

UN Global Compact

COMMUNICATION ON PROGRESS 2021

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.

10.07.2021

Contents

Statement of continued support

Human rights

Labour and work environment

Environment

Anti-corruption

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 and fit for the future.

At Implement, we believe that we have a global responsibility for partaking 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 2020, Implement has adapted to the COVID-19 pandemic and embraced the increased digitalised ways of working. An obvious focus going forward is to ensure an operating model which keeps CO₂e emissions low and at the same time allows us to keep being a catalyst for sustainability by helping our clients on their journey to create a more sustainable business.

Implement continues to aspire to have a healthy ratio between male and female employees, and we are continuously working on broadening our scope of focus regarding diversity. To intensify the journey, this past year we have started a female partner programme and increased our focus on matching parenthood and work life at Implement. We are proud of the accomplishments we have achieved so far and passionate about continuing this journey.

Although it might seem obvious for Danish companies to avoid child labour or forced labour, 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 



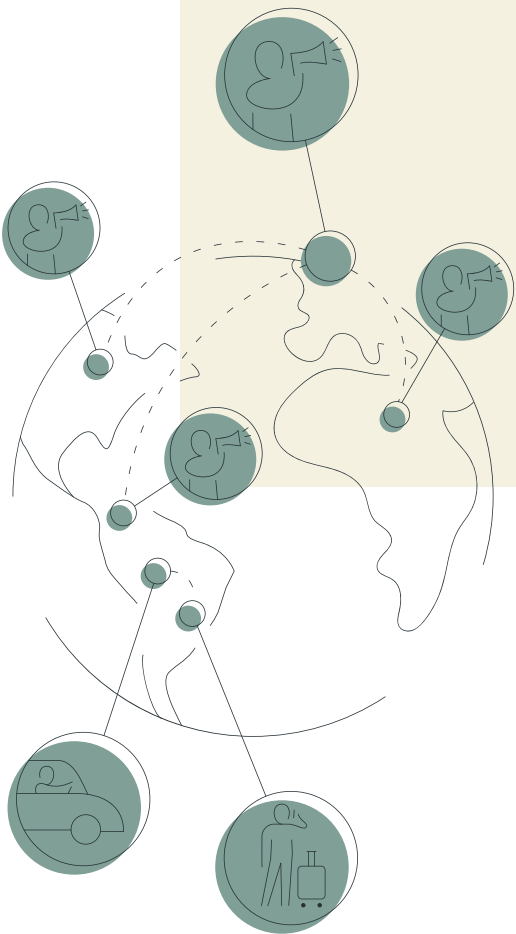
The Implement approach

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 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 fully incorporated the UN Global Compact statements and the 10 principles in our business activities 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 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 is where our biggest contribution to promoting the Sustainable Development Goals is found. Internally, we are particularly focused on goals 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 United Nations Universal Declaration of Human Rights. 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 for complying with 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 the Danish authorities regarding how to make sure that 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 company 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.

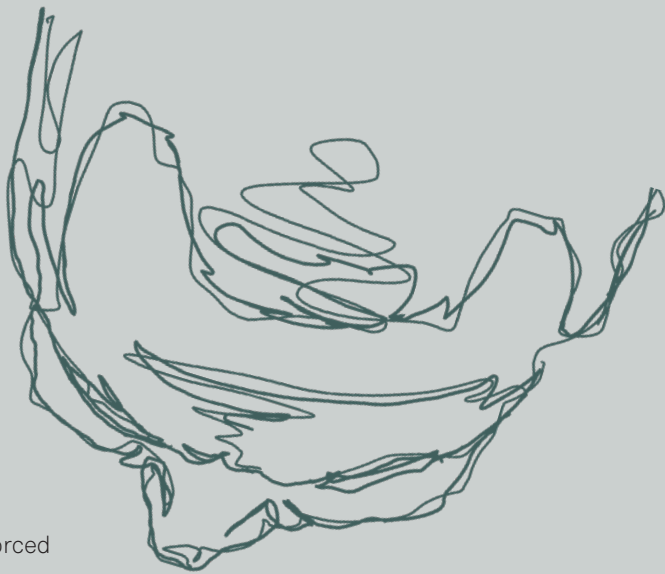
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.

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.

Implement is 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 have not 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.



START WITH PEOPLE.



All change is driven by people.
Not stakeholders, resources or FTEs. People.
So, start with them.
Who are they? What are their dreams, frustrations, passions, purpose?
Be truly interested in exploring that.

And let your approach to change be coloured by what you learn.
Does the change ahead feel meaningful to the organisation?

You cannot cascade a burning platform – meaning is personal.

