

UN Global Compact

# COMMUNICATION ON PROGRESS 2020

COMMUNICATION  
ON PROGRESS



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

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## Statement of continued support

Implement is proud to confirm our commitment to the UN Global Compact. We fully support the 10 principles and express our deepest commitment to engage and contribute to making the world fit for humans.

At Implement, we believe we have a global responsibility to partake in making the world more fit for humans. In addition to the 10 principles, Implement fully supports the Paris Agreement and the 17 sustainable development goals.

During 2019, Implement has become a carbon-neutral company. We have established a new Climate and Energy department and begun our journey towards reducing our carbon emissions even further. Sustainability is a strategic focus for Implement, as we truly believe rapid change must happen now – and we want to do our part in achieving this.

Implement aspires to have a healthy ratio between male and female employees, and that has been a focus area for several years. Although change is happening, it is not happening at the speed we had hoped. Therefore, we are committed to ramping up our efforts in the coming years.

Although it might seem obvious to avoid child labour or forced labour for Danish companies, some of Implement's international clients might live in societies with different value systems. We hope to contribute to change in these countries by engaging with stakeholders and showing a way forward.

We are truly excited to partake in the global network of UNGC signatories, and we are fully committed to contributing to the 10 principles and creating change with impact.

Niels Ahrengot



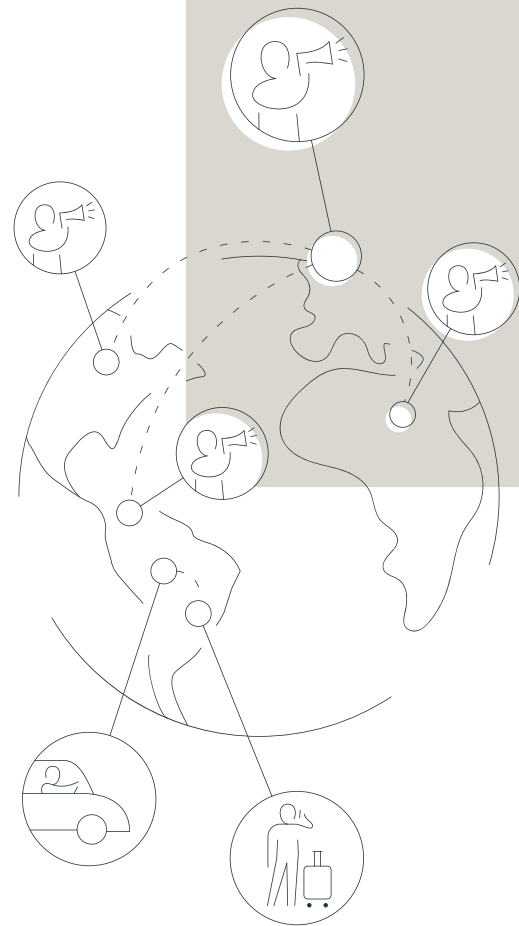
## The Implement approach

Our approach to the UN Global Compact is simultaneously business-driven, strategic, environmentally conscious and responsible.

Implement consists of people, and their behaviour will thus be deemed Implement's behaviour. Therefore, we strive to ensure that we behave in a respectful, ethical and appropriate manner.

As stated in our Code of Conduct (Implement's "Way of Life"), we take responsibility for ensuring and respecting the dignity, integrity, privacy and rights of all individuals, irrespective of where, when and how our paths cross.

Implement has incorporated the UN Global Compact statements and the 10 principles in our business activities to a full extent and will continue to support and contribute to the development of a fair and equal world.



## The Global Goals for Sustainable Development

In 2015, the United Nations Member States adopted 17 sustainable development goals that provide a comprehensive vision for how we can transform our world to the better. The goals entail a business focus on more than just economic growth and urge companies around the world to contribute to end poverty, reduce inequality and tackle climate change by acting sooner rather than later.

Implement was founded with a clear focus on creating change with impact and making the world fit for humans. As such, we are strong supporters of the UN's 17 sustainable development goals, and we work actively, both internally and with our clients, to advance the goals formulated to transform our world. Creating value for our clients while also leaving the world just a little bit better and more sustainable for the future is our ultimate goal.

### SUSTAINABLE DEVELOPMENT GOALS



We believe in co-creation, and our consultants spend most of their time together with our clients – and that's where our biggest contribution to promoting the sustainable development goals is found. Internally, we're particularly focused on goal 5, 8 and 13 and have started several initiatives to enforce a continuous positive development.

