

# UNITED NATIONS GLOBAL COMPACT

EMPANDA COMMUNICATION ON PROGRESS

**11<sup>TH</sup> JULY 2019**

**DURATION: JULY 2018 – JULY 2019**



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## CEO Statement of Support:

3<sup>rd</sup> July 2019

To our stakeholders:

I am pleased to confirm that Empanda Pty Ltd reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. We are excited about our progress this year, and about our plans for the road ahead.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to share this information with our stakeholders using our primary channels of communication.

Our highlights include:

- Delivery of the VNR Report and Visioning Videos for the Global Compact Network South Africa
- Supporting the UNGC in New York with eLearning, a value proposition video and graphic design
- Publication of our Shining Panda videos to campaign against corruption
- Material progress to ensure B-BBEE compliance, including alignment to the delivery of the SDGs

We are proud of the role that we are continuing to play in the leadership, people transformation and organisational change space. This involves working with our clients to design and facilitate journeys that enable, engage and evolve opportunities for businesses to empower people to innovate ways of working in our ever-changing world.

At Empanda we have now aligned our business model to directly accelerate action to deliver the 2030 Agenda, the 17 Sustainable Development Goals and the Ten Principles of the United Nations Global Compact. This has given us a strong sense of purpose in our ambition to contribute to a South Africa and wider world where future generations flourish.

Sincerely yours,



CHRISTY HUNTER-CHAPMAN

Founder and CEO

## Update on Empanda action to deliver the 2030 Agenda

At the time of writing we are excited to reflect on our commitment to working with the United Nations Global Compact (UNGC), it has been a year where we have delivered on our commitment to align our business model at a fundamental level to the delivery of the 2030 Agenda.

### **Delivery of the Voluntary National Review Report and Visioning Videos for the Global Compact Network South Africa**

In November 2018, Empanda was appointed by our local UNGC Network, the Global Compact Network South Africa (GCNSA), to deliver the South African Voluntary National Review (VNR) of action on Sustainable Development Goals (SDGs). The GCNSA had been asked to make a contribution to the South African Department of Planning, Monitoring and Evaluation (DPME). At the time of writing this submission, our VNR on Private Sector action is on its way to print, with the report being delivered to the UN High-Level Political Forum on the 17<sup>th</sup> of July 2019. The report is based on a leadership insights survey as well as detailed qualitative interviews with some of South Africa's biggest companies. This process has been an intensive one, that has added deep value to our understanding of both progress, challenges, and future requirements of companies that are taking action.

- **Forthcoming 2030 Visioning Videos:** In addition to the report, which focuses on analysis and fact-based reporting of actual delivery, we have worked with the companies to write visioning scripts for short animated videos that will be published in two weeks' time. We are extremely excited by this work, which is innovative and motivational. The stories explain how the overarching strategic approaches of the companies are designed to take effect over the journey ahead. The videos are designed to inspire action and to focus on the future, which is where we are most able to have a tangible impact. We want to drive awareness of the 2030 Agenda, motivating for wider participation.
- **Insights into Acceleration:** The VNR process has been a valuable one. During the course of the project we have developed a sound understanding of where companies are, where they want to be and how companies want to support each other. This has left us richly imbued with an understanding of the key trends that companies are showing, as well as ideas for the creation of a further SDG Acceleration Toolkit. We believe this could have an application at both a national and at a global level. We now have a sound understanding of how South African sectors are prioritising the SDGs, and we intend to share the VNR report in a series of webinar style videos to share the work that has been done, enabling the acceleration of further companies.
- **Our future Intent to Deepen our Action:** Over the course of the next COP reporting period we are going to work to deepen our relationships with the companies that are already a part of the GCNSA platform, attracting new participants, and collaborating between companies to see what can be done to develop toolkits that accelerate action. We are hoping to develop our business presence in this space. There is significant opportunity to consolidate and share best practices, specifically with a view to enabling small and medium sized companies that are short on sustainability resources, to join the reporting process. We must leave no one behind.

