

Financial Year 1 July 2021 to 30 June 2022



SUSTAINABILITY REPORT FY22

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1. Introduction

Our sustainability efforts are closely linked to our strategic ambition to be

*the best place for
the best people*



2. A few words from the management

Implement Consulting Group P/S (Implement) is proud to confirm our commitment to the sustainable development of the economy. We fully support the 10 principles of the UN Global Compact and express our full commitment to engaging and contributing to making the world fit for humans and fit for the future – both in our operations and through our clients.

At Implement, we believe we have a global responsibility to partake in making the world more fit for humans. In addition to these 10 principles, Implement has committed to the SBTi net zero target and the 17 Sustainable Development Goals. In FY22 we have taken extensive steps towards stronger commitments and increased transparency in our business.

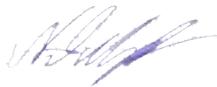
During FY22 Implement, like the rest of the world, was conditioned to continue operating under the COVID-19 pandemic, but we also experienced a slow lifting of restrictions and an emergence of a new normal. During the pandemic, we embraced the increasingly digitalised ways of working. A clear focus going forward is to ensure an operating model that keeps CO₂ emissions low, as well as enabling ourselves 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 the conversation around diversity and inclusion. To strengthen our commitment, we have continued our Female Partner Programme and increased our focus on matching parenthood and work life in Implement. I am immensely proud of how we have secured equal parental leave for all parents. We are pleased with the accomplishments we have achieved so far and passionate about continuing this journey.

Although it might seem obvious for companies to avoid child labour or forced labour, some of Implement's international clients might operate in value chains with lower transparency. We hope to contribute to change in these situations by engaging with stakeholders and showing a way forward. This point is increasingly important as we continue our international growth.

We are truly excited to contribute in the sustainable development of the economy, and we are fully committed to creating change with impact.

Niels Ahrengot



3. Business model and Implement Way of Life

The business strategy of Implement is *to be the best place for the best people*. Our business model is to guide our clients with knowledge, support and know-how *to become fit for humans and fit for the future*. We believe that by doing so we help them become more sustainable, more innovative and more profitable. We also believe that this ambition, combined with our appreciative and collaborative approach of engaging individuals and organisations, will spread like rings in the water and ultimately make the world more fit for humans and more fit for the future – at least a little bit.

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 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. In FY22 we have increased our sustainability governance by explicitly formulating a set of policies for sustainable behaviour, including environmental policy, sustainable procurement policy, waste sorting guidelines, as well as human rights and labour policy.

4. Commitments

Implement supports various global and local initiatives that strive to create transparency in the sustainability agenda for all stakeholders. We are signatories of the UN Global Compact, and in January 2022 we were awarded the EcoVadis silver medal. We are also committed to the SBTi net zero target, and we are preparing for disclosure through the Climate Disclosure Project (CDP) for the first time in 2022, FY23.

4.1 UN Global Compact

In 2015, the United Nations Member States adopted 17 Sustainable Development Goals that provide a comprehensive vision for how we can transform our world for the better. The goals entail a business focus on more than 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.

In 2019, we became signatories of the United Nations Global Compact, to affirm our commitment to communicate our progress on conducting responsible business and making the world fit for the future. We believe that a prerequisite for success in achieving this globally is collective action, which is why we joined the UNGC initiative. At Implement we want to contribute to a brighter and greener future. Therefore, we as a society must make sure that green and responsible alternatives become our natural first choice. Our first step on this journey involved becoming net carbon neutral in 2019 through offsetting, establishing an Energy & Climate Practice, and reducing our carbon emissions. But this is only the start. Implement has fully incorporated the UNGC statements and the 10 principles into our business activities, and we are striving to continue to create an impact and support the development of a fair and equal world.

Implement was founded with a clear vision of creating change with impact and making the world fit for humans and fit for the future. As such, we are inherently strong supporters of the 17 Sustainable Development Goals (SDGs), and we work actively, both internally and with our clients, to advance the goals formulated to transform our world.

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 SDGs is found. We work across industries and challenges, hence across the goals.

Internally, we are particularly focused on SDG 5 (Gender Equality), 8 (Decent Work and Economic Growth) and 13 (Climate Action) and have started several initiatives to ensure a continuous positive development.



4.2 SBTi

In April 2022, we committed to SBTi net zero targets. The SBTi helps organisations set targets for decreasing their greenhouse gas emissions. The science-based targets define how much and how quickly a company needs to reduce its greenhouse gas emissions to be in line with the Paris Agreement.

4.3 EcoVadis

EcoVadis provide a system to allow organisations to evaluate their own and their supply chain's ESG levels. It covers 21 Corporate Social Responsibility (CSR) indicators across four main themes: Environment, Labour and Human Rights, Ethics, and Sustainable Procurement. In FY22, we obtained the EcoVadis Silver medal, ranking among the top 25% of Global Companies assessed by EcoVadis. Our EcoVadis Silver Medal affirms our company's commitment to social and environmentally responsible business practices, which we aim to continue and improve over the coming years.

4.4 CDP

The Climate Disclosure Project (CDP) is the leading reporting framework for companies to disclose environmental information to their stakeholders. CDP was established in 2002 as an international non-profit organisation with regional offices and local partners across 50 countries. CDP is one of the partners of the SBTi, alongside the UN Global Compact, the World Resource Institute and the World Wide Fund for Nature. Established on the principle that good measurement will lead to effective management, CDP's vision is to equip capital markets to address the climate crisis through the transparent sharing of data. We disclosed for the first time in July 2022 based on FY21 data via the CDP climate questionnaire and are expecting feedback in Q3/Q4 2022.



