citizens to work side-by-side on music creation and exploration projects.
The Fundación Integración Comunitaria (FIC) works to improve quality of life within impoverished communities in the Peruvian Andes. One project helped the local Association of Organized Women of Canaria set up a dynamic entrepreneurship model that has seen female entrepreneurs become suppliers of flour to one of Peru’s biggest food distributors.
Between 2008 and 2016, the Trafigura Foundation offered scholarships to students from the Aceh region of Indonesia, an area devastated by the 2004 tsunami, to study at the United World College of South East Asia (UWCSEA). The school’s curriculum nurtures leadership skills and fosters altruistic values, equipping students with the professional capabilities they need to contribute to the development of their countries of origin.
PLANÈTE URGENCE

INDONESIA

Several coastal regions in Indonesia face economic and environmental degradation due to deforestation and diminishing fishing yields. We worked with Planète Urgence in Aceh and on the Mahakam River to boost local communities’ economic resilience through environmental tutoring, mangrove reforestation, sustainable aquaculture business model development and provision of microcredit schemes.
CHAPTER 2
MAKING NEW TRACKS

Seafarers in crisis, entrepreneurs who need an extra boost and communities without access to basic services – all are benefiting from the Foundation’s new focus on Fair and Sustainable Employment and Clean and Safe Supply Chains.
NEW HORIZONS

Graham Sharp and Vincent Faber share the strategy behind the Trafigura Foundation’s pioneering next phase

‘It was by reflecting on our best and most impactful success stories from those inaugural years that we were able to identify new strategic targets’

GRAHAM SHARP
TRAFIGURA FOUNDING PARTNER,
CHAIRMAN OF THE TRAFIGURA FOUNDATION
Milestone events have a habit of focusing the mind. And so, with our 10th anniversary on the horizon, we determined to interrogate our strategic approach. The impact of our inaugural decade of operations is compelling. Over the years, we have grown to become a recognised and legitimate institution within the philanthropic space, with a credible agenda and purpose of our own. Thanks to our achievements in collaboration with a network of dedicated and experienced partners, whose stories you can read throughout this book, our peers value us today for our transparency and professionalism.

It was by reflecting on our most impactful success stories from those first 10 years that we have been able to identify new strategic targets for our next phase of development. On closer analysis, it was abundantly clear that the most impactful and meaningful of our capacity-building programmes were the ones that provided a creative solution to local socioeconomic issues – programmes that laid firm foundations for autonomy and sustainability.

We recognised that by aligning more tightly with the commodities trading and logistics industry in which our parent company operates – and in so doing leveraging the expertise and networks of our corporate colleagues – we would be in a far stronger position to maximise our impact with communities who need them most, while always remaining loyal to our respective identities and agendas. Moreover, by strengthening our role as an embedded stakeholder within our founding company, we are ideally placed to take an existing culture of giving to new levels – as such, generating awareness among our corporate colleagues about the challenges faced by the communities among whom they live and work, and about their responsibilities as employees of a leading multinational business.

Now, in defining this new strategy, the Trafigura Foundation is in a perfect position to advance change and innovation in the philanthropic arena by steering pioneering action in two fields that dovetail with our parent company’s sphere of activity: Fair and Sustainable Employment and Clean and Safe Supply Chains.

As our Head of Programmes and Programme Manager explain in the interviews that follow, both target areas are potentially transformative and represent a whole new sphere of action in the philanthropic arena. And as a successful global company, Trafigura is well placed to contribute to the prosperity of societies worldwide. Fundamental to such prosperity are job opportunities for all, including the most marginalised members of society, underpinned by decent wages, and safe and stable working conditions.

As you will learn in this chapter, by supporting a smart, focused group of NGOs, charities and social entrepreneurs, we are already making significant strides in achieving our goal of Fair and Sustainable Employment for all. By teaming with the Cherie Blair Foundation for Women, for example, we have facilitated a programme that enables female entrepreneurs in one of the most troubled parts of the world, the Palestinian territories, to launch thriving businesses and, in doing so, transcend onerous cultural and geopolitical limitations.

Equally, by combining the specialist knowledge of our parent company with our own strategic expertise, we are able to tackle social and environmental issues caused by transport, infrastructure and supply chains. Our collaboration with North Star Alliance is a great example. In this instance, we have contributed to the roll-out of mobile health centres across Tanzania. These vital resources provide healthcare to populations living in remote rural areas, and, crucially, to the highly mobile trucking community, whose workers frequently act as vectors for illness and disease. As these examples demonstrate, the framework of this new strategy enables us to boost our impact and concretise our mission of improving the socioeconomic conditions of vulnerable communities in countries where our parent company has a presence.

It is a pioneering approach and one that echoes a proud heritage of innovation matched by strategic thinking.

‘By aligning more tightly with the industry in which our parent company operates, and leveraging the expertise of our corporate colleagues, we are in a far stronger position to maximise our impact’

VINCENT FABER
EXECUTIVE DIRECTOR OF THE TRAFIGURA FOUNDATION

01: Support for the Cherie Blair Foundation for Women exemplifies the Trafigura Foundation’s new focus on Fair and Sustainable Employment
02: In cooperation with North Star Alliance, the Trafigura Foundation is addressing the health needs of African trucking communities
How would you define the concept of Fair and Sustainable Employment?
By “Fair Employment” we mean the promotion of equal employment opportunities for some of society’s most marginalised members, for example people with disabilities, disenfranchised youth, small farmers – but also women, who, for myriad reasons, may face restricted access to the job market. By “Sustainable”, we mean jobs that are stable and enduring; because we believe that access to quality employment, underpinned by a decent wage and fair working conditions, is the cornerstone of a dignified life. Fair and Sustainable Employment gives individuals a chance to be active contributors to society instead of trapping them as passive beneficiaries of social welfare. It means people can feed their children, send them to school, have access to proper medical care and plan for their future. In short, it’s about dignity and, as philanthropists, dignity is one of our core values.

Why was it chosen as a key area for the Foundation’s new strategy?
As the philanthropic arm of a successful company, we understand that economic development is only meaningful when it serves humanity. A functional economy that actually provides fair and sustainable jobs is a means to a prosperous society, not just an end per se. Connecting the economic success of our founding company with the economic prosperity of our grant beneficiaries – the most vulnerable in particular – makes sense on both a philanthropic and strategic level.