- **We would like to thank the GCNSA and Participating Companies:** We would like to take the opportunity to thank the GCNSA, particularly Dr Achieng Ojwang (Executive Director) and Ambassador Nozipho January-Bardill (Chairperson), as well as the GCNSA Board for entrusting our young company with this responsibility. We have appreciated the opportunity to operate innovatively. Thank you for enabling our collaboration with your trusted network. We are very keen to deepen our collaboration in the future. We are also thankful to the 10 sponsor organisations, Old Mutual, Anglo American SA, AngloGold Ashanti, Distell, Mondi, Investec, Sasol, Standard Bank, MTN, Scatec Solar. We have appreciated your time and the willingness that you have had to share your insights and your action. We hope to make everyone proud as the full deliverable comes into play following the VNR presentation by the South African Presidency.

## **Supporting the UNGC in New York with eLearning, a value proposition video, and graphic design services**

In August 2018 we started our work to support the UNGC Academy launch, working with the team in New York. We were contracted to deliver an eLearning module called 'Understanding the 2030 Agenda and the Sustainable Development Goals.' This module was a key part of the launch of the Academy, articulating the Global Goals in the context of a principles-based approach to business. We really enjoyed working with the team and appreciated the opportunity to truly internalise the common language and brand of both the 2030 Agenda as well as the UNGC. Following this initial deliverable, we have worked with a widening group of teams within the UNGC, including delivering a video for the UNGC value proposition, internal training materials and further Academy learning deliverables. We are proud to be involved in this work and look forward to partnering further in the future. Thank you to the team, particularly Alyssa Alicino, Ingvild Soerensen, and Claudia Escobar for entrusting us with the opportunity to support you. We have learned from this process and hope to further widen our contribution to the United Nations at a global level.

## **Publication of our Shining Panda videos to campaign against corruption**

At the time of writing last year, we had just taken in a group of interns from On The Ball College. The 'Shining Pandas' as the group named themselves, were completing a Java Coding Learnership. We saw this as an opportunity to share our digital content development lifecycle and selected Anti-Corruption as a theme that we could use for stories. This was a process that was hugely enjoyed by the Shining Pandas and was also a very insightful exercise for us that will enable future action.

- **Overcoming Challenges Telling the Anti-Corruption Story:** The information about corruption typically details a white-collar crime that is hard to understand, and even harder to feel about, due to the indirect nature of the impact. Early research resulted in boring and dense storyboards that did not engage the target audience. We realised that we were saying 'Corruption is bad because...' and getting lost in detail. We then realised that sequencing was critical, rather than cause and effect, stories were more powerful when they were sequenced effect, and then cause. This way we were able to start with the human consequences of corruption, first creating emotional attachment to the issue, and then citing action against corruption as a possible solution. The Shining Pandas were motivated by this idea and opted to tell personal stories about the impact of corruption on their lives.
- **What we Learned about Taking Action on Corruption:** What became interesting is that we haven't come across many individuals that don't have a story to tell yet. Our emerging hypothesis that by

telling our human stories we are better able to build personal resilience to corruption in individuals. Personal resilience then supports everyone to play their role as they see fit within a multitude of contexts and organisational situations. This thinking has recently overlapped with another of our client projects where we have been focused on team motivation through 'random acts of kindness'. Whilst facilitating this programme we have noted that by being kind, individuals and teams appear to develop a heightened sense of being 'good', within the cultural identity of their organisation. This could be an intriguing opportunity for a solution.