5. Key sustainability performance disclosures

Overall performance:

- Pulse from employees: 4.6 (up from 4.4 last year)
- Pulse from our clients: 4.2 (up from 4.1 last year)

Emission and footprint:

- Emissions are down *9%* from pre-pandemic emissions (FY19)

Diversity, equality and inclusion:

- Set a target to increase the proportion of female partners to *25%* by *2025* compared to 14% in 2022
- Raised our company-wide gender ratio from 29% women to *32%*
- Made parental leave equal for all parents

Training and leadership:

- New learning journey for *all employees*
- *1,500* participants
- Conducted more than *200* learning sessions
- Pulse from leadership: *4.5* (up from 4.4 last year)

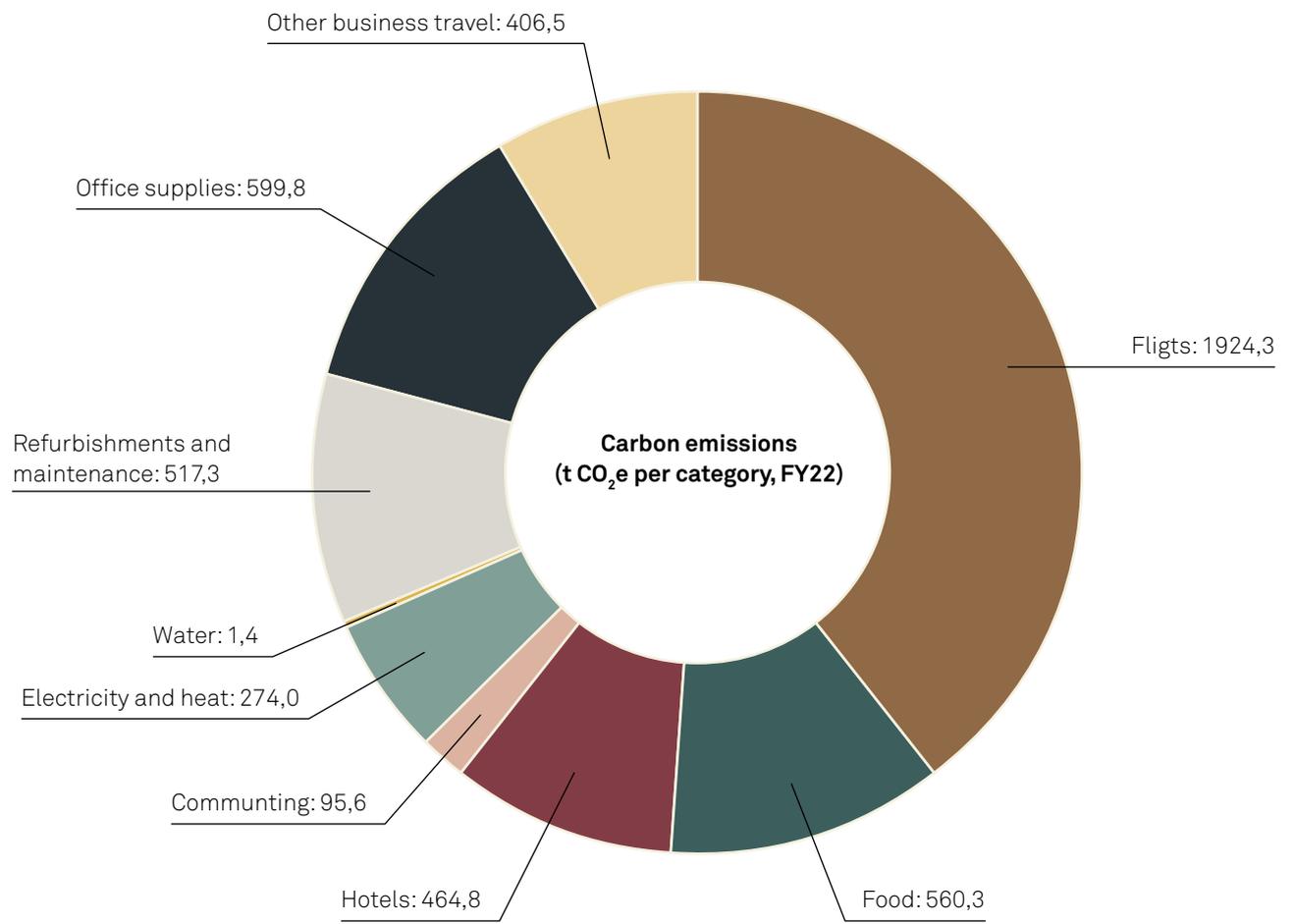
Being a positive force:

- New and *improved policies* on the environment, sustainable procurement, ethics and labour and human rights

What is Pulse?

We measure our performance through Pulse Checks, which are instrumental for us to create change internally and externally for our clients. A number of dimensions are scored from 1-5 and there are different dimensions for internal and client Puls Checks. We have set a target of becoming a 4.9 company.





5.1 Reporting approach

At Implement we are in the process of aligning our sustainability reporting standards to global best practice frameworks. This report was developed using the following five principles:

- **Relevance:** Ensure that the report reflects the activities of Implement and serves the decision-making needs of users – both internally at Implement and externally.
- **Completeness:** Account for and report all GHG emission sources and activities within the inventory boundary and disclose and justify any specific exclusions.
- **Consistency:** Use consistent methodologies to allow for meaningful performance tracking of progression over time. Document any changes to the data, boundaries, methods, or any other relevant factors in the time series.
- **Transparency:** Address all relevant issues in a factual and coherent manner, based on a clear audit trail. Disclose any relevant assumptions and make appropriate references to the accounting and calculation methodologies and data sources used.
- **Accuracy:** Disclose accurate data and, especially relevant for emissions, ensure that the quantification of GHG emissions is systematically neither above nor below actual emissions, as far as can be judged, and that uncertainties are reduced as far as practicable. Achieve sufficient accuracy to enable users to make decisions with reasonable confidence as to the integrity of the reported information. Measure all emissions using the unit CO₂e and covers all emissions of H₂O, CO₂, CH₄, N₂O, O₃, CFCs, HCFCs and HFCs.

For the emission disclosures, our assessment is compliant with the reporting criteria outlined in the GHG protocol and subsequent amendments. In accordance with the principles defined in the GHG protocol, we assess emissions in scope 1, scope 2, and scope 3. This means we focus on the full value chain and include indirect emissions from third parties, such as emissions resulting from the production of purchased IT equipment or radiative forcing caused by aviation. No emissions are overlooked, and we take full responsibility for our direct and indirect contributions to climate change.