Support for social entrepreneurs is a core focus of the Foundation. Why are these actors so important?
We support social entrepreneurs because of their innovative, results-oriented and businesslike mindset. Like us at the Foundation, they care deeply about tackling root causes of poverty and exclusion. They cultivate an obsession for their social impact, setting metrics to carry out meaningful assessments of progress. Moreover, they experiment with new models to ensure that their solutions are durable, including financially speaking. That means building income-generating schemes that potentially embed economic viability into changemaking solutions. In sum, social entrepreneurs can be powerful allies to promote community-based development, with particular reference to the creation of fair and sustainable jobs for the most marginalised people.

Tell us about some of the social entrepreneur programmes supported by the Trafigura Foundation
In Central America, agricultural cooperatives play a crucial role in connecting farmers with lucrative global markets. We recently entered into a partnership with an organisation called Root Capital (see page 60), to support early-stage cooperatives in the honey and cocoa sectors in Guatemala, Honduras, Mexico and Nicaragua. Our programme provides financial and agronomic training to strengthen their financial and accounting practices so they can become increasingly creditworthy and produce high-quality products. Another partner of note is India-based Sustainable Agro International (SAI, see page 55), which has developed a truly innovative business model that enables farmers to feed their families and increase their incomes by breathing new life into previously unprofitable wasteland. India’s booming paper industry has fuelled demand for raw materials and, using SAI’s model, farmers in the country’s Odisha region have been able to cultivate 300 hectares of barren land, growing trees as raw materials that they supply to the paper mills alongside crops for their own consumption.
What was the impetus behind the Foundation’s new focus on Clean and Safe Supply Chains?

As a corporate foundation created by a world leader in commodities trading, we understood that we were in a perfect position to pioneer what is a wholly new sphere of activity in the philanthropic arena. Working collaboratively with the specialists at Trafigura, we are able to take advantage of invaluable industry knowledge to gain an understanding of human and environmental challenges from an ethical perspective. It is an area in which we are uniquely well placed to achieve transformational and enduring impact.

How would you define Clean and Safe Supply Chains?

Supply chains encompass myriad activities including the sourcing of raw materials, logistics and end-of-life processes. By “Clean” we mean the mitigation of environmental issues wreaked by supply chains at land and sea, while “Safe” embraces social issues – the vision being to improve the lives of populations impacted by supply chain activities and infrastructure development. Our commitment is to providing communities with access to vital resources, services and amenities such as markets, healthcare centres, education and last-mile delivery.

How does that apply in practice?

An example of “Safe” action could be where you have a quantity of freight vehicles driving every day down a major highway that cuts through a remote African village. In this particular scenario there is a well-documented danger of contagion from truck drivers who come into contact with many communities on their travels, and who as a result can act as vectors for illnesses and disease. In recognition of this, our NGO partner North Star Alliance has developed an innovative means of targeting healthcare services at both drivers and communities along sub-Saharan Africa’s main logistical corridors (see page 46). An example of “Clean” action is our partnership with the nonprofit International Council for Clean Transportation, which is working to implement an ECO-driving training programme for truck drivers in Latin America.

Tell us about the impact of some of the other programmes supported by the Trafigura Foundation

One of our flagship programmes is a partnership with the International Seafarers’ Welfare and Assistance Network (ISWAN, see page 50), which provides vital welfare services to maritime workers, who are often away from home for long periods. Thanks to ISWAN’s 24/7 helpline, which is free of charge and manned by a spectacularly committed multilingual team, seafarers in crisis can access both practical advice and emotional support. In addition, at the start of the supply chain, small-scale artisanal mining communities in developing nations frequently face tough living and working conditions. In Myanmar, we are partnering with PACT (see page 58), a global development organisation working to improve the conditions of artisanal miners. Also with PACT, in the Democratic Republic of the Congo, we have teamed up with Trafigura’s Head of Corporate Responsibility and the Metals and Minerals Trading Division to explore strategies for improving the lives of artisanal and small-scale miners. Crucially, this will involve creating a programme that addresses the grave and urgent issue of harmful working conditions and the incidence of child labour.

‘WE AIM TO TACKLE THE SOCIAL AND ENVIRONMENTAL ISSUES RELATED TO TRANSPORTATION, INFRASTRUCTURE AND SUPPLY CHAINS’

Damien Rizet, Programme Manager at the Trafigura Foundation, highlights the organisation’s pioneering activities in the field of Clean and Safe Supply Chains.
WOMEN UNLIMITED

Inspired by the gutsy females who raised her, Cherie Blair, through her charitable foundation, is giving disadvantaged women a step-up on the ladder to economic agency.

Never underestimate the power of the washing machine.” In the London offices of her charitable foundation, Cherie Blair is pondering the role played by this ostensibly unremarkable piece of domestic equipment in female emancipation. Recalling the torrid hours her grandmother spent every week toiling over copper tubs and washboards – in an era when women were deemed exclusively responsible for such chores – the celebrated lawyer and wife of former British Prime Minister Tony Blair, reflects on how the lives of women in the developed world improved immeasurably after the mass adoption of domestic appliances.

Raised in Merseyside in a single-parent household, Blair explains that it was female role models – her mother and grandmother – who provided the first seeds of inspiration for her charity, the Cherie Blair Foundation for Women.

"Women's empowerment is the story of my life," she says. "I was brought up by strong women and I'm conscious that I was lucky to be born where I was, when I was, at a time when opportunities were opening up for someone like me from a working-class family – opportunities my mother, for example, didn't have."

It was after Tony Blair retired from politics in 2007 that Cherie Blair decided to launch a foundation that would open doors to economic empowerment for women in the developing world – women whose cultural and economic circumstances were in some respects similar to those of her mother and grandmother in early- to mid-20th-century Britain.

"I wanted to do something to give back to other women. I was convinced that by helping women you absolutely help everyone."

This sentiment reflects an established consensus that by pouring resources into women’s educational and professional development, you lift entire communities.

"All the research [shows that] when you invest in a woman, she is going to put that into a child’s education. Ask a woman what she would do with the money she earns, and they want to spend it not on themselves, but on material benefits for their families."