## Human rights

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

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

As stated in our Living Rules, Implement is committed to promoting internationally recognised human rights and complying with “The Universal Declaration of Human Rights” from the United Nations. We work to ensure compliance and ensure that we do not contribute to any violation of human rights. At Implement, we are committed to being an active partner for our business partners in their efforts to ensure respect and compliance with human rights.

Our Living Rules and employment policies capture the essence of our approach to human rights and to building a culture of respect and inclusion. They clearly state the way we expect our people to do business.

We expect that our owners and employees take responsibility in complying with the human rights and inform superiors if they experience any unacceptable working conditions or behaviour.

With our geographical location and business model, we assess that there are no particular risks regarding human rights.

### Actions performed

We are compliant with the United Nations’ “Universal Declaration of Human Rights”.

We have a strict policy for all suppliers and clients, ensuring that we never collaborate with any business partners who are violating human rights.

When we are consulting in countries with a history of violating human rights, we are continuously in close contact with Danish authorities regarding how to make sure we leave a positive impact on the world.

### Plans going forward

Continue our commitment to respect and promote the Universal Declaration of Human Rights – both within the firm and towards our clients.

## Labour and work environment

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

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

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

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

At Implement, we are passionate about providing an inclusive work environment, where people are treated fairly and are empowered to do their best. We strive to create a corporate culture that is fit for humans and where our employees are aware of carrying our internal standards into the real world. We believe in co-creation, and our consultants spend most of their time with our clients. Therefore, we are also highly focused on enforcing and encouraging commitment to these principles with our clients.

There is no exact recipe for how to grow, thrive or survive at Implement. Not because we haven’t thought about it, but because it comes down to the fact that what works is different for each employee. We believe in autonomy and encourage all employees to find their own way.

### LIVE

- Maybe we’re stating the obvious.
- Change is personal. So is living.
- You have a life. Live it.

And find your own balance between work and leisure, between love and PowerPoints.

Bring the whole you to work. Give us your edge, and let your authenticity shine at all times – even when times are challenging.



## Leaving a positive footprint in the world

### Implement's 7 principles for taking social responsibility

1. We contribute where Implement creates real value.
2. We contribute with manpower and materials – we do not donate money.
3. We support consultants in donating their time.
4. We ensure that the organisations we work with engage in joint activities and have a specified objective.
5. We support organisations that share our wish to change the world but cannot pay for our services.
6. We support projects involving multiple Implement employees.
7. We focus on the impact our activities create.



### Mind your own business

Since 2018, we have been proud business partners with Mind Your Own Business. MYOB is a CSR initiative with entrepreneurship as the focal point. MYOB engages boys aged 13 to 19 from vulnerable and disadvantaged neighbourhoods across Denmark. In collaboration with volunteer venture pilots and business partners, MYOB allows the boys to establish their own microbusinesses. The collaboration has been further developed in the past year to include workshops with volunteers working with the micro/companies, focusing on strengthening their facilitation skills and deepening their understanding of group dynamics to further the output of microcompanies. In addition, Implement has been named a strategic partner of MYOB.



### Roskilde Leadership Lab

Roskilde Leadership Lab develops and supports the leaders of Roskilde Festival. These leaders work voluntarily, most of them more than 100 hours a year, and most of them have no experience with leadership. Roskilde Leadership Lab consists of a group of dedicated volunteers who train the leaders in leadership skills and personal development through a leadership programme designed specifically for Roskilde Festival. Implement's role is to support this group of leadership trainers by giving them input on how to design and facilitate the leadership programme by training them in facilitation techniques, change processes and coaching techniques.



### KBH+ Projektakademiet

Implement contributes to the project academy KBH+ Projektakademiet funded by KBH+ Askovfonden. The project academy is a training programme for young, aspiring project managers with the ambition to lead cultural and social events and initiatives at Nørrebro, Copenhagen, to make a social difference in society. KBH+ Projektakademiet is a 5-month practical education for a group of students motivated to do something for their city and Nørrebro as a community. Implement contributes with four training sessions focusing on tools and methodologies used by the consultants in their everyday work.



## Employee development in numbers

**At Implement, we believe in developing our employees ...**

All employees spent

4

days on our annual "Strategy Tour" creating personal development.

1,633

days were spent in 2019 by our employees on developing new skills through courses hosted by our Change Impact Academy.

All employees attended

3

days of "University" sessions about state-of-the-art theories, personal development and personal leadership.

