



**Mannaz A/S - Communication on Progress 2022 (CoP)**  
**UN Global Compact**



# Statement of Continued Support

*With this Communication of Progress, we would like to show Mannaz' work with and how we continue to support the 10 Principles of Global Compact. We believe that we as a company can make a difference and bring this agenda to our employees, our customers and for all stakeholders that we come into contact with in a way that benefits all – We believe that we can Move What Matters.*

*During 2021 and 2022 we have explicitly worked at making Sustainability, Diversity and Inclusion an integral part of our new 5-year strategy. The work has improved awareness of our 6 primary SDG's (Sustainability Development Goals) in our organisation, including how they connect together with our work with the 10 Principles.*

*We are devoted to Global Compact, and actively use the consciousness both externally towards our customers, and internally towards all employees in Mannaz.*

*In conclusion, we continue to be deeply committed to support the 10 Principles of Global Compact.*

**Marianne Egelund Siig**  
CEO

**Martin Søgård Nielsen**  
CFO

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# Six SDGs in focus for Mannaz outline significant sustainability ambitions for all our business areas



For this year's strategy, we have chosen to re-think our ambitions in a way that manifests both an ambition for 2025, and specific targets to be reached in 2022. We have chosen to focus on six SDGs as a part of our strategic priorities. The chosen SDG are closely related to our business and client collaboration. We also deliver on other SDGs such as 3 (good health and well-being), 8 (decent work and economic growth) but the six SDGs outlined above are in focus when acting and tracking progress.

This company wide recommendation was approved by the Board of Directors as well as the Executive Management Team and signified the start of our internal strategic initiatives in 2022 as well as the development of our signature client services.

Our revision work has been conducted through our Sustainability in Mannaz Team, with representatives from all business areas and all organisational levels, taking the initiatives of discussion and transforming into an ongoing steering committee. After acceptance of the proposals, all employees in Mannaz have been invited to participate and engage in the sustainability work, defining specific objectives and planning the work going forward.

On our internal company days, efforts were made to upskill and engage Mannaz' consultants, on our sustainability ambitions and objectives.

For further awareness both among employees and clients, our 17 meeting rooms have all been assigned an SDG, and each room has a description of the specific goal, and a short bio of a person who has influenced it historically.



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# Human Rights

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## UN GLOBAL COMPACT PRINCIPLES

# Human rights Principles 1 - 2

### SDGS IN FOCUS



## MANNAZ POLICIES

As outlined in our **Code of Conduct** and in our **Employee Handbook** all employees should adhere to the following:

*We make sure all our work is conducted in accordance with internationally proclaimed human rights – as a business operating internationally, we take precautions to ensure we do not engage in forms of forced labour, child labour and human trafficking. Everyone we work with is contractually engaged to meet these standards.*

*Physical and verbal abuse is not tolerated in any form. If this behaviour is witnessed in the workplace, we strongly encourage individuals to speak up and report the information or observation to an appropriate executive in Mannaz, ensuring those in positions of responsibility take necessary action.*

## DATA ON PROGRESS

We have developed a written code of conduct (CoC) including ethics, human rights, and anti-corruption which all employees and associates are asked to follow. The Code of Conduct has been implemented in our onboarding process for Associates and new employees and is available on all Mannaz websites.

Internally the Code Of Conduct has been presented and explained at various common meetings for Mannaz Employees.

An employee engagement survey has been conducted. The survey showed that no one has personally experienced or witnessed forced labour (e.g. slavery, human trafficking) related to their work for Mannaz. This covers principle 1-2.

A new framework agreement for associates has been created and we have incorporated the Code of Conduct. When signing the framework agreement, they agree to adhere to our principles in the Code of Conduct. We are in the process of creating supporting papers with specific actions and examples also to be used internally as well as for associates. So far, we have completed a policy on bribery and inclusive language. The supporting papers are living documents.