Now in its 11th year, the Cherie Blair Foundation for Women focuses on developing women’s micro, small and medium enterprises into sustainable businesses, supporting the development of what is commonly referred to as “the missing middle” of the economy. It achieves these aims through a combination of enterprise development programmes, mentorship, loan provision and mobile technology programmes – frequently in parts of the world where women find themselves held back due to religious, cultural or geopolitical circumstances.

One such area is the Palestinian territories. And recognising the synergies with its own focus on Fair and Sustainable Employment, the Trafigura Foundation – along with one other donor – supported the Cherie Blair Foundation for Women’s Advancing Palestinian Women Entrepreneurs project in both a financial and advisory capacity.

"If you look at how many programmes there are specifically dedicated to women’s economic empowerment you will find that there are not as many as you think. So, to partner with someone like the Trafigura Foundation, which has this commitment to that, is really important," says Blair. "Their idea of fair and sustainable employment is very much what we are about too."

Blair travelled to the Palestinian territories in 2008, on the launch of the Cherie Blair Foundation for Women. A meeting in Nablus with a group of female university students, who were about to graduate, threw the barriers faced by women in the region into sharp relief.

"I asked them about their hopes and dreams, and what they said was: 'We feel powerless. The boys in our group are all going to the Gulf states to find jobs. But we are Muslim girls and can’t travel to those countries to get jobs. And what jobs are there for us here?'"

Now, thanks to the Advancing Palestinian Women Entrepreneurs initiative, Palestine’s women have become the job creators. By taking advantage of the resources provided by the Cherie Blair Foundation for Women, including microfinance, business training and mentorships, women are establishing small enterprises – which, as they grow, need employees.”
Jameela Al-Azait, the owner of a successful embroidery business in Bethlehem, is a perfect example. Describing her company’s development, she says: “I depended on myself. I did not need a son, father or brother. I felt I was a useful person in society. [Now] my business hires as many young women as possible.”

In fact, 107 new jobs have been created as a direct result of the programme – 27 more than the Cherie Blair Foundation for Women had projected. “Sometimes you need to help the leaders, to help the others,” says Blair, referring to the fact that not only are these female entrepreneurs providing job opportunities for other women, but they are vital role models, too.

The Cherie Blair Foundation for Women also seeks to chip away at cultural barriers through an ethos of inclusiveness. “One lesson we’ve learned is that we have to work with the men too,” says Blair. “In our latest programmes, we have at least one session where we encourage the women to bring their men, and we talk about why it’s good for them, and why the women need their support.

“We want to build more of it into our programme, because women and men don’t live in isolation.”

The benefits of this approach are borne out by success stories such as Manar Shab‘an, who runs a vegetable business in Jenin. “Right now, I don’t see any barriers. Quite the contrary: those who were against me became on my side, because I proved that a woman is able to make a decision and to participate in the decision-making, both in and outside the village.”

This inclusive philosophy is part of a broader holistic approach that recognises the need for localised, culturally appropriate solutions. To that end, the Cherie Blair Foundation for Women works with organisations with a local presence – in this case, the Near East Foundation (known for innovation in social and economic development) and Tomorrow’s Youth Organisation (an NGO focused on community service).

“We have the business knowledge and wherewithal... and our training is geared particularly to women. That includes looking at women not just as actors in their own business, but in the wider community. So, our pattern is to tap into local knowledge. It’s about building our local partners’ capacity, then building our own.”

With strategic partnerships in place, the next step, explains Blair, is to ensure that programmes have measurable impact. “We do our research to see what’s needed, then we go out and see if we’ve been successful. If things don’t work out, we try something different.”

Blair expresses admiration for the Traffigura Foundation’s own results-oriented approach. “Céline Yvon [Head of Programmes at the Traffigura Foundation] visited us and gave feedback. And it wasn’t all positive. She questioned some things and that’s important because otherwise you can carry on doing things because that’s the way you do them. It is always good to have a fresh eye.”

The impact of the Advancing Palestinian Women Entrepreneurs programme makes for encouraging reading. Out of 217 women who attended preliminary training, over 90 per cent boosted their enterprise development skills. Then, of the 121 women selected to progress to group coaching, 100 were deemed suitable for intensive incubation programmes. Of these, almost 70 per cent substantially increased revenues (by 40 per cent), and almost half regularised their business – crucial, says Blair, “because women’s economic activity is often unregistered, therefore unacknowledged”.

A lifelong champion of women’s rights, Blair concedes that such acknowledgement is hard fought. And while she applauds the rise of global movements such as #MeToo, she cautions against complacency. “Yes, we are challenging the assumption that things are the way they should be. But if we are really going to make a difference, we have to talk about men, and why it is that they are trapped in their own gender stereotypes.”

In the meantime, we can take heart from the small but significant gains made by the Cherie Blair Foundation for Women’s beneficiaries in the cause of women’s rights. For example, Huwaida Abuyacoub single-handedly set up her Nablus-based soap company, Meera, in 2012. Today, she exports to customers in Europe and the USA.

To give Abuyacoub the last word: “I am very happy that today people hear and know of my name and my product name; that it has reached the world, and that I have become a well-known Palestinian businesswoman.”

Acknowledgement indeed.
Converted shipping containers painted the colour of the sky are proving to be places for sequestered communities in sub-Saharan Africa to weather taboo health issues. The Blue Boxes, as they are known, are located at ‘hotspots’ such as border posts, transit towns or ports, where large numbers of trucks stop and where sex work and informal trades flourish, existing not only as medical clinics but classroom-come-confessional for those seeking support for deeply sensitive afflictions.

“There are several people who have found out they are HIV-positive, but don’t know how to deal with it,” says Ylse van der Schoot, the Executive Director of North Star Alliance, a nonprofit health-delivery organisation that has grown its network of roadside wellness centres from just one to more than 50 across 13 countries in the past decade.

“People still think that HIV is a death sentence, but by coaching, by counselling, by listening, by asking questions and by informing, they get to understand that they can live with it and be put on medication. They can thrive at the same time as being HIV-positive,” she says. “There are people who say, ‘I’m 33 years old, and have never been to a medical facility in my life. Thank you for coming to my community because now I can get quality healthcare.’”
Not only does North Star Alliance serve the trucking community – highly mobile workers who are potential vectors in the spread of infectious diseases – it also extends its reach to local communities with little or no access to medical services. Health services on offer include screening for HIV, health checks and counselling, as well as training for drivers to increase road safety, and medication for malaria, tuberculosis and sexually transmitted infections. Additionally, special communication sessions are organised to increase awareness and change behaviour.