## Caring for our employees

At Implement, we celebrate mastery. We believe that people are our most valuable asset and that we must be the best consultants with deep functional expertise and change impact expertise. This calls for an ambitious and bold learning framework that targets all our consultants at all levels. It is our aspiration that this approach becomes our key differentiator in the industry and that learning becomes a key part of who we are as a company.

At Implement, we encourage our employees to design their own career as well as choose their own leader. We believe that leadership is a two-way street. To develop personally and professionally, the leader must be someone you trust. We trust that our employees are the best to decide who that person is.

Every year, the US-based company Vault conducts a European-wide survey in order to "provide in-depth intelligence on what it's really like to work in an industry, company or profession".

For the second year running, we are immensely proud to be the top-ranked consultancy in job satisfaction throughout the whole of Europe. We also ranked in the top 3 in workplace culture, formal training and interaction with clients – and top 5 in nine other categories.

Furthermore, to ensure the optimum working conditions in all of our offices, we have taken occupational health and safety measures. We conduct pulse checks and satisfaction surveys in addition to setting ambitious objectives regarding employee satisfaction and improving the work-life balance.





## Workforce in numbers

### Employees

790

521

men

269

women

### Partners

220/33

men/women

### Non-partners

280/180

men/women

### Core

21/55

men/women

### Churn rate last 12 months

16.1%/17.9%

men/women

### Seniority (years)

4.3/2.6

men/women

### New hires last 12 months

83/61

men/women

## Creating increased diversity

We strive to create and maintain a diverse work environment by continuing to develop our employees as well as attracting the best candidates from a broad range of backgrounds. By having a diverse workforce, we are better prepared to understand and serve our global customers.

The numbers of our workforce reveal a significant gender difference – especially between male and female partners. We want to change this pattern, and during the last 12 months, the male/female ratio of our new hires has been fairly balanced. We believe that – once the seniority level increases for the new hires – this will feed into creating increased diversity throughout the different levels of the organisation.

### Diversity and inclusion

At Implement, we are serious about our diversity and inclusion efforts. We want to take it further than just initiating constructive conversations by engaging in and actively supporting the LGBT+ community.

In 2020, we have hosted a design workshop about the emphatic labour market with LGBT+ Denmark. The goal of this workshop was to create the first prototype of a rainbow certification to promote acceptance and diversity in the workplace while also giving participants the opportunity to engage with a likeminded network and be inspired.

Companies and organisations occasionally reach out to us regarding advice and cooperation with the intent to promote acceptance and inclusion of their LGBT+ employees, clients and collaborators, which we are honoured and excited to help them with and further engage in.

At Implement, we are not scared of what is different or new. Instead, we are excited about the future and the changes it might bring, and we do our very best to ensure that everyone feels accepted and are a part of the journey.





## A year full of progress

Walk the talk. Practise what you preach. We want to leave the corporate world a slightly better place and the world fit for humans. And that change starts with ourselves.

### Actions performed

- Implement has joined the task force “Women in Consulting” from the Confederation of Danish Industry. Together with other consultancies, we are working towards more diversity in the management consulting industry. The task force has goals and ambitions that Implement is working to achieve.
- Throughout the year, our employees have attended numerous internal courses and external education, been on a strategy tour with the purpose of personal growth and spent 3 days together at “Implement University” learning about the newest business research as well as personal development and leadership.
- We have participated in the Mind Your Own Business programme engaging boys aged 13 to 19 from disadvantaged neighbourhoods.
- We have started to prototype the first rainbow certificate to promote acceptance and increase diversity.
- At Implement, we have always had a close relationship with universities and schools. Our support consists of various initiatives. We encourage our colleagues to support by teaching, hosting guest lectures, being examiners and volunteering to provide master thesis support.
- Roskilde Leadership Lab develops and supports the leaders of Roskilde Festival. Implement’s role is to support a group of leadership trainers by giving them input on how to design and facilitate the leadership programme by training them in facilitation techniques, change processes and coaching techniques.
- Implement contributes to the project academy KBH+ Projektakademiet funded by KBH+ Askovfonden. The project academy is a training programme for young, aspiring project managers with the ambition to lead cultural and social events and initiatives at Nørrebro, Copenhagen, to make a social difference in society. Implement contributes with training sessions focusing on tools and methodologies used by the consultants in their everyday work.