6. ESG risk and management

Implement is a renowned Scandinavian management consultancy with a global outreach. This means we continuously need to improve and have a sustainability scope that includes the full value chain across geographical locations.

We take responsibility across all sustainability themes. For the environmental agenda, we strive to improve by reducing our emissions footprint. In FY22, we have taken significant steps to better understand, manage and communicate our carbon footprint and mobilise our employees to drive change. We have deepened our commitments, led internal campaigns and developed partnerships to address our carbon footprint.



For the social agenda, we strongly believe that a diverse work environment is a precondition for us to meet our ambition of being the best place for the best people – in the broadest definition of “people” and irrespective of gender, family situation, ethnicity, sexual orientation, amongst others. Additionally, a diverse workforce better prepares and equips us to understand and help our clients, who are equally diverse. What matters for us is that Implement is a place where everybody’s potential is unleashed. Where everybody feels safe and can bring their whole self to work. To support this journey, in FY22 we have continued our efforts to address gender diversity at all levels, including partner level, while also launching better conditions for new parents. New initiatives are developed in close collaboration with our employees, who are the main stakeholders and the most valuable input givers.

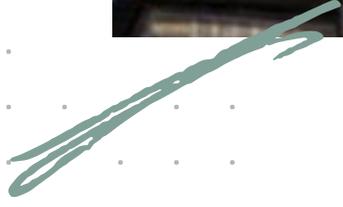
At Implement, we commit ourselves to maintaining a high degree of business ethics in all our operating markets, as described in our Code of Conduct. Since we do not have complex supply chains, we do not see ourselves as being in a high-risk category in matters of human rights and corruption. We remain vigilant when it comes to the impact of our services for our global clients and the implications in their supply chains. We carefully evaluate the ethical considerations involved in client projects before engaging further, with the guiding principle that we, through the way we think, behave and work, will contribute to change and show a way forward.

We focus on behaving in a respectful, moral and appropriate manner and are aware of our ethical responsibilities when we go to work. As a company, we are responsible to our community; as an employer, to our employees; and as a business partner, to our customers and suppliers. We remind everyone of the rules in our Code of Conduct in our annual campaigns and require all employees to read and re-commit to it annually. This year, we have expanded the policies and guideline library tremendously and we will continue with annual campaigns in FY23. As is the case in any form of people business, the sum of the individual behaviours of our employees will, in total, become Implement’s behaviour. Therefore, our overall responsibility of ensuring and respecting the dignity, integrity, privacy and rights of all individuals, irrespective of where, when and how our paths cross, can only be honoured if we all share the same culture and beliefs. We strive to create that common cultural denominator in almost everything we do – our internal and external communication, our way of engaging clients and driving projects, our onboarding process, our internal education programme and, of course, all our common cultural events.

The COVID-19 pandemic has been a major factor during the first half of FY22. During the global lockdown, we underwent a near complete shift from physical to virtual interactions. This transition, which happened during a few hectic months around the end of FY20 and the start of FY21, was a result of the remarkable effort from all parts of the organisation to embrace new digitalised ways of working. A positive side effect was the drastic reduction in CO₂ emissions to a level that, before COVID-19, had been seen as a long-term goal several years into the future. Now, with our newly acquired digital competencies, we have demonstrated our ability to perform our services differently and reduce the carbon intensity of our work. We will continue to pursue an operating model that keeps CO₂ emissions at the lowest possible levels while strengthening our ability to help our clients on their journey towards becoming more sustainable. The virtual arena is, without a doubt, vital for achieving this balance, and something that we will continue to leverage, while taking its limitations into account.

7. Sustainability focus areas

At Implement, we have aligned our sustainability focus areas with our strategic focus, as we believe this will create synergies that support an increased impact on the areas we need to work with the most. Therefore, our sustainability focus areas support our vision to be the best place for the best people. During FY22, we have increased our focus on our emission footprint and our diversity agenda while also emphasising our deep desire to learn and make the learning journey people-oriented. This is formulated in four main areas: ***Diversity, equality and inclusion; Training, education and leadership; Emissions and footprint; and being a positive force.***



7.1 Diversity, equality and inclusion

- **UN Global compact principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
- **UN Global compact principle 6:** Businesses should uphold the elimination of discrimination in respect of employment and occupation

SDG in focus:

- 3. Good Health and Well-being
- 5. Gender Equality

We strive to create and maintain a diverse and inclusive work environment, which is an essential element of our guiding principle for being the best place for the best people. For us, what matters is that Implement is a place where everybody’s potential is unleashed and everyone can bring their whole self to work. A diverse workforce also makes us better prepared and equipped to understand and serve our customers.

Our most valuable asset is our employees. As a result, initiatives to attract, develop and retain the best and most competent people within our fields of expertise is at the top of our agenda.

In FY22, our two appointed Diversity Ministers have continued to work closely with all offices to ensure that our initiatives and improvements come to life in all corners of Implement. We have also continued our Female Partner Programme, to close the gap on female leadership, and our family programme, where we implemented reduced targets for new parents to smoothen the transition after parental leave and allow for adjustment time with a new family setup. We are also very proud that Implement in FY22 decided to give all parents equal parental leave – and when we say all parents, we mean all, including adoptive parents and co-parents. We also take flexibility seriously not only for new parents but for all our people, as we believe people are best equipped to structure a good life for themselves where professional and personal fulfilment and performance is high.

While delivering new results on this agenda, we continue our strong foundation where we believe that our consultants are full human beings. As a company in a high-performance industry, we know that stress and mental strain can become a part of the job if we are not careful.



Therefore, we have a structured safety net where all new employees are matched with a buddy to help them navigate the network culture that is Implement. We also have the “choose your own leader” guiding principle where the “Focus Contract Leaders” play an important role in supporting and developing consultants – also on how to take care of themselves and create psychological safety that allows for extending support. In cases of stress and need for support, Implement has the adequate measures in place with access to mental health and stress management coaches. All full-time FTEs have access to health and well-being resources.