- **Emerging Empanda thinking on practical solutions for corruption:** Over the coming year we are interested in developing our thinking on practical solutions for corruption further. To see whether a possible approach to building company resilience against corruption can be created by a positive experience of engaging in a kindness programme<sup>1</sup>. At Empanda we are now thinking that solutions to embedding ethical and principle-based approaches may be more effectively and easily done through an attractive 'come toward' positive solutioning approach, rather than a doomsday 'don't engage in this' approach and mandate. We are focusing toward the proactive prevention of corruption in the future, rather than the judgement and retroactive punishment of corruption in the past. Our thinking is somewhat controversial, in that our research and practice is indicating that individuals who have fallen into corrupt ecosystems can often be seen as victims. Many corrupt individuals experience a 'snowball effect', where a small infringement, often committed in ignorance leaves them stranded from support to exit the situation. Such people are then vulnerable to extortion and a widening awareness of further offences. Frustration and the inability to escape the situation effectively can result in years of worry, frustration, fear and stress that impact the quality of their lives and families. We ask: is it possible to have compassion for the corrupt? And, how do we help to throw lifelines that help people to safely blow the whistle and exit the situation. We have realised that it is very important to focus on the outcome that we want, which is that corruption should end. What if the cost of the solution we all want is forgiveness?
- **The Emerging Shining Panda Anti-Corruption Stories:** We were very excited to launch the Shining Panda Stories on the 27<sup>th</sup> of June at the Daily Maverick Business Against Corruption Event, where our CEO Christy Hunter Chapman participated in the panel focusing on preventing the trickle down effect of corruption, to mitigate the impact on poverty. Links to the stories and the corruption event are now in the public domain, published on our website and YouTube. The stories were extremely well received and were personally requested by Pravin Gordhan, the Minister for Public Enterprises, who was the keynote speaker at the event, and who is a key leader of the South African movement to end state capture. A resounding congratulations to the Shining Pandas who have helped us to learn so much, and who have had the courage to share their personal stories.

Website link to videos:

<https://www.empanda.co.za/#fightcorruption>

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<sup>1</sup> This core programme tends to lead toward positive impact on the 2030 Agenda, for example our catering client was generous with food and initiatives that positively impacted Goal 2: Zero Hunger.

Daily Maverick Business Against Corruption Event:

<https://www.youtube.com/watch?v=had58WeHleY&list=WL&index=25&t=0s>

- **The future opportunity and the search for collaborators:** Empanda is extremely interested in collaborating with organisations that are interested in anti-corruption to further develop our thinking and practical solutions. In the context of our idea for contribution to an SDG Accelerator toolkit this offering would sit within the context of Goal 16: Peace, Justice and Strong Institutions. We are actively looking for funds, collaborators and potential pilot clients that are interested in working on this with us.

### Material progress to ensure B-BBEE compliance, including alignment to the delivery of the SDGs

Over the course of the last year we have materially changed our corporate structure in order to put in place a flow through model that gives part ownership of Empanda to an employee trust in place to ensure future profitability and inclusion for employees, in line with B-BBEE requirements to achieve a Level 4 compliance rating. We have also conducted a Sustainable Development Goal prioritisation exercise with all Empanda employees to internally prioritise the Global Goals. The results were as follows:

	Charmaine	Cheslon	Christy	Daniela	De Villiers	Dem	Emma	Evan	Garin	Jarnee	Jess	Jessica	Jerge	Karla	Linda	Lisa	Natalina	Neil	Palenoe	Rosalind	Shann	Suzann	Thabiso	Total Points
04. Quality Education		5	4	5			4		3	1	3	3	3		4	2		3	5		2	5	5	57
06. Clean Water and Sanitation	5	4	1	4		4	5	5		4		1			3						4	4		44
03. Good Health and Well Being		3			2			2		2		5	2	1			1	4	4	4	3			33
02. Zero Hunger						5			4	3					5		4				5	2		28
01. No Poverty			5						5			4					5	5			1		2	27
08. Decent Work and Economic Growth	4	1		1	5						2					5	3	2	1					24
07. Affordable and Clean Energy	3	2	2			3		4					1										4	19
05. Gender Equality				3			1	3											2	5			3	17
16. Peace, Justice, Strong Institutions			3	2					2		4	2			1	1		1						16
09. Industry, Innovation and Infrastructure	2				3			1								4	2					3		15
12. Responsible Consumption and Production							2				5			3	2					3				15
13. Climate Action						1	3		1				5									1		11
10. Reduced Inequalities										5	1		4											10
15. Life on Land						2							5							2				9
11. Sustainable Cities and Communities	1				1										2	3							1	8
14. Life Below Water														4						1				5
17. Partnerships for the Goals					4																			4

### Empanda SDG Prioritisation Matrix 2019

This means that our priority SDG are as follows:



We are delighted that **Goal 4: Quality Education** has emerged as our number one priority. This is good news because education is core to our customer value proposition, which means that it is one of the best goals for us to lean the direct force of our business toward. This is a hugely important goal in South Africa generally, from early child development to youth programmes, adult learning and learning in the professional space.