“I’m pleased to be working there,” says Van der Schoot. “I like how caring our staff are, people who want to make a difference and work in and around our clinics all day and do the best they can with the moderate means they have.”

Financial assistance from the Trafigura Foundation facilitated a big step forward in 2016, with the official launch of six clinics along the Dar corridor in Tanzania. This was in partnership with the Trafigura Foundation’s sister philanthropic entity Puma Energy Foundation. In their debut year, the six clinics in Tanzania registered 26,787 visits, of which 56 per cent were made by truck drivers, and remaining visits made by community members. In 2017, the number of visits increased by just over 10 per cent to 29,524, of which 58 per cent were made by truck drivers. The total number of services provided in 2016 was 33,458, with more than half being primary healthcare, followed by almost a third HIV testing and counselling. In 2017, the number of services increased to 36,775.

An inventive electronic health passport system enables patients to continue their treatment at any one of the clinics across the continent, enabling the exchange of patient-specific data between each Blue Box as well as the collection of site-specific data used for monitoring and evaluation. In addition, the support of government and NGO partners allows patient referrals to other health facilities.

Nevertheless, it is clear that such successful collaboration between the Foundation and the healthcare provider encompasses more than financial support. “The team at the Trafigura Foundation does not just fund a particular project, it really helps Blue Boxes and the organisation to develop,” says Van der Schoot. “That’s an important additional value from our relationship. I find the partnership with the Trafigura Foundation very special because it’s about the long-term vision; it’s not just about the current programme or the exact output, and what we’re trying to change in the project period.

“I like how they help us in looking at alternative income, to move away from dependency on grants. There’s a level of trust and understanding in the relationship. Not everything always goes according to plan, but we can easily discuss and adapt things and reason together on how to fix or change things.”

There are five strategic objectives for the years ahead, she determines: increase access to healthcare; guarantee the quality of services; strengthen data management; optimise funding; and enhance governance, leadership, and engagement. However, Van der Schoot acknowledges that North Star Alliance is a niche player only known in certain circles, and so 2018 is not about superfluous growth but spreading the word that a series of stationary boxes can transport communities to better lives, by putting Blue Boxes – the brand – on the map. “We would like to get our name out there, so people come to us, instead of us looking for them.”

Being born and raised in the Netherlands is a privilege, she says. “I’m lucky to be able to go to the doctor any day without worrying about cost, and quality is guaranteed. Healthcare is a human right. That’s not a reality for everyone in the world and changing that and making that as accessible as possible is essential.”

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**MAGIC BEANS**

The ‘rocking chair test’ was the catalyst for Cemal Ezel to co-found Old Spike Roastery and Change Please, two social enterprises employing homeless people as baristas. The former City worker explains why business and social good are not mutually exclusive.

A dan Abobaker sat on the kerb in London’s Borough Market, his pocket clinking gently. Not with change – he didn’t have much of that – but with shiny medals incongruous with the one set of shabby clothes he had worn every day since losing his wife and daughter, his job and his home. The reality of homelessness is such that, even when a person wears the Queen’s Gallantry Medal – awarded in 2012 after Abobaker jumped off Blackfriars Bridge to save a woman’s life – nobody sees him.

The exception is Cemal Ezel, who co-founded Old Spike Roastery to train the 47 per cent of the homeless community in London who are capable of working to be baristas for his Peckham-based business, paying the London Living Wage of GBP 10.20 and providing housing and bank accounts. This led to the creation of Change Please, a sister brand with the same mission of fighting homelessness by leveraging the British capital’s passion for coffee.

“It was a waste of talent,” he says, reflecting on Abobaker’s story. “Adan was so good for us, he’s a hero, but when he sits on the pavement, people think is it drugs, is it alcohol, is it mental health issues? They don’t see the person.

“Back in 2011 he was at rock bottom. He was walking along, heard a scream and saw a woman jump off the bridge; he took off his clothes and dove into the Thames. He saved her but developed hypothermia. He was given the highest civilian award, but for six years he remained on the streets. Our mission is to find as many Adans as possible, and help them lead dignified lives through the offer of decent jobs.”

Old Spike Roastery imports coffee beans from socially conscious farms in Peru and Tanzania that support victims of domestic abuse and landmines. It is then roasted and crafted into the perfect cup. In partnership with The Big Issue – the magazine sold by homeless people to earn them an income – it is distributed from 17 mobile coffee carts and bars through Change Please by homeless baristas such as Thomas Noble, who believes the initiative saved his life after he was sent to prison. “I was born in Britain but we moved to America, chasing the dream,” he says.

“It didn’t turn out that way. I got myself into trouble and was deported back to the UK. The House of St Barnabas [a homeless charity] referred me to Old Spike.”

Ezel takes in referrals from London charities and local councils, and applicants such as Noble complete a month’s training with The Big Issue. A weekly report is then provided on timekeeping, money management, reliability and quality of customer interaction; this is alongside an assessment of interests and passion for the job. Cemal hires 40 per cent of people referred to Change Please and if the programme is full, alternative employment is found. He has an impressive success rate, with 84 per cent of participants still in employment after six months.

“The sky’s the limit,” says Noble. “Old Spike has given me back confidence I lost. Prison strips down your ego, it kills who you are. Old Spike gave me back the confidence and the support to survive.” With the Trafigura Foundation’s backing, Ezel purchased a brand-new coffee roaster that doubles production from five to 12.5 kilos over 15 minutes, which will help to boost business, meaning more individuals such as Thomas Noble can be trained and employed. The Foundation has also enabled Change Please to open a fast-track centre-of-excellence training academy. “Within 10 days of working for us, that person isn’t homeless any more,” Ezel says. It is this kind of outcome he craved as a disillusioned City worker travelling in Vietnam, before Old Spike was established in 2015. A chance conversation with a stranger caused him to reassess the moral value of his life’s work.