KPI measure	FY21	FY22	Target
Sick leave, days per employee per year	0.87	0.94	continuously maintain <i>below 3</i>
Sick leave long-term, % and employees who have been on long-term sick leave	3.85%	1.79%	continuously maintain <i>below 3.5%</i>
Lost time incidents, % FTE	-	0	continuously maintain <i>below 0.5%</i>

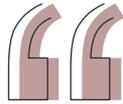
Finding your own way and ensuring growth and personal development is at the core of Implement’s culture. This requires flexibility and willingness to adapt to changes in private and professional priorities. The following three cases provide insight into some of the adaption done to reach personal equity.



Mia Skovhauge, Senior Consultant, Denmark:

Like so many people, after more than 1.5 years in on-and-off lockdown in Denmark, I was eager to get some new input. I aligned the need for travel and physical presence in the projects I was involved in and, as there seemed to be a limited need for physical meetings, I moved to Klitmøller (Cold Hawaii) to surf and enjoy some time close to nature for 5 weeks. I had great support from my nearest managers and had better and more interesting conversations with my clients after some new inspiration and fresh air.”





Tessa Klostermann, Marketing Manager Switzerland:

After a year of working for Implement on the marketing team, I was eager to deepen my expertise with a master's degree. Implement offered me the chance to reduce my working hours to 80% to be able to start a part-time master's degree in marketing at King's College in London. This way I can stay in my job and advance my career, as well as grow my knowledge significantly and earn a master's degree."



Dominik Mattmann, Partner, Switzerland:

Becoming a father completely muddled my priorities within my private and work life. Implement supported me in that dialogue in finding my way with the new challenge of performing as a consultant and being the best dad in three dimensions. Firstly, I had an empathic dialogue with my supervisor and team on creating an environment where there is awareness of my new situation. Secondly, I was able to reduce my targets and salary by 20% and realise a "Daddy Monday". Thirdly, Implement underpinned their trust in me by offering the opportunity to become an owner of Implement the same month that my son was born."

7.1.1 Recruitment and retention

As the world has opened up since the initial strike of the COVID-19 crisis, Implement is beyond pre-pandemic recruitment levels, of course still with a strong focus on developing and retaining current employees. This year we grew in numbers from 874 to 1198. This is a great indicator of our hard work on recruitment and the efforts we have made to create a more diverse workplace.

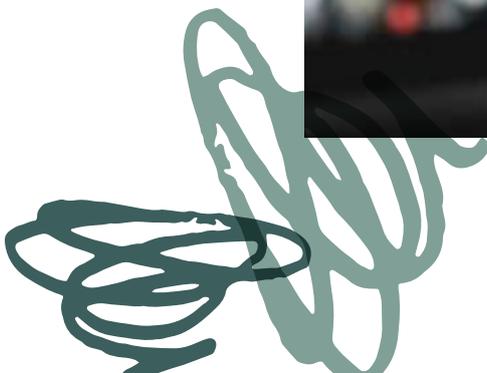
We have seen strong recruitment levels due to a number of factors, such as strong employer branding efforts and our people playing a key role as ambassadors. Every year, the US-based company Vault conducts a European-wide survey in order to "provide in-depth intelligence on what it's really like to work in an industry, company or profession". We are incredibly proud to be among the top-ranking consultancies in job satisfaction and firm culture throughout Europe. We also ranked in the top four for firm leadership, formal training, internal mobility, innovation and interaction with clients.

We are recruiting across gender and age; however, in this industry, it is generally easier to recruit a diverse pool at the junior levels. Nevertheless, we are focused on both recruiting and retaining skilled senior people – and at the same time keeping strong focus on people with young families, where we want to provide a flexible work life.

	Men	Women		Men	Women
Hires FY21	133	64	}	Churn rate FY21	
Hires FY22	247	179		23%	
				Churn rate FY22	
				17%	16%

7.1.2 Internal events

Based on lessons learnt from the pandemic, we have in many instances kept the virtual settings combined with hybrid events. Our monthly Friday meetings have taken a new form, driven by both our growth and commitment to reduce emissions, while also supporting a flexible work life.





7.1.3 Our progress in numbers

There is no exact recipe for how to grow or thrive at Implement because each employee has different needs and preferences. We believe in autonomy and encourage all employees to find their own way. We know there is more work to do when it comes to diversity, inclusion and equality; however, we are committed to this journey and believe that our progress thus far demonstrates our firm commitment.

Total company, employees	Men	Women
Ratio headcount FY21	71%	29%
Ratio headcount FY22	68%	32%



Total company partners	Men	Women
Headcount F21	88%	12%
Headcount FY22	86%	14%

7.1.4 The way forward

Referring back to the numbers, it is no secret that we need to intensify our efforts to secure a better gender diversity ratio, especially at partner level. This is why we have continued the Female Partner Programme, as well as increased our focus on matching parenthood and work life at Implement with the IM a parent_ initiative. We are proud to have made parental leave equal among all parents and that we see support for the Female Partner Programme. Furthermore, our two Ministers of Diversity and Inclusion have continued in their role to collaborate closely with all offices and practices, to ensure that our initiatives and improvements are embraced in all corners of Implement.

We are working on unfolding inclusion even further at Implement, and we are planning a Parent Lab in the next FY, where people in all family situations can participate and provide input on how we foster an inclusive workplace at Implement regardless of family situation.

7.1.4.1 The Diversity and Inclusion Ministers

During the past year, the Diversity and Inclusion team has primarily focused on the topics of gender and parents.

To advance gender diversity at Implement, we have implemented a series of initiatives this past year. We have introduced a Gender Diversity Dashboard for all employees to access. It gives real time data on the proportion of men and women across levels, as well as information about churn and recruitment rates for men and women, respectively. In addition, there has been a broader focus on increasing women's representation in leadership positions at Implement. Most notably on the Board of Directors and in two practices, where we now have co-leadership with both one man and one woman.