Employee development in numbers

At Implement, we take great care to develop our employees – also in the midst of a global pandemic. However, in 2020 we had to adapt to circumstances vastly different to what we are used to. Consequently, we increasingly focused on virtual settings and small, local events bringing Implementers together in more secluded sessions.

In the spring of 2021, all employees were invited to spend

4

days on our annual Strategy Tour in small groups, boosting personal and team development

The internal courses had

943

participants in total, both physically and virtually

All employees attended

83

internal courses were hosted by our Change Impact team for development of new skills

1

day of Implement University to talk about state-of-the-art theories, strategic development and personal leadership

Caring for our employees

At Implement, we celebrate mastery. Therefore, we want all employees to feel that their development is in focus and that they have the best possible conditions for succeeding. Thus, 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.

Faced with COVID-19, there has been an even greater focus on employee well-being, and it has become apparent that well-being is determined by more than just what happens at the office. At Implement, we take great pride in caring for our employees, whether they are working at home or at the office. To install optimum working conditions in all our offices, we continuously

implement occupational health and safety measures and adapt them depending on each country's health recommendations. We set ambitious objectives regarding employee satisfaction and improved work-life balance with progress tracked using monthly and event-based employee satisfaction surveys.

One initiative we introduced in the past year is sending care packages to our employees' private homes to bring the Implement energy and atmosphere into their homes and so they know that we are thinking of them. Other initiatives to keep the culture and positive energy alive include local group outdoor training, virtual yoga and game night sessions and new clubs to name a few. We hope that these initiatives will continue post-pandemic, whether virtually or physically.

Furthermore, we have launched several initiatives in the past year to highlight how committed we are to ensuring that everyone at Implement thrives. You can read more about these initiatives on page 13-14.

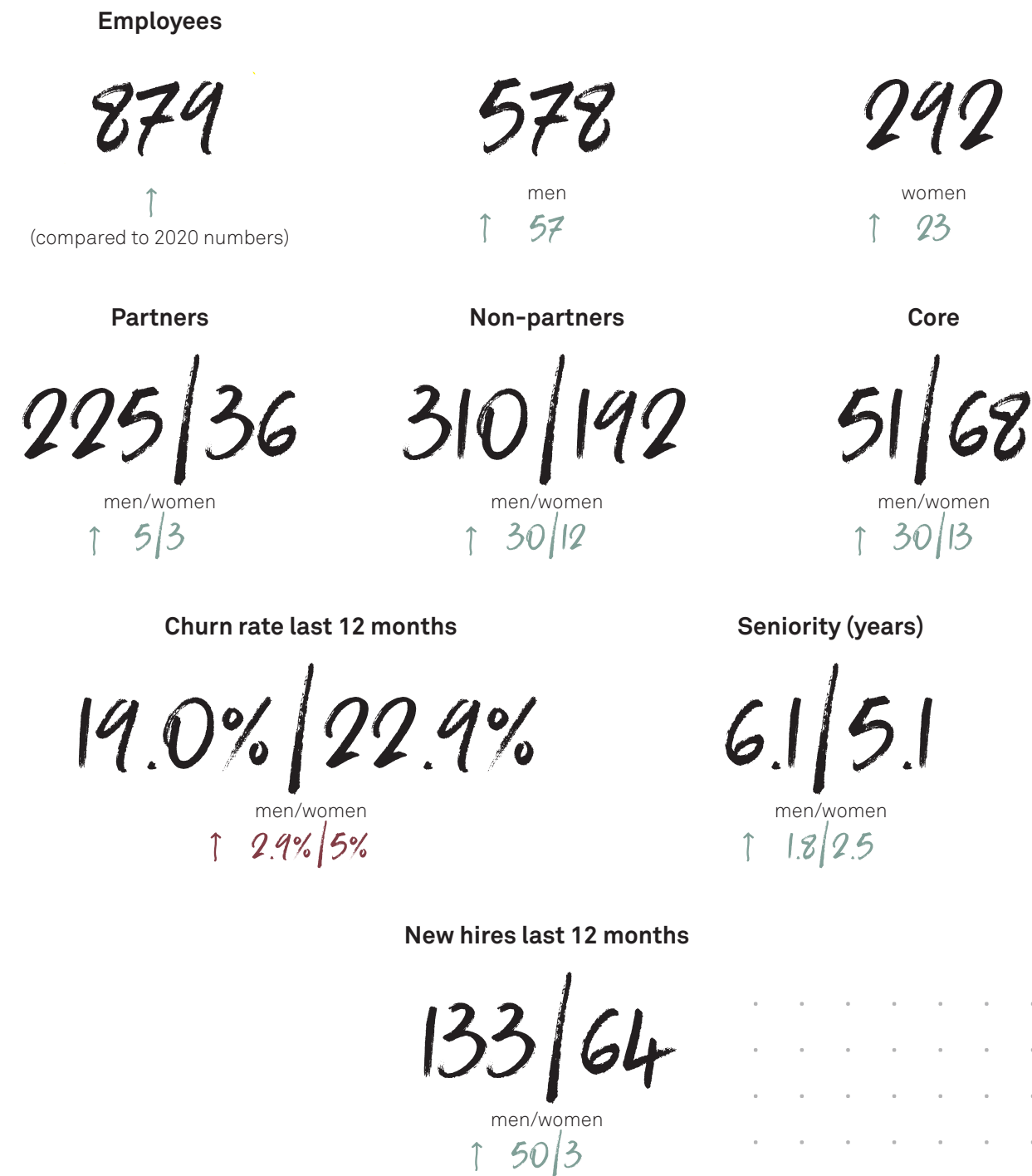
Every year, the US-based company Vault conducts a European-wide survey in order to "provide in-depth intelligence on what it is really like to work in an industry, company or profession". We are incredibly proud to be among the top-ranking consultancies in job satisfaction throughout Europe. We also ranked top 3 for firm culture, interaction with clients and work-life balance as well as top 5 in five other categories.