We are not surprised to see Goal 6: Clean Water and Sanitation as number two, as we are based in Cape Town, which has struggled with a sustainable water supply over the course of the last couple of years. Goal 3: Good Health and Wellbeing is an important goal for us as a company, as well as in our wider South African context. Our work on leadership and motivation in the professional space is well aligned for us to focus on driving positive impact. Goals 1 and 2: Zero Hunger and No Poverty reflect the outcomes that we want to see as individuals

Our intention is to now align our B-BBEE activity to address our priorities. This will ensure that as a private sector organisation we are reflecting what civil society and communities want, because we are all members of South African civil society. We are now keen to take the next step by translating our strategic priorities into action. Our people enjoyed the consultation process, which helped us to ensure organisation wide understanding of the Global Goals. We believe that enabling employees to directly prioritise the Global Goals is a good way for a small to medium sized company to motivate for action, and to ensure Private Sector alignment to the needs and priorities of civil society and communities.

The rationale around forming Empanda was to embrace a spirit of openness and to support change and innovation, it is why we came together, and it is what we deliver. It is our core function to ensure that our clients engage with their stakeholders (internally and externally) to drive forward ethical ways of working that consider the modern world, constantly disrupted and constantly innovating. Supporting the journey of people as we work to adapt to the future.

If you are interested in our value proposition and understanding the statements above at a greater level of detail, please see our website at [www.empanda.co.za](http://www.empanda.co.za), which details our purpose and scope of offering.

## Update: Human Rights

### ASSESSMENT, POLICY & GOALS

Empanda is committed in principle to the Universal Declaration of Human Rights and other international standards relating to Human Rights. Our policy is to subscribe to a principles-based approach to business as outlined by the United Nations Global Compact, and to the Constitution of South Africa and its wider legislature. Our recent experience working with the Voluntary National Review 2019 has also influenced our thinking, and our goal is also to work in alignment with the National Development Plan and Sustainable Development Goals, aligning to the human rights that are a priority within our operating context. We have had the following goals:

- Improve employee co-determination within Empanda
- Improve our processes for protecting labour rights
- Improve alignment of our core business to the NDP and 2030 Agenda
- Improve the quality of our company governance
- Improve our B-BBEE compliance rating for transformational action
- Improve selection of suppliers, working only with ethical organisations
- Address inequality through the establishment of an employee trust for the previously disadvantaged
- Align our business model to ethical, high calibre leadership



- To campaign against corruption, which degrades basic human rights
- To seek to work with the clients that are leading on action to deliver the 2030 agenda

## IMPLEMENTATION

Over the last reporting period we have continued to mature our capabilities. In terms of implementation we have taken the following steps:

- **Leadership Training:** All Directors attended the IoDSA Governance course to ensure we were upskilled with King IV and South African corporate governance principles. This course has matured our internal governance. This investment also triggered value to our ability to engage effectively in the leadership space to advise on ethical governance.
- **Employee Engagement:** We deepened the SHINE development process for employees, ensuring a superior pulse check and SWOT analysis, building deeper relationships to ensure employee comfort in using our human resource channels as a support and whistleblowing mechanism should any areas of concern be identified. We also invested further in strengthening our employee engagement committee to further improve employee co-determination.
- **Corporate Restructuring and Compliance:** We contracted with external advisory agencies to restructure our company and to ensure compliance with B-BBEE now that we are a Qualifying Small Enterprise. This has helped us to address procurement quality as well as to ensure transformation spend.
- **Alignment of Clients:** We have directed our business further into the leadership, sustainability and employee development space, supporting our ability to work with, and enable a pipeline of clients that are highly ethical and ambitious about transformational change.