## Creating increased diversity

### Plans going forward

- We want to continue contributing to society by engaging our consultants in a broad range of projects as listed under the actions performed.
- We want to increase gender equality at Implement and continue to have a constructive dialogue on how to increase diversity.

- We honestly believe that we have a free and fair promotion programme at Implement and that people are only measured based on the impact they create. Therefore, we believe that our male/female ratio will become more balanced in the future – because men and women are truly equal.
- Support the ongoing development of an organisation that attracts candidates with different backgrounds (education, ethnicity, religion, sexual orientation etc.).





## Environment

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

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

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

At Implement, we are deeply worried about the current trajectories for our planet's climate. We are strongly committed to doing everything we can to keep the increase in pre-industrial global temperatures below 1.5 degrees. The planet must stay fit for humans – but this requires rapid change.

It is our ambition to help organisations become fit for the future. In the big picture, this also means – at least for us – that we feel obligated to help transform all human activities to become more sustainable. In practice, this entails integrating concerns and considerations of sustainability into everything we do.

## Environment – some of our projects with clients

### Reducing paint waste

Paint waste in paint production represents an environmental and economic challenge. To increase circularity in paint production, we are helping one of the world's leading paint producers explore new ways of reducing paint waste while still keeping the commercial edge. This involves building business cases, exploring opportunities for utilising residues and analysing supply chains and options for recycling residues. The challenge includes paint waste in all steps of the supply chain – from waste at factories to waste at the end user – and possibly involves how best to help other paint producers reduce their waste.

### Support supply chain decarbonisation

Working for the world's largest developer of offshore windfarms, we help with developing the means to reach ambitious targets for halving its climate footprint by 2032 – and reaching climate neutrality in 2040. This involves identifying roadmaps, priorities and collaborative models to ensure close collaboration through the supply chain. This is of particular importance because the majority of offshore windfarm footprint stems from suppliers and their subsuppliers. Challenges involve driving reduction in offshore transport, steel production and manufacturing across a global supply chain.

### Green for real

What would it take for a climate strategy to actually be implemented? We have prepared a Climate Strategy Playbook with the purpose of guiding organisations wishing to not just talk about its climate ambitions in nice presentations but to take actual action. We support a range of companies looking at how to set and realise sustainability targets. This typically involves ensuring a baseline, developing a strategy integrated into the organisations' broader strategies, supporting the necessary leadership and change management and helping to influence daily behaviour through behavioural design.