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# Labour

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## UN GLOBAL COMPACT PRINCIPLES

# Labour: Principles 3 - 5

### SDGS IN FOCUS



## MANNAZ POLICIES

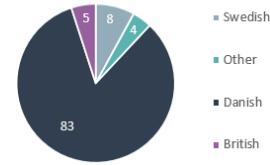
As outlined in our **Code of Conduct** and in our **Employee Handbook** all employees should adhere to the following:

*In our daily work, we take time to understand the needs of others, we listen without judgement, and work in partnership with others to create impact.*

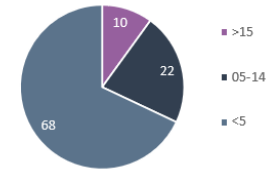
*We care about the wellbeing of our people and their development, helping them grow professionally while striking a healthy balance between work and personal life.*

## DATA ON PROGRESS

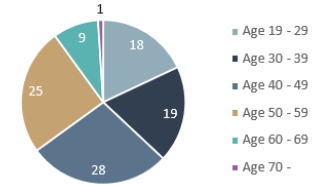
Distribution of nationality - %



Distribution of seniority # years - %



Distribution of age - %



Mannaz has conducted the first employee engagement survey for the past 10+ years and the survey showed that employees in Mannaz feel empowered and in control of their own job. Areas that were rated high were; the feeling of sufficient challenges and personal development, psychological safety, trust, openness, feedback and the ability to create a trusting culture from the management team. This covers principles 3-5.

Mannaz has strategically worked with a talent pipeline in regards to attracting younger talent. This is demonstrated in the data, where there is an increase in percentage of employees aged 19-29. At the same time as increasing the percentage of our youngest age group, we have also seen an increase to the percentage of employees in the age groups 60+.

Areas that need improvement for Mannaz to strengthen the overall satisfaction and motivation factors include; personal mastery, working conditions, the performance of the immediate manager and the overall management needs to be in focus.

Furthermore, we are continuing initiatives already in place that ensure our compliance with Principles 3-5.

Our Official Certificate: The document, from Danish authorities, confirms that Mannaz follows all rules and legislations and has not been convicted of or received penalties relating to; violation or judgement rendered by a foreign country court, child labour or other trafficking of human beings and protected victims.

ESPD documents: We sign a declaration of honour, attesting that Mannaz follows all legislation regarding protecting human rights, freedom to association and collective bargaining, elimination of forced or compulsory labour and anti-child labour.

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# Equality, Diversity and Inclusion

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## UN GLOBAL COMPACT PRINCIPLES

# Gender Equality, Diversity & Inclusion Principles 1 - 6

### SDGS IN FOCUS



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## MANNAZ POLICIES

As outlined in our **Code of Conduct** and in our **Employee Handbook** all employees should adhere to the following:

*Respecting other's perspectives, opinions and ideas is at the core of our relationships at Mannaz. We recognise this is the most effective way to foster innovation and create impact.*

*Mannaz does not tolerate any discrimination on the basis of race, physical appearance, gender, age, religion, sexual orientation, gender identity, visible and hidden characteristics, disabilities or life choices.*

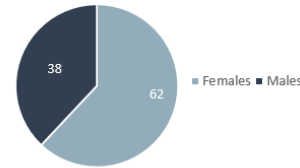
*We wish to promote and celebrate diversity in Mannaz and recognise that the key to a sustainable future is understanding the strength of diversity and inclusion. In practice, this means bringing diverse teams to our client initiatives, welcoming ideas that challenge the status-quo, listening, practicing curiosity, and embracing new perspectives.*

*We respectfully challenge preconceptions, and ensure dialogue and exchange is at the heart of our work, to create the right conditions for impactful work.*

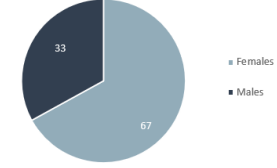
*Feedback is encouraged and incorporated as standard practice in all initiatives, to support continuous progress. We empower each other and our clients to request and provide feedback regularly in a constructive and respectful manner.*

## DATA ON PROGRESS

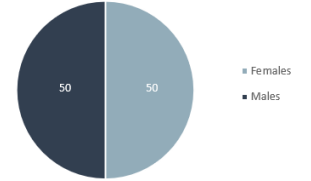
Gender distribution - %



Gender distribution in Mannaz Board - %



Gender distribution in Mannaz C-suite - %



### Actions performed internally:

The Code of Conduct has been implemented in our onboarding process for Associates and new employees and is available on all Mannaz websites.

Elimination of discrimination is continuously upheld through a focus on treating all individuals fairly and with respect. Specifically, in 2021-2022 we have implemented several initiatives, with ongoing activities to support an inclusive mindset and ensure inclusive actions:

Revised onboarding of our employees and associates: We are developing a learning journey with the focus of ED&I, inclusive language, Bias consciousness, sustainability among others.