## MEASUREMENT OF OUTCOMES

We measure our success based on the following outcomes:

- Annual Employee Pulse Check – a survey with qualitative and quantitative measures
- Empanda SHINE Coaching – a 2-hour health check and development session
- B-BBEE Scorecard – level 4 compliance achieved, with potential for Level 3 next year
- Clients subscribing to the United Nations Global Compact
- Health of the Empanda Engagement Committee

## Update: Labour

### ASSESSMENT, POLICY & GOALS

Empanda is deeply committed to upholding freedom of association, eliminating forced and compulsory labour, the abolition of child labour, and eliminating discrimination. Over the course of the last year we have continued to develop our human resource capability and to engage with clients and consultants on health, wellbeing and good labour practices. We are in the process of refreshing and upgrading our labour practice policies in the form of an integrated Quality Management System (QMS) in alignment to the Quality Council

for Trades and Occupations (QCTO) which is the new South African body for the oversight of the Learning and Development industry. This document will refresh our labour policies. This process is enabling us to refresh and to integrate our Labour policies and procedures in alignment with our core business. Further to this our goals are:

- A best practice Quality Management System, aligned to QCTO
- Excellence in Gender Equality
- Sound Practices to overcome historical disadvantages in the workplace

## IMPLEMENTATION

We are currently in process with our new Quality Management System, which is a critical deliverable required to enable accreditation of our learning and development programmes. We anticipate completion within this reporting period. We are actively managing our talent pipeline to ensure inclusion. We are successfully managing gender equality and do not have a pay gap between genders. We have 100% female board representation and need to work to ensure more diverse gender representation at leadership level. At the time of writing we are considering membership of the 30% Club, which promotes gender quality.

## MEASUREMENT OF OUTCOMES

We measure our success based on the following outcomes:

- Inclusive Management Control
- Skills Development Spend
- Delivery of the SHINE personal development programme
- Accredited Quality Management System
- Effective Employee Engagement Programme

## Update: Environment

### ASSESSMENT, POLICY & GOALS

Whilst it is easy to understand Empanda as a consultancy business, we have an extra dimension when it comes to the environment. We are based on a 4-hectare smallholding with more than 300 productive Almond and Pecan trees. This space is very naturally beautiful and relies entirely on borehole water and is entirely organic. We are progressively working on making our space entirely sustainable. From recycling through to animal welfare, our culture is inherently environmentally orientated. Our policy is to continuously improve our sustainability.

This approach is integral to our value proposition, as we have built a small 'Inspiration Centre' which is there to enable lateral collaborative thinking with our clients, and to provide a home for our Leadership and Development Course offering. We believe that people think and work best in natural and sustainable spaces. Over the course of the reporting period we have also dug out a 'Labyrinth', a further team motivation space that will enable people to connect with nature. It is our intention to focus this year on the development of further agriculture, particularly the growing of food. This will enable us to ensure that our value proposition within the Inspiration Centre is organic, sustainable and healthy. Our goals are therefore to:

- Continuously become more self sustainable and efficient (water, electricity, waste)

- To build an environment that enables a connection with nature for our clients
- To increase food production, supporting the Inspiration Centre menu
- To nurture a safe haven that is an environment that supports biodiversity

## IMPLEMENTATION

Over the coming year we are seeking to continue to develop our infrastructure to build greater sustainability on the small holding. We are also doing considerable landscaping to create a natural swimming pool and plant indigenous species. These moves will increase our biodiversity and ensure that our space is a haven for wildlife. Over the last year we have hatched guinea fowl and chickens who are now supporting egg production. We have also dug a nursery where we plan to grow more.

The best treatment for putting nature first is to be a part of it, Empanda is differentiated by having a particularly exciting environment in this regard. We believe that people who come to visit us enjoy the space so much that the environment is naturally strengthened as an agenda item in the hearts and minds of all who spend time with us.

## MEASUREMENT OF OUTCOMES

We have substantial planning documents that represent the developments that we are making on the property, we also take a lot of photos of before and after.

- Municipal utility consumption
- Volume of food production (currently almonds and eggs)
- Number of clients enjoying our natural spaces

## Update: Anti-Corruption

### ASSESSMENT, POLICY & GOALS

Empanda delivers change management, learning and development. We are focused on creating a business that has purpose, to enable transformation that will close our poverty gap that has been widened by the horrific legacy of apartheid. We are developing a leadership programme that builds confidence by championing collaborative play at work, building a sense of shared purpose and placing attention on the attainment of our potential while mitigating emotional and economic pressures and overcoming inertia. Strong and ethical leadership is resilient to corruption. Secondly, we are leveraging our storytelling capability to create a movement that will build an authentic sentiment that corruption is wrong and must stop. We want to prevent the inappropriate consumption of resources we critically need. At the centre of this initiative are our beautiful 'Shining Pandas', seven young South Africans from informal settlements who are crafting stories of their experiences, that will help us feel, rather than just think, about the future we want.