“I was on a bus and someone asked me what I did. I told him I wasn’t happy with my job, and he said: ‘You should do the rocking chair test.’ This involves imagining sitting in your rocking chair at the age of 90, looking back on your life, and thinking about whether you have left the world in a better place. I decided to try to make a difference.”

During a visit to a silent teahouse managed by hearing-impaired women, Ezel had his light-bulb moment to create a specialty coffee brand that didn’t just taste good, but is good. “For the first time in 28 years, I could do business and good at the same time.”

The Trafigura Foundation has helped make that dream a reality. “As a not-for-profit, it is hard for us to compete with more commercial organisations,” Ezel says. “We use 100 per cent compostable cups and convert grounds into biofuel, but this costs money. The Trafigura Foundation’s support allows us to compete with high-street chains that don’t pay the living wage.”
As you read this, as many as 80,000 merchant ships, crewed by 1.5 million seafarers of myriad nationalities, are crisscrossing our oceans. Some will be journeying for the best part of a year. But how much do most of us really know about the lives of these maritime workers whose livelihoods take them thousands of nautical miles out to sea, and on whom over 90 per cent of the planet’s trade depends?

“The world of seafarers is a hidden one,” says Roger Harris, Executive Director of ISWAN (International Seafarers’ Welfare and Assistance Network). “As the saying goes: ‘Without shipping half the planet would starve and the other half would freeze.’ But the truth is, most people don’t give the industry a second thought.”

For those who do, the realities make for sober reading. The challenges faced by professional seafarers encompass anything from social isolation to unpaid wages, sexual harassment, repatriation issues and – the one that does make headlines – piracy. The result of a merger between the International Committee on Seafarers’ Welfare (ICSW) and the International Seafarers’ Assistance Network (ISAN), UK-based ISWAN works to tackle these issues by promoting seafarers' welfare worldwide through advocacy, advice and funding.

Vital services include a toll-free, 24-hour, multilingual helpline, SeafarerHelp, as well as emergency welfare funds for seafarers who run into unexpected difficulties. Since 2017, ISWAN has been supported by the Trafigura Foundation, which chose it as a charitable partner because of its focus on Clean and Safe Supply Chains. Among the initiatives supported by the Trafigura Foundation is the Seafarers’ Emergency Fund (SEF), which provides financial support to meet needs such as repatriation, and to help seafarers and their families.

The majority of seafarers are effectively freelancers whose contracts last only for the duration of each journey. Many originate from so-called “labour supply” countries such as India, the Philippines and post-Soviet states such as Russia and Ukraine. And while the global shipping industry is regulated by the Maritime Labour Convention (MLC), in reality many seafarers find themselves vulnerable to contractual breaches. This could be down to their employer's country of origin not being an MLC signatory; or, simply, unscrupulous business practice. Uniquely international, the industry is fiendishly complicated to police.

“The Seafarers’ Emergency Fund is a fund of last resort for when an individual is in a really dire situation,” says Harris. “It could be an unforeseen circumstance like accident or illness. Or it could be that a seafarer has been abandoned when their company goes bankrupt. In such instances they might find themselves stuck on a ship, thousands of miles from home, with no food, water or support, or any means of getting back to their families.

“Or it may be a case of a company simply withholding wages. And in many instances, especially in the developing world, it is not just immediate family that relies on a seafarer’s income, but an extended family too.”

Harris highlights the case of a Georgian ship captain who was owed more than USD 11,000 in wages and who fell ill and died on his return home. As a result, the man’s wife and daughter suffered extreme financial hardship. Threatened with eviction, and with her husband’s wages still withheld, the captain’s widow sought help from the Georgian Seafarers’ Union, which applied to the SEF for a grant to cover the mortgage. “The application was approved,” says Harris, “and, mercifully, the family was able to stay in their home.”

In addition to employment issues, seafarers whose journeys take them through the Horn of Africa run the gauntlet of piracy. And while incidents have declined in recent years, Harris fears that today’s geopolitical climate threatens to place seafarers back in harm’s way. “The presence of NATO warships in the area had started to deter pirates. But those navies have shifted their focus away from piracy and towards the Mediterranean migrant crisis and the situations in Yemen and Iran.”
Meanwhile, commercial pressures are forcing merchant ships to retire armed guards and sail vessels closer to Somalia in order to save on fuel costs. "The pirates haven’t gone away, though," says Harris. "Some just moved into less risky activities such as people smuggling. The whole thing could erupt again at any moment."

ISWAN’s Piracy Survivors Family Fund, also supported by the Trafigura Foundation, offers vital assistance during and after seafarers’ captivity by providing livelihood and living expenses to their families, as well as mental and physical rehabilitation. The fund currently provides ongoing support to seafarers held hostage by pirates, some of whom endured their situation for more than four years. "A number of those seafarers have gone back to sea, but we are helping those who couldn’t," says Harris.

As these cases illustrate, the challenges faced by maritime workers are uniquely complex, and it can be difficult for the industry and regulatory bodies to gain a comprehensive overview due to a dearth of data. Harris hopes that ISWAN’s new Customer Relationship Management software, funded by the Trafigura Foundation, will help flag issues that may be falling under the radar.

"Currently, it takes a lot of time to interrogate and analyse the data collected through the helpline. With this new system we benefit from faster reporting and deeper analysis, enabling us to identify trends and issues. It will permit us to not only deliver our own services more efficiently, but also share anonymised data to help the industry tackle some of the problems experienced by the seafaring community."

The calls that come through during our interview in the organisation’s South London office offer a real-time snapshot of those problems. Manned by a multilingual team (English, Mandarin, Russian, Hindi, Spanish, French, Arabic and Tagalog are all spoken), the helpline is alight with anxious enquiries. One Filipino sailor calls to express concerns about being asked by his employer to carry out hazardous work for which he is not qualified. The ISWAN team member who fields the call advises the sailor on his options, which include reporting the situation anonymously to the relevant port authority.

Another caller appears to be suffering from psychosomatic symptoms connected to homesickness. He is offered both empathetic words and practical advice. Loneliness and feelings of isolation, say the call handlers, are a recurring theme and are symptomatic of two separate, but related, issues. On the one hand, many ships have limited or non-existent internet access, meaning seafarers are unable to check in with their families; on the other, over-reliance on social media can, paradoxically, lead to social isolation.