Gender distribution: SDG reporting, including gender balances and diversity, distribution of gender at management and board level.

Official Certificate: Document from Danish authorities confirming that Mannaz follows all rules and legislations and has not been convicted of or received penalty regarding; violation or judgement rendered by a foreign country court, child labour or other trafficking of human beings and protected victims.

# Environment

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**UN GLOBAL COMPACT  
PRINCIPLES**

**Environment  
Principles 7 - 9**

**SDGS IN FOCUS**



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**MANNAZ POLICIES**

In 2022 we have launched our Code of Conduct where Section 3 – ‘Act Sustainably’ focuses on our commitment to ensuring sustainability is at the core of what we do and how we work. It outlines our responsibility to think and act sustainability at an individual and organisational level. As well as employee awareness of this policy we share this publicly on our websites for clients to view and are rolling this out to the wider Mannaz community as part of our Associate review and re-contracting process. Our Sustainability Policy has also been updated to reflect organisational updates over the last 18 months and to align with our Code of Conduct.

A key organisational focus is the review and update of our Danish employee handbook. The purpose is two-fold; to ensure all legal employment law conditions are met and to reflect our revised operating model and strategic focus and will encompass environmental initiatives where appropriate. The process is anticipated to be completed in 2022. The same process will then be conducted for both the United Kingdom and Sweden with country specific compliance and environmental initiatives.

**DATA ON PROGRESS**

Environmental Data		2021	2020	2019	2018
CO <sub>2</sub> e scope 1	Tonnes	3	4	3	4
CO <sub>2</sub> e scope 2	Tonnes	51	12	62	68
CO <sub>2</sub> e scope 3, Air Travel, own car	Tonnes	28	33	113	165
Energy Consumption	GJ	2.489	580	1.287	1.318
Share of Sustainable Energy	%	75,0	47,3	26,5	27,0
Water Consumption	M <sup>3</sup>	69	359	558	651

We continue to see a reduction in the environmental data figures (above) due to our clients continued focus on virtual working as Covid-19 infections continue to disrupt a large proportion of face-to-face interventions. Although we have not seen the anticipated rise predicted for 2021 we believe there is likely to be an increase in 2022.

Our energy consumption continues to decrease as a direct consequence of office relocations in both Copenhagen and London. We foresee that this trend will be maintained over the coming years.

Our share of sustainable energy has continued to increase and water consumption has decreased significantly due to our relocations and data being reported via the office management companies.

We are taking ongoing steps towards integrating more sustainable solutions into our business processes and operations at HQ and across our satellite locations. For example; upcycling of furniture, updating waste management set-up, review of sustainable sourcing of cups, pens and paper for in-house use.

We continue to operate with hardware beyond the standard 3-year warranty period, to the end of its lifecycle where possible. On replacement, old equipment is either donated for upcycling or recycled.

We consistently engage in communication across the business to ensure that the necessary behavioural adjustments are in place to accommodate and support such adjustments.

# Anti-Corruption

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## UN GLOBAL COMPACT PRINCIPLES

# Anti-Corruption Principle 10

### SDGS IN FOCUS



## MANNAZ POLICIES

As outlined in our 2022 Code of Conduct, all Mannaz employees should act in accordance with professional standards, laws and regulations. Mannaz is dedicated to maintain strong business ethics, which we ensure through the following:

- *All services are secured by a contractual agreement*
- *ISO 9001 certification*
- *Transparent dialogue regarding services and fees*
- *Equal pay and fair wage*
- *Confidential information is handled in accordance with applicable laws*
- *All forms of bribery are strictly prohibited*
- *Obligatory declaration of possible conflicts of interest*

## DATA ON PROGRESS

An employee engagement survey has been conducted, specifically tracking Principles 1-6 and 10, allowing us to highlight their importance and enable us to conduct improved follow-up. The survey showed that no-one has personally experienced or witnessed potential corruption related to their work for Mannaz. Additionally, 88% felt safe reporting any concerns, and 86% knew who to contact in the case of corruption or similar behaviour.