### IMPLEMENTATION

We are collaborating with Dr Achieng Ojwang, the Executive Director of the South African Network. We are excited about this and have developed a pro bono website to support membership. Achieng has been wonderful to us: supporting our identification of various existing UNGC anti-corruption artefacts, we are keen to deepen our collaboration. Initial feedback from corporate members is that youth engagement is very challenging, so our work to create a ground-based movement created and led by our 'Shining Pandas' is fresh

and exciting. Our local network is also supporting our connection to the UNGC Academy and Anti-Corruption Working Group. We hope our eLearning value proposition can add value to the next stage in the Development of the Influencer series. We have had great discussions with Nehar Das (Governance & Anti-Corruption), Alyssa Alicino (UNGC Academy & UNGC Strategic Development Programmes), Claire Kells (Participant Engagement).

We have developed an innovative process for storytelling that results in high calibre online interactive tools that can be used for communicating, learning, and for listening to views and perspectives. Our approach blends vocational, business, analytical, creative, facilitation and technical skills to create high impact, strategic outcomes. Our success has been innovative in the corporate world. Our first SDG venture in this regard is our Anti-Corruption campaign. Development is still in the early days however, the time is right for first mover participation, so we can collaborate to make the circle bigger. We can already share our Shining Panda story voice overs, which are powerful before we even add the graphic design and the overarching training and engagement plan. Our Shining Pandas own their unique stories.

## MEASUREMENT OF OUTCOMES

We have placed a very strong emphasis on our leadership programme and anti-corruption campaign within our internal development programme, which is called SHINE. In addition, we have created a thought leadership presentation that we recently presented at the Eventful Conference in Johannesburg to get corporates interested in our approach to leadership development. We have a YouTube presentation of this “Battle Formations of Strategic Change” to share with industry associates interested in collaborating. Our intention is to leverage our interns (who are fully time dedicated to our anti-corruption campaign), the Shining Pandas, to run a social media campaign with their anti-corruption stories, as part of their training in our story telling approach (Deployment Phase). Our intention is to reach their communities and beyond. Watch this space!

If you would be interested in seeing our stories, then let us know and we can provide an early view. Once the social media campaign is launched we will track it with the normal measures to understand our achievement and improve accordingly.

## Summary of Sustainable Development Goals:

We are a motivated and active member of the Compact. We have areas for work, particularly on raising our courage levels, as a small fish in a big pond; not accepting inhumane treatment as a cost of doing business. That said, our people and our business is committed and authentically engaged in driving the 10 principles.

The sustainable development goals we actively align to include:

- ✓ SDG 1: End poverty in all its forms everywhere
- ✓ SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- ✓ SDG 3: Ensure healthy lives and promote well-being for all at all ages
- ✓ SDG 4: Ensure inclusive and equitable quality education & promote lifelong learning opportunities
- ✓ SDG 5: Achieve gender equality and empower all women and girls
- ✓ SDG 6: Ensure availability and sustainable management of water and sanitation for all

- ✓ SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- ✓ SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- ✓ SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- ✓ SDG 10: Reduce inequality within and among countries
- ✓ SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- ✓ SDG 12: Ensure sustainable consumption and production patterns
- ✓ SDG 13: Take urgent action to combat climate change and its impacts
- ✗ SDG 14: Conserve and sustainably use the oceans, seas and marine resources
- ✓ SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- ✓ SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- ✓ SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

With respect to our actions to advance the Sustainable Development Goals (SDGs), our COP describes:

- ✓ Opportunities and responsibilities that SDGs represent to our business
- ✓ Where the company's priorities lie with respect to one or more SDGs
- ✓ Goals and indicators set by our company with respect to one or more SDGs
- ✓ How one or more SDGs are integrated into the company's business model
- ✓ The (expected) outcomes and impact of your company's activities related to the SDGs
- ✓ If the companies' activities related to SDGs undertaken in collaboration with other stakeholders
- ✓ Other established or emerging best practices

## Approach to Stakeholder Engagement:

We will distribute this report to our employees, partners, key clients and primary service providers through our usual business channels and host it on our internet and intranet sites.