"Seafarers aren’t interacting with one another because they are going back to their cabins to be on Skype or Facebook," explains Harris. "They aren’t cultivating team bonding. You might be living on this ship for eight to nine months and if you have a bad day, there’s no getting away from it. On a ship, support from your co-workers is vital."

Indeed, anecdotally at least, suggests Harris, poor mental health is on the rise in the shipping industry. “One insurer that provides coverage for ships and their crews claims that out of the mental health cases reported to it over the last couple of years, rates of suicide have tripled.” ISWAN call handlers, who act as advisers and counsellors, receive training from specialist organisations such as the Samaritans, and from professional psychologists. In future, says Harris, the organisation, supported by the Trafigura Foundation, plans to embed health and wellbeing – including mental and emotional – even more firmly into its offering.

Against a backdrop of the #MeToo and Time’s Up movements, the two organisations are also tackling another key – and highly topical – issue: gender inequality. "Only two per cent of seafarers are women," says Harris. "The culture within the shipping industry is very male-dominated and there are instances of sexual harassment and even sexual abuse. We are exploring how we can address that, coordinating strategically with governments and partners to promote more welfare services and facilities, especially in the more patriarchal societies, such as South Asia and the Philippines. With the Trafigura Foundation we are now expanding that type of regional work."

It is this focus on ISWAN’s strategic aims, says Harris, which distinguishes the Trafigura Foundation from other funders. "They are very actively involved, which is great. They are engaged and approachable and are really interested in developing ideas and projects. We received our funding last November, but now with the Foundation we are implementing a more strategic partnership."

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01: The promotion of better health and wellbeing – including mental and emotional – is an important aspect of the support offered by ISWAN to seafarers.
02: If companies encounter financial problems, seafarers can end up stranded miles from home.
UNLTD INDIA

The Trafigura Foundation supports a portfolio of 10 early-stage social entrepreneurs whose ideas offer groundbreaking solutions to India’s most urgent problems. Participants are selected and incubated by accelerator UnLtd India, whose mentorship and training help these visionary changemakers develop breakthroughs in areas as diverse as waste management and economic empowerment.
Leveraging India’s thriving paper industry, which has fuelled high demand for raw material, Sustainable Agro International (SAI) has created an agro-forestry model that enables farmers in the impoverished region of Odisha to cultivate barren land. With SAI’s capital inputs and technical support, farmers can now boost their incomes and enhance food security all while becoming reliable suppliers for the paper industry.
In addition to its core activities, the Trafigura Foundation occasionally works to alleviate humanitarian crisis situations. In this context, we helped Migrant Offshore Aid Station (MOAS) in its missions along the migration route from Libya to Europe, where MOAS vessels rescued refugees attempting the hazardous Mediterranean crossing. We also backed MOAS’s operations in Bangladesh, which provided critical medical care for the Rohingya people fleeing persecution in Myanmar.
We are working with PACT to improve the lives of communities affected by urgent social issues in the artisanal mining sector in Myanmar and in the Democratic Republic of the Congo (DRC). In DRC, our partnership aims to reduce child labour in mining by strengthening local child protection institutions, enhancing economic opportunity for adult family members within and outside the mining sector, and providing vocational education opportunities to adolescents dependent on mining income.
NESsT facilitates the incubation of social enterprises that help create dignified jobs and sustainable incomes for marginalised social groups. In partnership with NESsT, we currently support three social enterprises in Brazil and Chile, including Sustainable Fishery Trade (SFT), which promotes dignified livelihood opportunities for artisanal fishing communities by connecting them to restaurants and retailers. Already active in Peru, we are now helping SFT to launch its programme in Chile.
ROOT CAPITAL

CENTRAL AMERICA

Agricultural cooperatives play a vital role in connecting farmers with global markets, but often lack access to the credit that they need to grow. With the Trafigura Foundation’s support, Root Capital provides financial and agronomic training to early-stage cooperatives in the honey and cocoa sectors in Guatemala, Honduras, Mexico and Nicaragua.
REDE ASTA

BRAZIL

We are collaborating with Rede Asta in the development of a digital skills-enhancement platform called School of Artisans. Offering a leg-up to Brazil's vibrant artisan community, this platform provides training in technical, managerial and interpersonal skills, as well as networking and trading opportunities. Online tools are also provided, including a smartphone app that connects participants with markets for artisanal products.
Perspektiva bridges the gap between employers and young job-seekers with disabilities through a two-pronged approach of tailored training and awareness-raising among local business communities. The comprehensive programme includes individual career counselling, pre-employment training, coaching, and orientation and mentorship programmes.
“The investment that the Trafigura Foundation has made in the Youth Empowerment Project (YEP) over the past five years has been instrumental to our organisational growth and sustainability and has enabled us to provide hundreds of underserved young people with critical life skills, employment readiness training and supportive services that will help them succeed in life and in the workforce.”

Melissa Sawyer, Co-Founder and Executive Director, YEP
CHAPTER 3
ENGINES OF CHANGE
How an endlessly creative spirit of giving among employees from the Trafigura Foundation’s parent company is transforming lives worldwide
TEAM SPIRIT
Craig Smallbone, Trafigura’s Global Head of Resourcing, explains how giving back begins in the office.

Let me begin with a story. Every second Sunday of the month, employees from our Geneva office help serve free meals to disadvantaged members of our local community at Le Jardin de Montbrillant, a restaurant run by the association Carrefour-Rue with the help of an incredible number of volunteers and charities. I was volunteering there one weekend when a gentleman with a particularly harrowing backstory asked me which church I came from. When I explained that I was from a trading company, he was visibly taken aback.

It is a reaction that we encounter frequently, and it speaks volumes about the spirit of Trafigura. Yes, we are a major multinational. But any company is only as good as its people; and we are proud to be staffed by a team of passionate, engaged individuals, who are the powerhouse behind innumerable outreach initiatives that help create better lives for our host communities. From the company’s early days, Trafigura employees enthusiastically turned their strong values of respect and inclusivity into concrete activities serving the less privileged around them.

With the creation of the Trafigura Foundation, that spirit gained new purpose. It led to the establishment of dedicated Charity Committees across our offices worldwide, whose task it is to conceive fundraising initiatives, motivate staff participation and diffuse philanthropy as a corporate value and – crucially – practice.