We have also provided support in the design and implementation of the Female Partner Programme. This is a one-year programme for 40 partners (both men and women) who over the course of 3 camps have explored the "what, why and how" of gender diversity, with inspiration from external speakers (both practitioners and academics), internal data and research findings, personal development exercises and the co-creation of solutions to be tested across Implement.

In connection to the Female Partner Programme, we have conducted a company-wide survey of all senior consultants to senior partners to explore perceptions of gender barriers at Implement. The survey showed that 7 out of 10 men do not perceive gender to be a barrier for advancing in their career, whereas 7 out of 10 women do perceive gender to be a barrier for advancing in their career. The survey also helped us to identify that gender barriers persist, particularly within our sales activities: there is generally a sense that it can be hard to access internal sales networks. To further explore this finding, we conducted an analysis of our own sales data at Implement. Here we found that men are more likely to bring other male colleagues onto their sales teams, whereas women are more consistently forming gender-balanced sales teams. As an example, we find that sales opportunities with male leads have 80% men on the sales team, whereas opportunities with female leads have 50% men on the sales teams. In response to this challenge, we are continuing to explore the contexts in which the barriers emerge, to identify actions that drive more diverse sales teams (specifically when it comes to gender, age and tenure). We are still in the early stages, yet several pilot projects have already been initiated. For example, one practice has developed an app that actively encourages people to mix and match as they staff sales teams. The app was launched in April 2022, so it is still too soon to evaluate the impact of this initiative, but we believe that the use of data and experimentation will get us far in addressing many of our gender diversity challenges.

Another important milestone in the past year has been the formulation of specific gender targets for 2025. In setting these targets, we have used the gender proportionality principle, which is a validated method for advancing a balanced gender representation in organisations. It is important to note that these targets are not end goals but rather guiding indications of how we would like to progress in the coming years.

Gender diversity targets 2025 target of **25%** female partners
(from the 2021 baseline of 13.5%)

2025 target of **43-50%** female consultants
(from a 2021 baseline of 27-42% depending on consultant level)

In the coming FY, we will continue our focus on parents and gender. We will launch a second cohort of the Female Partner Programme (though under a new name). Additionally, we will investigate opportunities for debiasing the recruitment process and introducing more gender-balanced recruitment teams to avoid situations where candidates only meet Implement colleagues of one gender during their recruitment process. Furthermore, and perhaps most importantly, we will unfold the topic of “inclusion” at Implement through a company-wide survey that benchmarks our own perception of inclusion in our organisation. To act on the survey’s findings, we will work across offices and practices to design and implement initiatives that make Implement an even more inclusive place to work.

7.1.4.2. IM a parent_

The purpose of the IM a parent_ initiative is to make Implement the best place for the best people at any life stage. We want to give our colleagues with young children the conditions to be both ambitious consultants and ambitious parents – these should not be mutually exclusive. One third of our fantastic colleagues leave us within the first year after they become mothers and fathers. It is part of our core purpose of “being the best place for the best people” to provide the right conditions for them to stay. A vital key to succeeding in this is to have fruitful conversations about parenthood when engaging with the persons who are most touched by it.

As such, within the past year, we have worked hard to put parenthood on the agenda. More concretely, we have:

- Reduced the consultant’s targets in the months after they return from parental leave
- Signed up for an active parental leave network and community – “Inspired beyond babies”
- Established structures and guides for before, during and after parental leave (e.g. during: flower bids, care packages, leave buddy)
- Created return-guides that are sent out by HR
- Introduced nudges – via IT flows – to leaders before, during and after leave
- Activated an IM a parent_ internal discussion forum
- Designed an IM a parent_ webpage on the intranet

- Care packages during leave
- Facilitated great conversations through local initiatives and discussions that are popping up in the different practices

Next financial year will be kicked off with our Implement Parent Lab on the 15th of September 2022. Here, we will test our assumptions and solutions with employees and partners of Implement, but also with former employees who left us because they could not balance their work with their duty as a parent. The activities of the forthcoming year will then be planned based on the outcome of this workshop and executed upon in an orderly fashion.

7.2 Training, education and leadership

At Implement, we celebrate mastery. We want all employees to feel like their development is in focus and that they are in the best environment to succeed. Therefore, 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 at deciding who that person is.

At Implement, people can choose their own path and as we grow as a company and expand internationally, we want to offer more opportunities to the experiences of working in different countries, functions, and industries. Gaining experience on projects across various dimensions is an asset to Implement and our people. Practically, people have the opportunity to be on projects in different locations, and we have established our Communities of Passion, where there are endless opportunities to get nerdy on any topic that a group of people care about and want to explore more.

While ensuring that our people are continually developing, we also want to share knowledge and educate our community and stakeholders. We do this through our projects, but we also issue a number of knowledge publications where we showcase and share knowledge that companies can utilise and be inspired by directly – going beyond only marketing. We make this knowledge publicly available and will, for example, not exclude competitors from webinars or events. We believe that facilitating and sharing knowledge will help us in our goal to make the organisations fit for humans and fit for the future.

Number of virtual events in FY22: 41 with more than 5,500 participants.

7.2.1 The new normal

If there is one thing the COVID-19 pandemic has taught us, it is about flexibility and virtual work – something we have always practiced but that we got better at during the pandemic. This requires new focus on how to make, develop and maintain connections between colleagues.

At the same time there is a continued 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 in the office. To ensure 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.

7.2.2 The revitalisation of Implement University

Back in January 2021, Implement decided to revitalise our in-house academy and named it Implement University. The reason for this was that there was a broad perception of a lack of focus on personal and professional development. We needed more coherence between the learning modules. It was difficult to see the effect on the work upon returning. It needed better integration with the focus contract and to include the new perspectives from learning, both regarding content and format. There was also a perception that the learning modules were only for new and young consultants. At best, it had become a tick mark exercise.

Offering a range of impactful customised learning programmes led by highly skilled trainers dedicated to bringing out the best in our consultants, our ambition is for Implement University to be a continuous source of inspiration and competence building. A constantly evolving, surprising and practical source of learning.