We have developed our Code of Conduct in 2022 to clarify anti-corruption obligations. All employees and associates are to follow these measures. The Code of Conduct is available on all Mannaz websites and is implemented in the onboarding process for all employees and associates. Furthermore, the Code of Conduct is represented in the framework agreement for all associates and has been presented internally to all current Mannaz employees. We are now in the process of developing additional documents with specific actions to support the Code of Conduct.

Our processes and limitations on matters such as receiving gifts have been defined. These has been implemented in the Mannaz handbook.

For the framework agreements for our associates, we specify the limit of gifts for clients and Mannaz employees.

We have renewed our "Serviceattest" certificate, where Mannaz is approved by the Danish government and awarded an official "Serviceattest" certificate. In order to receive this authorisation, all company directors are required to sign a personal undertaking that they have no convictions including any for corruption. The certification confirms Mannaz is active, operates legally, is solvent and has met all social security and tax obligations.

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# Our Work for Clients

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## UN GLOBAL COMPACT PRINCIPLES

# Principles 1 - 6

## Gender Equality, Diversity & Inclusion

## SDGS IN FOCUS



## DATA ON PROGRESS

**Actions supporting our client impact**

Another key part of Mannaz developing as a sustainable organisation, is the expansion of our portfolio of services and areas of expertise within the field of Gender Equality, Diversity and Inclusion. ED&I is a priority for us as we see a clear client need and have expanded our level of expertise.

**In 2021-2022 we offered and delivered the following within ED&I:**

- Performed external consultant work in major Danish companies (private and public), with the focus of ED&I
- Abusive behaviour initiatives. Politic, behavioural codex and tools. Development of leaders and others in key roles, as well as across the broader organisation
- 2 books published by Mannaz employees on ED&I (Bias Conscious Leadership by Christina Lundsgaard Ottsen & Wish we would by Marianne Egelund Siig)
- 2 open enrolment programmes have been developed focusing on the role of HR professionals and Bias Conscious Leadership. A longer programme with certification is under development
- As part of our partnership with UN Global Compact Network Denmark, we contributed to the Target Gender Equality programme 2021-2022, leading the facilitation of the TGE workshops and supporting the programme more broadly
- Established a new strategic partnership with Nordic Whistle <https://www.nordicwhistle.com/en/system/>, to help clients establish and run whistle blower arrangement, including consulting on how to develop the culture to prevent the need for whistle blowers in the first place. We are also part of the Nordic Response Team who offers advise on how to communicate and handle the whistle blower complaint. <https://www.nordicwhistle.com/en/nordic-response/>

To scale our capacity to help our clients, we employed extra consultants with ED&I competencies

**In 2022 we plan to:**

- Further to expand the portfolio of courses and our consulting work
- Continue our partnerships. Including the partnership with UN Global Compact Network Denmark. We start up the next TGE run that will take place 2022-23.

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## UN GLOBAL COMPACT PRINCIPLES

# Principles 1 - 10

## The 2030-agenda

## SDGS IN FOCUS



*Besides our six chosen SDGs, we have a focus on the entire 2030-agenda and all 17 SDGs to help the clients with where they can make a difference and achieve a better impact.*



## DATA ON PROGRESS

**Actions supporting our client impact**

We focus on helping our clients succeed with their broader sustainability transformation. This includes both the strategic choices related to the 2030-agenda and the stakeholder engagement and execution, making it live and getting to action.

**In 2021-22 we offered and delivered the following within the 2030-agenda:**

- Course titles: Sustainable results with the 17 SDGs; Leading the sustainability transformation
- Consulting on strategic sustainability transformation as well as organisational engagement and action. Supplemented by tailored trainings in relevant sustainability topics to increase the knowledge level and support action.
- Became supporting partners of the global IDG initiative - Inner Development Goals – with the purpose of accelerating leadership development, supporting leaders in succeeding with the UN Sustainable Development Goals. April 2022, we hosted a DK Hub for the global IDG 2022 Summit. We are helping building momentum for this important global initiative by further developing the content and format and bringing it to our clients.

**In 2022 we plan to:**

In our new Mannaz Sustainability Ambition 2025 and as part of our overall strategy: We will inspire, educate, and collaborate to act sustainably and move what matters. Externally for 2022, this includes expanding our sustainability course portfolio as well as further seeking to include themes of sustainability in all courses (in the understanding of the broader SDG agenda – both green and social). This includes:

- Expanding our portfolio to include sustainable project management
- Expanding our content scope and client outreach to support even more public and private organisations of varying sizes with the tailored consulting and training they need to improve impact.
- We are in the process of developing an NGO academy providing the possibility for free impactful learning thus opening our services up to organisations that are otherwise not able to attend our courses.