Each year these Committees elect local causes to support, and encourage their teams to raise money and offer their time and help in the field. Importantly, thanks to the Trafigura Foundation’s matching funds scheme, any sum raised by our employees is doubled – a system that has resulted in some truly transformative donations.

The methods and means vary from office to office. But what unites all these teams’ endeavours is their commitment and creativity; our Charity Committees are led by exceptional people who are brimming with generosity and energy – an energy that percolates through to every last Trafigura staff member, and which is given additional momentum by the Trafigura Foundation’s own active support.

In my own office, Geneva, our Charity Committee takes a smart approach to encouraging staff participation by organising inclusive activities that anybody can get involved in. While reaching out to all of our different departments, the team also try to engage senior staff and traders who are, typically, big personalities. Get them on board, we have learned, and you bring everybody else with you.

In my role as Global Head of Resourcing, I have visited many of our offices worldwide, and have witnessed more inspirational stories than I can describe – some of which you will read about in this chapter.

One example, from our Houston office, is especially uplifting. When the daughter of an employee, Christian Diaz, fell ill, he discovered the amazing work of the Ronald McDonald House charity, which provides a ‘home away from home’ for families whose children are in hospital. With the enthusiastic support of an ex-Trafigura colleague, Chris Scott, his response was to organise a 10km charity race, the Annual Trafigura Home Run, which has been raising funds for the house since 2010. Christian’s daughter, happily fully recovered, now competes in the event herself.

And in India, our Mumbai team encouraged 132 local employees (a quarter of the entire office), as well as several staff from other Trafigura offices, to run in the Tata Mumbai Marathon. Between them, they raised USD 400,000, a sum that was doubled to an astonishing USD 800,000 when matched by funds from the Trafigura Foundation.

Stories such as these demonstrate the philanthropic thread that connects our offices worldwide. But they also show that the positive effects of philanthropic engagement ripple out far beyond the intended beneficiaries. Because, as you will learn in the pages that follow, individuals from all departments, and from every level of our company, are nurtured – be it by the profound sense of fulfilment from being able to give something back, or by the nourishing esprit de corps that results from working collaboratively for good.

It is a virtuous circle that embraces recipient and giver alike. It is team spirit in action.
Since 2012, the Athens Charity Committee has chosen to focus on children’s programmes. What drove that decision?
The basic force was poverty – especially in the aftermath of the global financial crisis. Social services and the state are struggling to deal with the alarming number of kids deprived of parental care. Children are one category of people who can’t help themselves. If you are a young adult, you can find ways to support yourself financially, including, if necessary, moving to another country for work. As a child, you don’t have that option.

Tell us about your engagement with SOS Children’s Villages
SOS Children’s Villages is a global NGO that provides homes and communities for vulnerable children. What is unique about them is they enable these kids to effectively grow up in a ‘family’. Siblings are kept together and homes are headed by ‘mothers’, social operators who typically stay for the duration of a childhood. So, a child might arrive at six or seven years old and leave at 18, cared for by the same person.

In addition to the cause, what impressed you about this organisation?
Transparency and accountability are extremely important to us when selecting a charitable partner. During the due-diligence process, it was clear the organisation met our standards. They conduct thorough, transparent audits, and are spending their money in the right ways.

In what ways are your team getting actively involved?
We accompany the kids on outings. We took a group of teenagers to Escape Room kids’ centre, then on for pizza, and took some of the smaller children to the theatre. We also make donations such as clothes, toys and food. As well as our engagement with SOS Children’s Villages, we organised other activities, such as blood donation.

How do you promote staff participation?
A few years ago, our COO encouraged all the directors to be on the Charity Committee. It’s a smart approach, because senior management’s engagement is vital in setting an example. If you live it – and mean it – you bring everybody with you.
Tell us about your team’s chosen charity
Our current Charity of the Year is El-Shammah Home For Abandoned Babies, which provides a place of safety for children under the age of two. There is a growing trend of abandoning babies in the country largely due to unemployment, gender-based abuse and cultural beliefs.

Has the Johannesburg office’s involvement facilitated any notable breakthroughs for the charity?
At the start of this year, we were able to fund the introduction of NDT (neurodevelopmental treatment), a development therapy that helps the babies with their gross and fine motor skills. Some of the children have specific conditions, while most have milestone delays in areas such as walking. One of the project managers at the programme contacted us recently to tell us what a positive difference the therapy was making.

What encourages employees to participate in the initiatives organised by the Charity Committee?
At Trafigura, we all have very demanding jobs, and taking time out from busy schedules isn’t always easy. But when our colleagues visit projects we are supporting and spend time with the kids, even if it’s just for a couple of hours, they immediately appreciate that, with just a small amount of effort, they can make a big difference.

What is the key to encouraging staff engagement in your charity programmes?
As a committee, we try to find fundraising activities that are fun and easy for the office to get involved in. That could be anything from family days, bake sales and quiz nights, to the 94.7 Cycle Challenge, the world’s second largest timed cycle race, which is held every November in Johannesburg. We also find that keeping staff regularly updated on funds raised and how it was used helps them to stay enthusiastic and motivated.

‘A SMALL EFFORT CAN MAKE A BIG DIFFERENCE’

Trafigura employees work in a fast-paced environment. But, says Simone Pillay, who is leading the Charity Committee at the Johannesburg office, even taking limited time out from busy schedules can effect change.
Tell us about your team’s chosen charity
Last year, we worked with a sports organisation called Centro Juvenil y Deportivo Quebracho, which helps instil adolescents from low-income families with the values and discipline of sport – mostly boxing and running. Young people and education is a big topic in Uruguay right now because of a deteriorating public education system.

Has the team been involved in any particularly impactful campaigns?
For our first Charity of the Year project, we ran a campaign to sign up sponsors – or “godfathers and godmothers” – for children in the programme. It involved people on a very personal level and was a great success. Several individuals continue to sponsor that organisation, even though the Charity Committee has moved on to new programmes.

Any particular success stories from your chosen charities?
With Unidos por los Niños, the first charity we supported, children in an impoverished neighbourhood were being given after-school support in a shipping container. The municipality donated an old building, but the organisation couldn’t afford to make it habitable. Thanks to our donations, they were able to refurbish the building and accept more children onto the programme. It also helped them qualify for a state programme that offers monthly subsidies for each enrolled child.