## APPENDIX 1: Initial letter of commitment to join the Global Compact

10 July 2016

H.E. Ban Ki-moon  
Secretary-General United Nations  
New York, NY 10017 USA

Dear Mr. Secretary-General,

I am pleased to confirm that Empanda Pty Ltd supports the ten principles of the Global Compact on human rights, labour, environment and anti-corruption. With this communication, we express our intent to implement those principles. We are committed to making the Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

Empanda Pty Ltd will make a clear statement of this commitment to our stakeholders and the general public. We recognize that a key requirement for participation in the Global Compact is the annual submission of a Communication on Progress (COP) that describes our company's efforts to implement the ten principles and support any specialized UN Global Compact issue platform that our company may join at a later date. We support public accountability and transparency, and therefore commit to report on progress within one year of joining the Global Compact, and annually thereafter according to the Global Compact COP policy.

This includes:

- A statement signed by the chief executive expressing continued support for the Global Compact and renewing our ongoing commitment to the initiative and its principles. This is separate from our initial letter of commitment to join the Global Compact.
- A description of practical actions (i.e., disclosure of any relevant policies, procedures, activities) that the company has taken (or plans to undertake) to implement the Global Compact principles in each of the four issue areas (human rights, labour, environment, anti-corruption).
- A measurement of outcomes (i.e., the degree to which targets/performance indicators were met, or other qualitative or quantitative measurements of results).

Sincerely yours,



CHRISTY HUNTER-CHAPMAN  
Founder and CEO

## APPENDIX 2: Empanda Company Profile and Context of Operation

Further to the requirement that the Communication of Progress incorporates high standards of transparency and disclosure we have included this appendix. It communicates our ownership structure, countries and scale of operation, the markets that we serve with geographic and sectoral breakdown, including the types of companies and beneficiaries. It also defines our primary brands, products and services. Supply chain and commitments to external initiatives.

### **LEGAL:**

Empanda Pty Ltd was registered on the 9th December 2014 as a People Consulting business with deep skills in organisational change management, leadership and coaching, people strategy, learning and development, as well as human capital management.

### **GROUP AND OWNERSHIP STRUCTURE:**

The Owner, Director and CEO of Empanda Pty Ltd is Christy Hunter Chapman, and she is joined by two Directors; Janice Ling who is Head of Business Development and Talent Acquisition, and Jessica Barker who is the Chief Operating Officer. Empanda has undergone an organisational restructure and 30% of Empanda is now owned by Epione, a company that is governed by the Panacea Trust which has 70% BBEE beneficiaries. This redesign gives Empanda the opportunity to authentically transform our people. At the time of writing Empanda is home to 11 Permanent Employees, 11 Independent Contractors and 1 Learnership..

### **COUNTRIES AND SCALE OF OPERATION:**

We are headquartered in South Africa and have clients based in the Unites States of America, Europe and Southern Africa.. Our consultants have delivered services across sub-Saharan Africa including Ghana, Nigeria, DRC, Uganda, Angola, Zambia, Mozambique, Madagascar, Namibia, Botswana, Swaziland and Lesotho.

### **MARKETS SERVED:**

Our major clients are based in the cities of Cape Town, Durban and Johannesburg. We have worked in the public-sector transport industry and have a strong client base in retail and catering. We work closely with IT service providers, particularly ones that focus on the delivery of SAP solutions. We also collaborate with various learning and development consultancies and colleges. We have a strong focus on Leadership Development and have created courses that we now operate from our Inspiration Centre in Durbanville.

### **PRIMARY BRANDS / PRODUCTS / SERVICES:**

We deliver people consulting services, specifically organisational change management, learning and development and communications. We deliver both consulting projects and talent search for individual specialist consultants (permanent and contract). We have a strong graphic design team that delivers eLearning, Branding, and Web related projects. We have also developed a content hosting software that provides an enabling platform for our clients. We have strong expertise in the managing the people aspects of large scale technology change.

# empanda

CHANGE MANAGEMENT • TALENT ACQUISITION • INTERACTIVE LEARNING • DIGITAL EXPERIENCE



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