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# Code of Conduct

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Mannaz provides innovative business thinking and services in the areas of leadership, talent, team, and organisational development. We are experts in helping organisations unlock the power of human potential via consulting and/or training services. This expertise is the essence of Mannaz, and is the driving force behind our mission to create sustainable teams, organisations and societies.

With an international network of 175 senior leadership facilitators and experts, executive coaches, including learning architects representing more than 40 countries worldwide, our code of conduct exists to establish our way of working with our people, clients and partners. It can be used to support decision making, establish working relationships, align expectations and uphold our organisational values, setting the standard on how we interact with clients.

Mannaz commits to conducting business in accordance with professional standards, laws and regulations.



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### CARE FOR EACH OTHER

- Mannaz is old Norse for “human being” – caring for our clients and colleagues is at the heart of our business.
- In our daily work, we take time to understand the needs of others, we listen without judgement, and work in partnership with others to create impact.
- We make sure all our work is conducted in accordance with internationally proclaimed human rights – as a business operating internationally, we take precautions to ensure we do not engage in forms of forced labour, child labour and human trafficking. Everyone we work with is contractually engaged to meet these standards.
- Physical and verbal abuse is not tolerated in any form. If this behaviour is witnessed in the workplace, we strongly encourage all individuals to speak up and report the information or observation to an appropriate executive in Mannaz, ensuring those in positions of responsibility take necessary action.
- We care about the wellbeing of our people and their development, helping them grow professionally while striking a healthy balance between working and personal life.



### BE RESPECTFUL

- Respecting other’s perspectives, opinions and ideas is at the core of our relationships at Mannaz. We recognise this is the most effective way to foster innovation and create impact.
- Mannaz does not tolerate any discrimination on the basis of race, physical appearance, gender, age, religion, sexual orientation, gender identity, visible and hidden characteristics, disabilities or life choices.
- We wish to promote and celebrate diversity in Mannaz, and recognise that the key to a sustainable future is understanding the strength of diversity and inclusion. In practice, this means bringing diverse teams to our client initiatives, welcoming ideas that challenge the status-quo, listening, practicing curiosity, and embracing new perspectives.
- We respectfully challenge preconceptions, and ensure dialogue and exchange is at the heart of our work, to create the right conditions for impactful work.
- Feedback is encouraged and incorporated as standard practice in all initiatives, to support continuous progress. We empower each other and our clients to request and provide feedback regularly in a constructive and respectful manner.



### ACT SUSTAINABLY

- We are committed to ensuring sustainability is at the core of what we do and how we work, and it is our responsibility to think and act sustainability at an individual and organisational level.
- We promote sustainable development solutions with our clients.
- We provide others with the skills to create impact through activities such as coaching, talent development.
- We encourage blended solutions, with the aim of promoting great environmental responsibility. As a member of the UN Global Compact, we measure and report our progress in creating a sustainable business as individuals, we strive to identify new ways of working which support these goals.
- At Mannaz, we aim to work with suppliers who support our commitment to act sustainably and limit our engagement with those who do not meet this standard.
- We are committed to supporting NGO’s and ensuring our services are inclusive.



### WORK WITH INTEGRITY

- Mannaz works to maintain strong business ethics and we expect our people to demonstrate the highest level of professionalism. In practice, this means:
- All our services are secured by a contractual agreement, and we commit to meeting our obligations as outlined in our agreed terms and conditions.
- Mannaz is ISO 9001 certified, the international standard for a quality management system. This symbolises our commitment and focus on quality in our work and internal processes.
- We engage in dialogue around our fees and services transparently. We deliver on our promises and provide value to our clients.
- We commit to equal pay and a fair wage
- Confidential information is used only in accordance with applicable laws and as explicitly permitted from the outset. Our suppliers and associates agree to protect client confidentiality and sign Non-Disclosure Agreements when working with sensitive information.
- All forms of bribery are strictly prohibited, and we must not solicit, accept, offer or pay bribes when carrying out our work
- In situations where an individual is in the position to benefit personally from work in a professional capacity, we are obliged to declare these conflicts of interest.