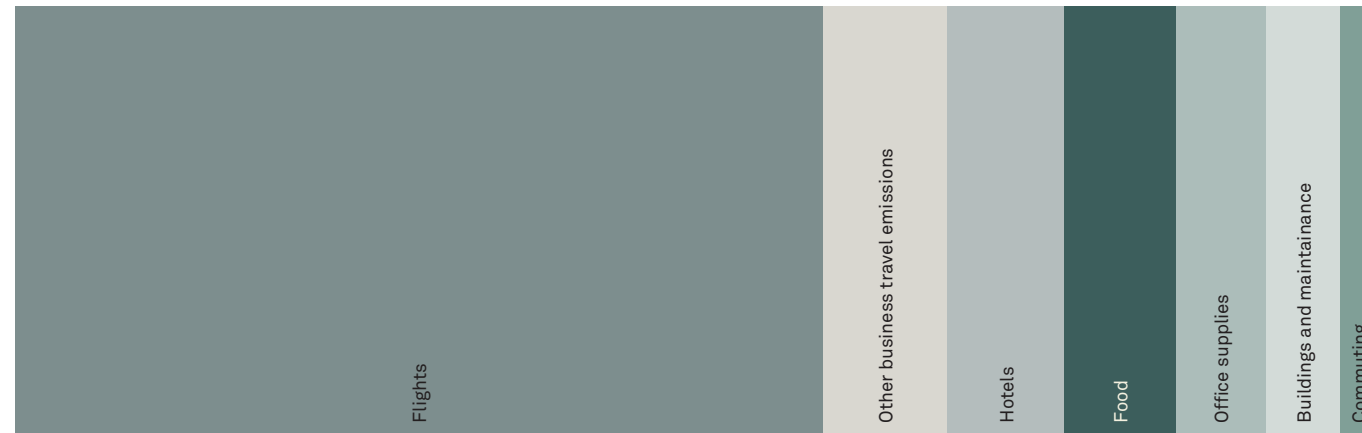




## Implement's CO<sub>2</sub>e emissions at a glance

**5,628.5**  
tCO<sub>2</sub>e in 2019

**7.1**  
tCO<sub>2</sub>e per FTE in 2019



**Total CO<sub>2</sub>e offsetting:**

**6,000**  
tCO<sub>2</sub>e in 2019

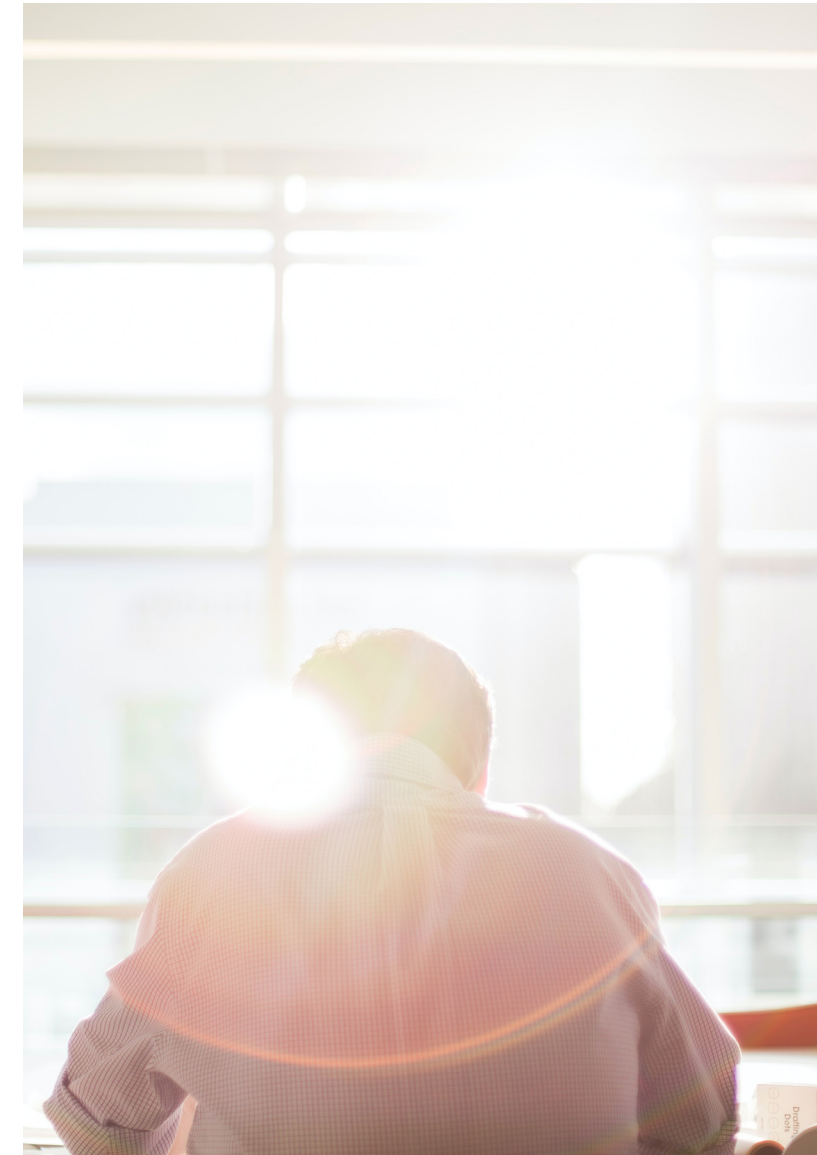
Approximately 111,000 trees saved  
in Amazonian forest

## Always data-driven

In our opinion, corporations must prioritise the resources to conduct a precise measurement of their emissions to help guide this change. After all, we must get our strategy for change right the first time because there is no planet B.

When we measure our carbon emissions, we are strictly following the reporting criteria outlined in the GHG protocol and subsequent amendments to the publication. In all measurements, we include all emissions from scope 1, 2 and 3. This includes indirect emissions from third parties, e.g. emissions from the production of bought IT equipment or radiative forcing from aviation. By focusing on the full value chain, no emissions are overlooked, and we take full responsibility for our direct and indirect contributions to adverse climate change.

At Implement, we are continuously nudging our employees to choose the best environmental path and be climate conscious. We are in the process of launching measurements of all employees' emissions on an individual basis to ensure that our behaviour changes create instantaneous impact, which allows us to give direct feedback to the employees.