The Implement learning journeys are designed to support personal and professional development, at whatever level and whatever functional expertise:

- **Our onboarding journey:** Your first 100 days introduction and front-loading the Implement way when joining Implement.
- **Our consultant journey:** Enabling change is a learning journey intended to accelerate the adoption of a common language and methodology among all Implement consultants.
- **Our commercial journey:** Boosting a commercial focus taking the consultants through all aspects of the Implement way of selling.
- **Our leadership journey:** Building outstanding leadership consists of three ambitious programmes to develop and strengthen our individual and collective leadership capabilities at Implement.
- **Our partner journey:** Catalysing transformation is a learning journey that helps driving real transformation while being curious, appreciative and sensitive to the nature and prerequisites of sustainable change.





To complement these dedicated tracks, our carefully selected masterclasses enable our consultants to dig deeper into topics that are relevant whenever they need to strengthen their competencies even further.

Since its launch in August 2021, we have:

- Trained more than **1,500** participants
- Conducted more than **200** learning sessions
- Provided average **11.8 hours** of training per employee
- Have had more than **125 trainers** all contributing their expertise in these learning sessions.

We expect to continue this journey with the ambitions of:

- ... maintaining the average annual number of training hours per employee at a minimum of 12 hours.
- ... training 100% of our new employees within their first 100 days, to make sure they get a solid onboarding process.
- ... ensuring 100% of our consultants have completed their consultant journey consisting of problem-solving, project management, leading change and facilitation within their first 3 years at Implement.
- ... increasing the share of owners that enrol in our partner journey focusing on catalysing personal and business transformations by 25% by December 2023.



7.3 Emissions and footprint

- **UN Global Compact principle 7:** support a precautionary approach to environmental challenges
- **UN Global Compact principle 8:** undertake initiatives to promote greater environmental responsibility
- **UN Global Compact principle 9:** encourage the development and diffusion of environmentally friendly technologies

SDG in focus:

- 12. Responsible Consumption and Production
- 13. Climate Action

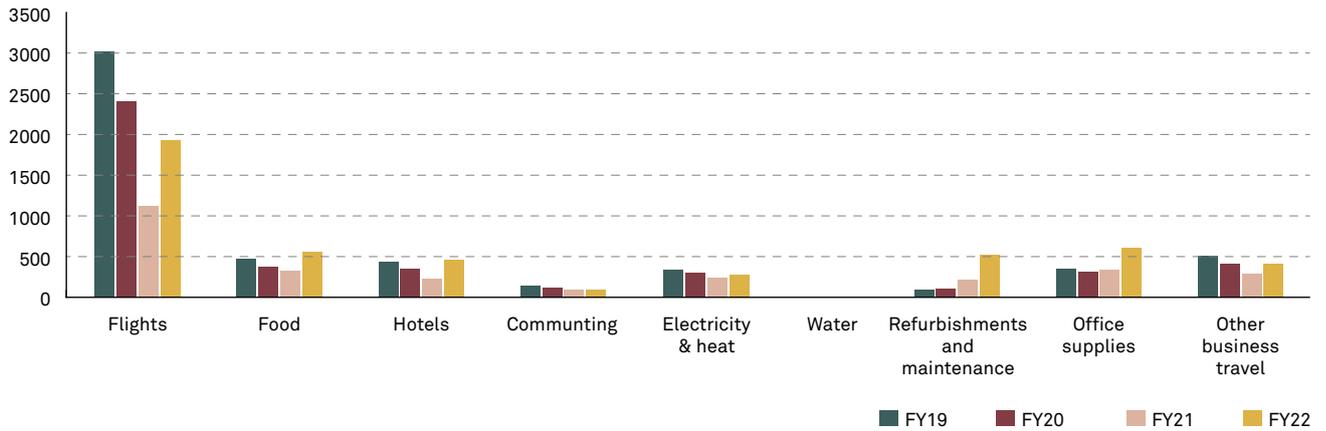
At Implement, we are deeply worried about the current trajectory for our planet's climate. The planet must stay fit for humans – but this requires rapid change.

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.

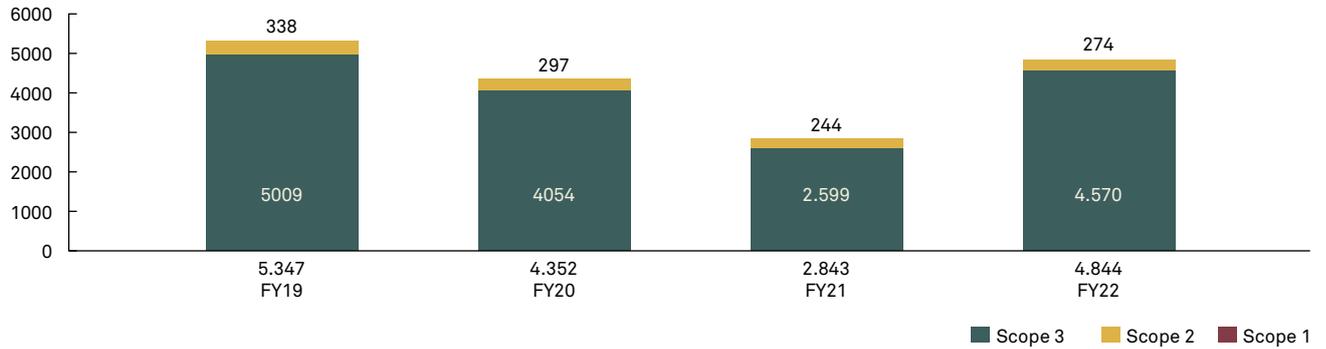
Fit for humans and fit for the future entails, in our opinion, that we must play our part in ensuring that our planet is habitable for many generations to come. Hence, we are strongly committed to keep the increase in pre-industrial temperatures below 1.5 degrees celsius. This is also why Implement committed to the SBTi 1.5-degree target in April 2022. In FY22 we also decided to disclose for the first time to CDP and got our first EcoVadis Silver medal. After receiving this, we immediately announced we want to be even better and improve our score. The work with new commitments and disclosure programmes has been a great accelerator for the internal work developing and communicating policies, progress and expectations for sustainable behaviour.