In what ways does involvement in these charities enrich the Trafigura team?
In addition to the satisfaction that comes from knowing you are making a difference, the interaction of people from many different teams – be it cooking together, selling food, running, or painting a school – has had a tremendously beneficial effect on how those same individuals interact professionally. Coping with deadlines and problem-solving are so much easier when you have worked together as a team outside of the office.
Tell us about your team’s chosen Charity of the Year
This year, it’s the Maritime Odyssey Preschool, at the Maritime Aquarium in South Norwalk, Connecticut. The kindergarten is predominantly attended by underserved, at-risk and minority children, and was founded to meet the overwhelming need to better prepare Norwalk preschoolers for elementary school and provide all the children with equal education opportunities. Core principles of the preschool curriculum are that children should be exposed to STEM (science, technology, engineering and mathematics) subjects at as early an age as possible in order to facilitate the development of important learning skills.

Are team members active participants in the programme?
We do a lot of fundraising activities – many of which involve food! Most recently, employees cooked breakfast here in the office kitchen and charged a fee for each serving. Funds raised were used to purchase warm winter clothing for the kids. We also engage in arts and crafts activities with the children, and an African drum class.

How easy has it been to enrol team members in these charitable activities?
We work in a fast-paced environment and are plugged in 24/7. But the support of the office head, along with the importance Trafigura places on the Foundation, helps me convince employees to give up their time. And they never regret it. Being engaged with our local community is a hugely important part of our experience here at Trafigura. It’s a win-win situation – both for us as employees, knowing we are making a difference, and, most importantly, for the communities that we serve.
“Our long-standing relationship with the Ronald McDonald House in Houston (RMHH) has been enormously rewarding,” says Sarah Dunford, of the Houston Charity Committee. “Over the years we have helped this wonderful charity achieve the mission of building ‘a home away from home’ for families with sick children. RMHH gives parents the space to focus on helping their child heal instead of worrying about the financial strain of time spent away from work.”

“Our fundraising initiatives not only benefit the charity, but they also enable our staff to become actively involved,” adds fellow Charity Committee member Jaime Hantgan. “Every year, for example, our teams serve dinner at the House, which really helps them connect with the cause. The Trafifura Run for the House, which gathers thousands of people from the city, had a record number of staff participants, and the Trafifura Quiz Night has become a keenly anticipated event on our company social calendar.”
LONDON

Trafigura’s London office pioneered a tradition of community engagement by starting the first “Charities of the Year” initiatives. Among them, the Rainbow Trust Children’s Charity (pictured above) has benefited from a host of staff-led initiatives organised by the team in the British capital. This charity cares for families of children with life-threatening illnesses, providing emotional and practical support during times of great need for parents, siblings and children.
RENOWNED FOR ITS CREATIVE THINKING, the Geneva Charity Committee owes its success to its members’ ability to spur the entire office into action by organising fun, inclusive events, which are also incredibly rewarding for both the employees and the charities they support. In 2017, the team raised approximately USD 160,000 to help target key issues in their local communities, such as providing food and provisions to underprivileged and homeless people, promoting sport among persons with disabilities and helping secure livelihoods for women in need.

While the list of fundraising activities changes from year to year, a number of regulars have become not-to-be-missed fixtures on the Trafigura team’s social calendars, including a marathon; a boat race; a Christmas party; a cyclo-tour around Lake Léman; and a summer party.
Young, passionate and dynamic, the Mumbai Charity Committee team members are champion fundraisers. They are also masters of persuasion, having encouraged over 130 of their colleagues – a quarter of the office – not to mention several colleagues from Trafigura offices elsewhere in the world to take part in the Tata Mumbai Marathon 2018. Runners, who included senior management, raised an astonishing USD 400,000 – a sum that will be doubled to reach around USD 800,000 through the Trafigura Foundation’s matching fund scheme. The funds raised will be directed towards charities working to improve the livelihoods of some of the poorest communities in India.
At Trafigura’s Singapore office, employees are keen participants in fundraising activities such as marathon running and community outreach.

“We know that time is a precious resource, which is why we really value our employees who dedicate their free time to serve less fortunate people in their communities,” says Chin Hwee Tan, Head of Asia Pacific, Trafigura. “The robust connections that the Singapore Charity Committee has forged with organisations such as Dignity Kitchen, Singapore’s first hawker training school for disabled and disadvantaged people, or the Willing Hearts Soup Kitchen, which cooks and serves 5,000 meals daily to people in need, are brilliant examples of how individual acts of generosity can deliver enormous impact.”
SHANGHAI

Trafigura’s Shanghai team has placed education firmly on its agenda, focusing its fundraising efforts on schools in precarious conditions. Recent success stories include the complete renovation of the Wangxinbao School where children were studying in dilapidated classrooms with broken windows and leaking roofs. Thanks to the efforts of the Shanghai Charity Committee, students can now learn in a warm, dry environment, while their teachers have a comfortable new staff room in which to take breaks and prepare lessons. Shanghai’s proactive team also managed to persuade one of its customers to share the refurbishment costs of another college, the Chenliu School – part of an ongoing strategy of motivating clients and external stakeholders to offer their help.
THANK YOU

We would like to express our gratitude to all our past Board members and staff who we weren’t able to explicitly quote or name in this book, but who have participated and contributed to the activities of the Trafifura Foundation during these past 10 years, and who have made it what it is today:

Former Board members: Philippe Blavier, Maha Daoudi, Mariano Marcondes Ferraz, James Nicholson, Daniel Posen.

Former employees: Corine Dykmans, Eléonore Dziurzynski, Muriel Guigue, Yulia Pozdeev, Valerie van Dijk.

A special acknowledgement goes to Claude Dauphin, Founder of Trafifura, whose support and belief in our activities have enabled our successes and achievements.

Our gratitude also goes to all our current Board members, staff and colleagues, in particular those who give or have given generously of their time in our Charity Committees across the world. Much of the Foundation’s worth stems from the active participation of these dedicated individuals.

And last, but certainly not least, we would like to thank all our partners, past and present, with whom we have worked during this inaugural decade to bring lasting solutions to those who need them most.