# IM sustainable\_

## Actions performed

- We have measured our CO<sub>2</sub>e emissions for 2018 and 2019 and compensated for 100% of our emissions in 2019 through carbon offsetting.
- We have reduced meat served in our canteen by 75%.
- We have reduced emissions from office supplies by 30% in 2019 compared to 2018.
- We have implemented a method for continuously measuring our emissions on a monthly basis. We are using this data to guide our transition towards a carbon-neutral future.
- Implement subscribes to the hotel booking platform Goodwings. Goodwings offers carbon-neutral hotel stays by offsetting the carbon emitted by the hotel stay. In addition, every time a hotel booking is made through Goodwings, a donation is made to Plastic Change – an NGO with a mission is to reduce plastic usage worldwide.

Our initial goal was to become carbon neutral in 2020. We succeeded in achieving this goal in 2019. This was done through climate compensation such as tree planting. We are now on a journey towards reducing our total emission. We strive to do this by travelling less, utilising our online platforms and continuing to look for more sustainable alternatives to our current ways of working.

By stimulating discussions in our everyday life as well as with our clients, we aim to increase awareness about our environmental impact.

We strive to continuously have conversations about sustainability at Implement as well as to encourage and facilitate them in the market. Additionally, we will make our environmental work more visible internally as well as externally.

Ultimately, our aim is to live up to the responsibility we as advisers have in the common global effort to create a truly sustainable society.

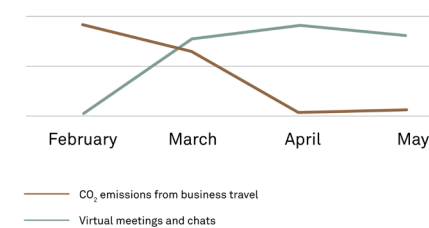


## Preparing for an emission-free future

The COVID-19 crisis has created great momentum for virtual meetings and working remotely. We are forced to do so because of social distancing requirements. But as society slowly reopens, we need new arguments for remaining digital. Adverse climate change is that argument.

In this dire situation, Implement is satisfied with the positive climate impact that social distancing has had. We are doing everything we can to keep the momentum for virtual meetings going, as we believe this new digital era is a permanent change. Not many positive things can be said about a global pandemic, but one positive result might be that we have learnt that our behaviour can indeed change. When working together, we can support each other in making the necessary sacrifices, inspire better practices and consequently reform our society.

Implement during COVID-19



## Plans going forward

- We are committed to reducing our emissions and have a target of reducing our emissions for 2020 by **15%** compared to our emissions in 2019.
- We will remain carbon neutral by offsetting any greenhouse gasses emitted by Implement.
- During 2020, Implement will set an ambitious 5-year reduction plan with binding reduction targets for each year.
- We plan to implement a green bottom line for all our projects in order to make actual emissions more salient to consultants and clients.
- We plan to increase waste sorting and reduce food waste through intelligent forecasting.
- We plan to invest in electric chargers for cars and company-owned bicycles, making it easier for consultants to choose a greener commuting alternative.
- We are continuously choosing the green alternative when buying office supplies and IT equipment.
- We are transforming our business to fit a new digital future with great reductions in commuting, flights and hotel stays. This will have a huge impact on our emissions, as business travel by far is our largest emission source.



## Anti-Corruption

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

Implement has a long-standing anti-corruption policy, which is included in our Living Rules. We have zero tolerance for corruption, including bribery and facilitation of payments. No partners or employees engage in any interaction or relation with a third party that may compromise our business ethics. Our ethical rules and guidelines for avoiding compromising situations are laid out in our Living Rules, and they express our expectations of our employees and our own ethical conduct. They set the framework for dialogue with the intention to ensure that our business is conducted with the highest level of integrity. These guidelines provide detailed information about the legal background and examples of how to act in compliance with this.

We expect that employees inform their leader of any doubts or suspicions of irregularities, wrongdoing or inappropriate behaviour. Hence, Implement is committed to ethical and responsible business practice and expects the same from our clients.

### Actions performed

We have a strict anti-corruption policy for all suppliers and clients, which is described in our Business Partner Code of Conduct policy.

### Plans going forward

To continue to set the highest ethical standards for employees and partners at Implement.

To continuously update and optimise our IT tools and safety.







## Contact

For more information please contact:

**Asger Gullach**  
Implement Consulting Group  
+45 3085 8015  
agul@implement.dk

**Luka Dalum**  
Implement Consulting Group  
+45 6124 4809  
luda@implement.dk

**Morten Rye Christensen**  
Implement Consulting Group  
+45 3065 1015  
mrye@implement.dk