One key to success in this endeavour is to continue measuring our carbon emissions according to the GHG protocol and subsequent amendments. We always include all emissions from scope 1, scope 2 and scope 3 to take full responsibility for the entire value chain. This also includes indirect emissions of third parties, such as emissions produced from the manufacture of our purchased IT equipment or emissions from our air travel.

Development in carbon emissions (t CO₂e) per category, FY19 - FY22



Development in total carbon emissions (t CO₂e), FY19 - FY22



We are on a journey to reducing our total emissions. This will include travelling less, utilising our online platforms and continuing to look for more sustainable alternatives to our current ways of working. Previous pandemic years have shown us this is possible. The actions and behaviour of the people at Implement are pivotal. Therefore, it comes as no surprise that a key factor of success in avoiding a “bounce back” is for us all to work together to achieve our common goal of leaving the world a little better for generations to come. With small daily individual efforts we can, and will, take a large leap together towards a more sustainable future. This starts with measuring and communicating where we are today on a more individual level. In FY22 we have intensified our internal communication in order to encourage everybody at Implement to act more climate-friendly, and we have engaged ambassadors from all offices to drive local changes and mutually inspire each other – we call this the IM sustainable_ office community. The community has launched an Implement-wide crowd sourcing campaign to gather ideas on how we can reduce our emission footprint. They have ensured that we have great partnerships today that can help our consultants to make more sustainable choices such as biking and e-mobility options. We have also increased our internal waste sorting across all offices.

7.3.1.1 How our partnerships save CO₂:

Roman Acht, Consultant at Implement (472 km travelled and 20 kg CO₂ saved) and Sarah Deljanin, Senior Consultant at Implement (341 km travelled and 14 kg CO₂ saved). Both heavy users of the Donkey Republic bikes that came in handy due to bike breakdowns and busy schedules. Sarah says:



When my bike broke down earlier this year, I got too busy (and maybe a little lazy) to fix it. That's when I started to use Donkeys through the partnership we have at Implement. The partnership has saved me from the hassle of public transport. I love how convenient they are to use, as you can usually find them and drop them off a short walking distance from where you are or need to be (also here at the office). They get the job done, supply me with my dose of fresh air on my daily commute, require no maintenance, are faster than public transport, and pollute less than most alternatives. They may be so good they have further delayed the repairs on my own bike ...

We continue to develop and communicate through our emissions dashboard that is available to everyone on the company Intranet. The dashboard calculates and monitors the CO₂ emissions for every client project, practice and office. This overview enables office and practice leads and project managers to keep track of high-emission projects and the overall footprint of the practice.

7.3.1.2 We want to go further

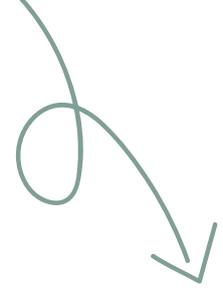
As we work towards further reductions, we are also encountering challenges finding a viable alternative to business travel for flying in the short term. Although offsetting is not a strategy, we have chosen to offset our residual emissions in the meantime until there is a viable alternative for business travel.

In the past year, we have continued to offset our emissions through forest projects like the Kariba Forest Protection project through South Pole. We are also engaged in the Danish NGO Grow For It, where we support a permanent forestation project in Uganda. This aims to re-establish native forests on land that is not being used for any other purpose. With this approach and others, we are taking our initial steps towards becoming a climate positive company.

7.3.2 IM sustainable_

To walk the talk and engage people at all levels and in all places, we have established IM sustainable_. This community has existed and has been driven by passionate colleagues for some years; however, in FY22 the initiatives grew and really pushed the agenda. It is thanks to this amazing team that things like e-mobility and bikes are available, as well as a number of other awesome sustainability initiatives. The initiatives are headed by a small core team, but they are extended to all offices through great office ambassadors who spare and share initiatives to make every office more sustainable. We believe that strong leadership commitment paired with a passionate grassroots movement will truly make Implement the best place for the best people – also when it comes to climate and environment.





The “Did You Know?” concept is the communication and information campaign from IM sustainable_. Through this, we aim to inform and guide our colleagues. Through the campaign they can learn more about the many sustainability initiatives on the (reusable) foamboards, posters and postcards around our local office, as well as emails and event booths in the canteen and country offices on special occasions.

7.3.3 Our commitments

We are committed to...

... being climate positive

Continuing not only to offset our current emissions year by year, but also gradually taking care of our past emissions over time.

... continued transparency about our carbon footprint

We continuously measure our climate footprint, according to the GHG protocol, through our transparent and digital setup that enables us to track our emission on a monthly basis. We are using this data to guide our transition towards a carbon neutral future. In addition, we are also disclosing through CDP to increase external transparency.

... actively working to reduce our carbon footprint

We have committed to SBTi net zero and have started the work to develop an ambitious transition plan.

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

We will continue our commitments to global standards as an active UN Global Compact signatory, as well as to our work with our clients on this agenda. We aim to work even more on this agenda with our clients as cross-Implement functional areas of expertise.

7.3.4 Transforming our business

In FY22 Europe moved out of the pandemic lockdown, and it has been amazing that we have been able to do what we do best – be with our clients again. However, we want to use all the lessons from the global lockdown to transform our business and utilise the tools we have acquired to fly less. Being an international company helping clients around the world, and with a focus on incorporating CO₂ targets into all our projects, we have experienced various challenges due to not being able to be with our clients in person for a long time. Due to our agility and strong culture, we found many new ways of collaborating virtually and assisted our clients in solving both known and new problems without being together physically. Working virtually has had an immense impact on the reduction of our CO₂ emissions for FY21 and part of FY22, and we want to do everything we can to not “bounce back” to pre-pandemic levels. By doing everything we can virtually, we have reduced our international and domestic travel significantly. This new way of working is something we believe is here to stay. Therefore, we will continue to develop our ways of working virtually and continue to find ways of reducing our CO₂ emissions.