UNDERSTANDING



Workforce in numbers



Creating increased diversity

We strive to create and maintain a diverse work environment. We do that for two reasons: 1) Implement wants to be the best place for the best people. This includes all people. 2) A diverse workforce makes us better prepared and equipped for understanding and serving our clients.

This is an essential element in our guiding principle of being the best place for the best people. The best people pointing to the greatest talent out there, independent of gender, family situation, ethnicity or sexual orientation to name a few. For us, what matters is that Implement is a place where everybody's potential is unleashed while bringing their whole self to work.

In the past year, we have appointed two Ministers of Diversity and Inclusion who work closely together with all offices to ensure that our initiatives and improvements come to life in all corners of Implement. We have implemented a Diversity and Inclusion Dashboard, which all departments can access to track different diversity parameters in relation to recruitment and retention. Furthermore, we have established a Diversity and Inclusion Community where experiences can be shared across Implement.

Diversity and inclusion

The numbers of our workforce reveal a significant gender difference – especially between male and female partners. We want to change this pattern by striking a good gender balance in our recruitment. We believe that once the seniority level increases for new hires, it will feed into creating increased diversity throughout the different levels of the organisation.

It is our hope and ambition that more diversity parameters will be addressed very soon, alongside new initiatives that focus on inclusion to foster a sense of belonging for all.



Gender equality

We help organisations become fit for humans and fit for the future. And that starts with us striving to become the best place for the best people, regardless of gender, race, age, ethnicity or educational background.

In the past year, we have launched several initiatives to highlight how committed we are to ensuring that everyone at Implement thrives. Two of these are the Female Partner Programme and the Implement Parents initiative.

Female Partner Programme

As our numbers show, we have yet to meet our goal of improved gender balance in our partner group. We have therefore created a Female Partner Programme that has embarked on an exploratory journey of consulting both externally with thought leaders and business profiles as well as internally with colleagues to seek the stories that represent the barriers, biases and opportunities that we must work with. We are part of a consortium with Managementrådgiverne (management advisers) and Confederation of Danish Industry (DI) to formulate a shared gender diversity ambition. Ultimately, we hope to increase the proportion of women who take on a career in management consulting and who thrive in leadership positions. The output of these efforts will be increased shared knowledge on the opportunities and challenges for female partners at Implement as well as a Female Partner Programme platform for initiating next steps and concrete initiatives.

Implement Parents

In the past years, there has been an increased focus in our society on balancing family time and work time. This is especially challenging for dual working couples who are at the sweet spot of their careers and must “restructure their lives” to meet the demands of both family and work. At Implement, we know that while taking time off work to be with a new family member is a positive thing, it can set a lot of thoughts and concerns in motion. We have therefore adopted several concrete initiatives under the Implement Parents umbrella to accommodate the needs of Implement parents. In addition, we hope that the Implement Parents initiative will help to both recruit and retain talent by offering an understanding and appreciative approach to parental leave.

The initiatives are pertinent before, during and after the leave is taken to ensure a holistic experience and

with the hope that the employees maintain a strong connection to Implement throughout. A network of Implement parents has been created for employees to connect, share their experiences and participate in dedicated events. Furthermore, we have put a greater emphasis on the communication between each leader and employee throughout the entire process to guarantee that parents go on leave with ease and repose and feel equally excited about their return. To ensure a smooth return process, we have introduced time-limited adjusted targets for parents, and we encourage the leader-employee relationship to adjust to also address the new parent role that the employee must take on alongside work.

Labour and work environment

Actions performed

- We have created a Female Partner Programme to increase the proportion of women in management consulting.
- We have created the Implement Parents initiative to help support the role of being a parent in management consulting.
- COVID-19 has had a big impact on our workforce and work environment. Therefore, we have launched different initiatives to mitigate this impact – here are a few examples:
 - Throughout the year, our employees have attended numerous internal courses and external training and participated in Implement’s Strategy Tour and University with focus on growth and personal development.
 - To keep spirits high in times of isolation, multiple care packages have been sent to the employees’ homes.
 - All employees have been given the option to acquire home office equipment. Furthermore, they have been provided with improved IT equipment for virtual meetings.

Plans going forward

- We want to increase diversity and gender equality at Implement and continue to have a constructive dialogue to further develop this agenda.
- We want to 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 Implem, we are deeply concerned about the current trajectory of 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 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

- A starting point for logistics decarbonisation opportunities**

By working together with one of the key global players in the renewable energy sector, we actively contribute to reaching ambitious and global decarbonisation targets.

To ensure that key and extensive solutions are developed, we explore the advancement of several transport technologies and study the power and propulsion sectors’ ambitions and progress towards decarbonisation. The goal is to have the company’s future logistics chain successfully decarbonised. The challenges vary substantially and range from policy and regulations to technology and innovation obstacles, infrastructure availability and required investments.
- Developing an ambitious climate strategy**

Industrial machinery production, commercialisation and utilisation contribute heavily to GHG emissions and environmental pollution. We have worked, and continue to work, with one of the top global leaders in industrial machinery supply to proactively reduce their absolute scope 1, 2 and 3 GHG emissions by half by 2030. This involves, but is not limited to, identification of roadmaps for decarbonisation of the supply chain, partnership for goals and specific solutions to tackle regulations and climate policies at a national and international level.
- Measuring the carbon footprint**

We have helped a number of companies take the first step in reducing their carbon footprint by supporting the development of a carbon footprint baseline.

By developing the carbon footprint baseline, our clients have for the first time gained a real insight into their action contribution to climate change. This new knowledge creates the foundation for action and for starting to consider how carbon reductions can be part of the company’s strategic direction.

Always data-driven

In our opinion, corporations must prioritise 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 measuring our carbon emissions, we are following the reporting criteria outlined in the GHG protocol and subsequent amendments to the publication strictly. 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 to be climate conscious. We calculate and monitor CO₂e emissions for every client project we do and summarise these numbers based on the departments working on the projects. This enables department and project managers to keep track of high-emission projects and the overall footprint of the department relative to the 15% reduction target we have set.

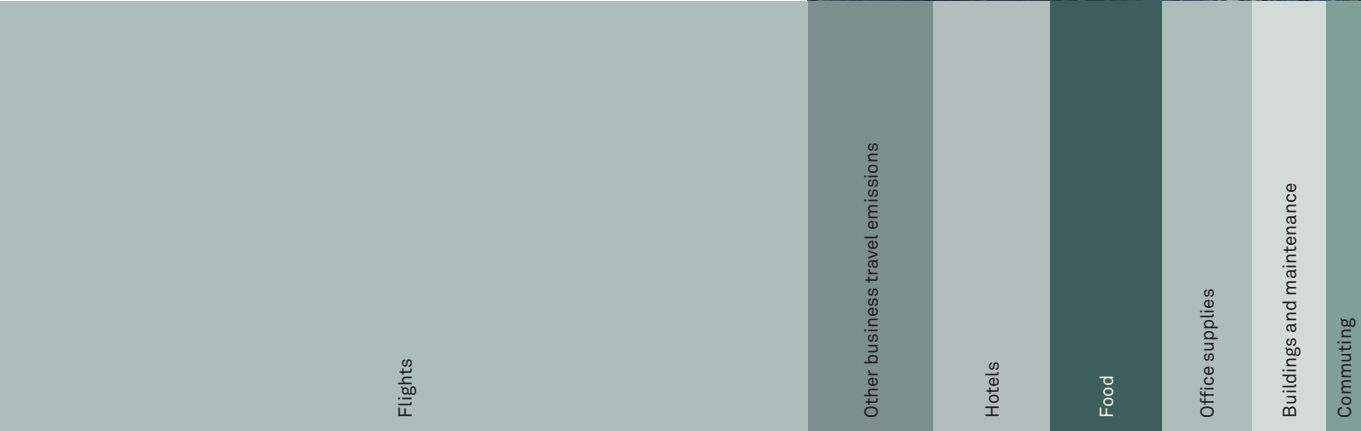
Implement's CO₂e emissions at a glance

2,905.5

tCO₂e in 2020
5,628.5 tCO₂e in 2019

3.7

tCO₂e per FTE in 2020
7.1 tCO₂e per FTE in 2019



Total CO₂e offsetting:

3,000

tCO₂e in 2020

IM sustainable_

Actions performed

- We are continuously measuring our emissions on a monthly basis. We use this data to guide our transition towards a carbon neutral future.
- We are now able to track our emissions on a project level and are in the process of identifying how to implement these measures in the organisation.
- We have compensated 100% of our CO₂e emissions for 2020 through carbon offsetting via a forest preservation project with our partner South Pole.
- We have, together with the Danish NGO Grow For It, initiated the establishment of a permanent forestation project in Uganda. Through this partnership, we re-establish native forest on land that is not being used for any other purpose.
- We have set a 15% year-on-year reduction target for the coming 5 years (from our baseline in 2019) and initiated a reduction plan for how to align with this target going forward.
- We have reduced our emissions by more than 50% in 2020 compared to 2019 due to a significant cut in business travels and an increase in working virtually with clients.
- We have invested heavily in software and hardware to conduct high-quality virtual meetings and to minimise business travels to a minimum.

- We have launched waste sorting across all offices.
- We have signed partnerships to ensure greener commuting alternatives.
- We are active participants in the UN Global Compact Young SDG Innovators Programme.

Our initial goal was to become carbon neutral in 2020. We succeeded in achieving this goal in 2019 and have continued to do so in 2020. This has been done through carbon offsetting projects such as forestation and forest preservation. Going forward, we aim to become a climate positive company by also taking care of our past emissions through the most effective measures over the coming years.

We are now on a journey towards reducing our total emissions. We strive to do this by travelling less, leveraging our online platforms and continuing to look for more sustainable alternatives to our current ways of working. In 2020, we succeeded in showcasing that this is actually possible by reducing our emissions by more than 50% while continuing to serve our clients – mainly virtually instead of physically. This reduction was driven by the global COVID-19 crisis which restricted travelling to a large extent and was enabled by our investments in software and hardware to conduct high-quality virtual meetings. Going forward, we are focusing on how to avoid just “bouncing back” to our old travel habits and instead keep momentum going from what we showed is possible over the last 1.5 years.

We will continue to stimulate discussions in our everyday life as well as with our clients, and we aim to increase awareness about our environmental impact. We strive to continuously have conversations about sustainability at Implement as well as encourage and facilitate them in the market.

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

In recent years, we have increased our efforts in helping our clients reduce their carbon footprint. This is fantastic because we are convinced that it is through our collaboration and interaction with clients that we can really change the world – maybe even more than just a little bit.

We are also convinced that we can only succeed in this crucial mission if we, as a company and as individuals, are making a true, collective effort to reduce our own carbon emissions – starting with the conversations, decisions and actions we are all involved in daily.

Plans going forward

We are ...

... committed to being climate positive

We will continue not only to offset our current emissions year by year but also gradually take care of our past emissions over time as well.

... continuously measuring our carbon footprint

We will continuously measure our climate footprint according to the GHG protocol through our advanced set-up that enables us to track our emissions on a monthly basis. We use this data to guide our transition towards a carbon neutral future.

... actively working to reduce our carbon footprint

We have committed to a year-on-year reduction target of 15% relative to our baseline in 2019 (emission of approximately 6,000 tCO₂e).

And we are putting a lot of effort and investment into a broad range of initiatives to reduce our emissions, e.g.:

- Continuous investment in virtual enablement (studio facilities and software).
- Offering easily accessible green mobility solutions across offices.
- Incentivisation efforts to encourage the use of no/low-carbon emitting transport.
- Continuous advanced waste sorting and reduction across all offices.

... actively working on taking a catalytic role in the movement for a zero-carbon future

We will continue our commitment as an active UN Global Compact signatory, and we aim to work even more on this agenda with our clients and by being active in relevant partnerships.



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 of ensuring that our business is conducted with the highest level of integrity. These guidelines provide detailed information on the legal background and examples of how to act in compliance with this.

We expect that our 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 employees, suppliers and clients, which is described in our Employee Code of Conduct and in our Business Partner Code of Conduct policy.
- We have annual awareness campaigns regarding our Code of Conduct and require our employees to re-commit to it in writing every year.

Plans going forward

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

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