7.4 Being a positive force



- **UN Global Compact principles 1:** Businesses should support and respect the protection of internationally proclaimed human rights
- **UN Global Compact principles 2:** make sure that they are not complicit in human rights abuses
- **UN Global Compact principles 4:** Elimination of all forms of forced and compulsory labour
- **UN Global Compact principles 5:** Effective abolition of child labour
- **UN Global Compact principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery

SDG in focus:

- 8: Decent work and Economic growth

At Implement, we acknowledge that we exist in a community both on a micro local level and in the larger global level. This is why we have strict business ethical standards for how we operate, we also want to give back to the communities we operate in. In FY22, our consultants once again engaged with a number of local NGO's to provide inspiration and tools to different groups that can use this to make great things happen.

In FY22, we became EcoVadis-certified and obtained the EcoVadis Silver Medal, ranking among the top 25% of Global Companies assessed. Our EcoVadis Silver Medal affirms our company's commitment to socially and environmentally responsible business practices, which we aim to continue and improve over the next years.

During the past year, we have significantly improved our sustainability governance structure. We started the journey with the purpose of re-enforcing our governance and ethical business practice. We ended up not only achieving the goal but also setting up a clear and well received structure to enable our people to be ambassadors for sustainable change.

We have worked to improve our existing policies on the environment, sustainable procurement, ethics and labour and human rights. We have worked to achieve key measures for certification, taken practical actions on important topics like waste, decarbonisation, energy consumption, supplier social practices and internal ethics as well as awareness training on different types of internal and external practices. A third party hosted whistle-blower platform has been implemented. We have created a roadmap for implementation of sustainability risk analysis and further emission reduction initiatives.

We will continue working on our internal governance by setting new KPIs to monitor our environmental, social and governance performance. We will further improve our policies and offer training for all our employees, to educate and enable them to act in accordance with the policies and goals.

In addition, we will work on improving our EcoVadis score in all the different areas of environment, sustainable procurement, ethics, labour and human rights. Everything will be developed and implemented to ensure that the key principles of accountability, transparency, fairness, and responsibility are clearly met in our company.

	FY21	FY22	Target
% employees completing code of conduct survey	89%	83%	100%

7.4.1 Corporate citizenship

We are fortunate at Implement that many of our consultants deeply wish to give back to society. As a company we provided donations on corporate level for victims of the war in Ukraine. We did this through Red Cross International and UNHCR. We are also happy to provide a platform for our consultants to engage in organisations that are close to their hearts and encourage and celebrate the passion that our consultants apply to sharing their energy and skills beyond projects and client work.

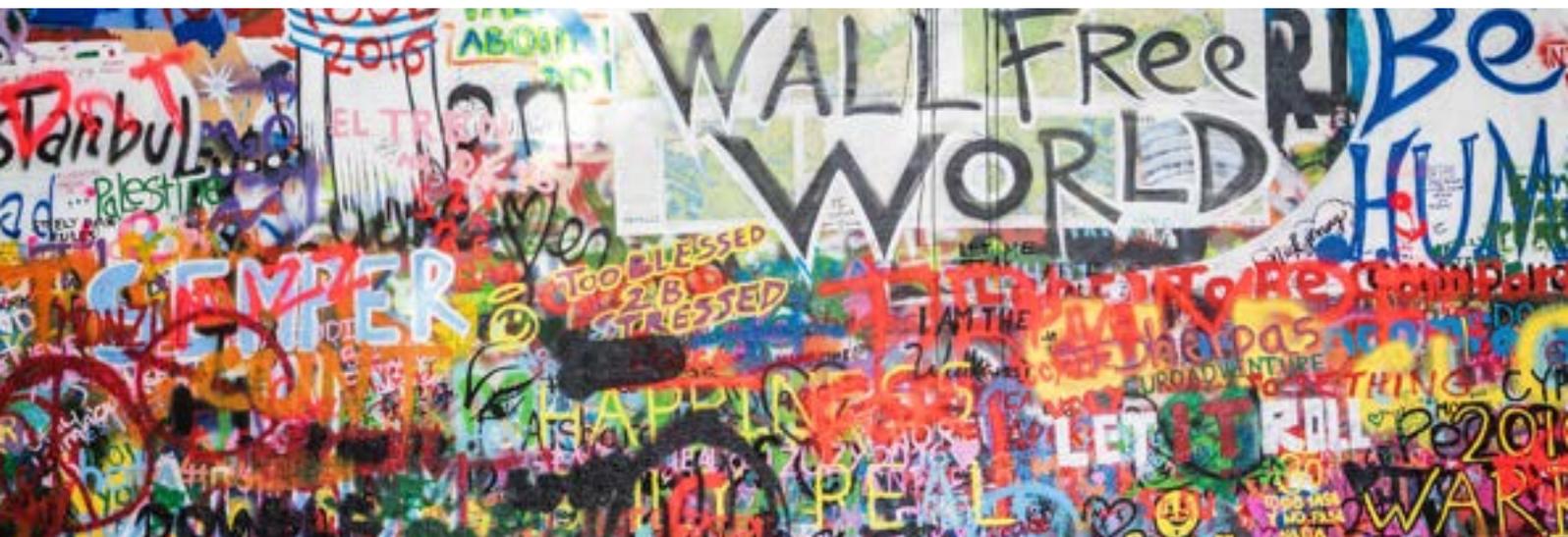
Implement's 7 principles for taking social responsibility

- We contribute where Implement creates real value
- We contribute with human capital and materials
- We support consultants who donate their time
- We ensure that the organisations we work with engage in joint activities – and have a specific objective
- We support organisations that share our wish to change the world a little bit and cannot pay for our services
- We support projects involving several Implement employees
- We focus on the impact that our activities create

Mind your own business: Since 2018, we have been proud business partners with Mind Your Own Business (MYOB). MYOB is a CSR initiative with entrepreneurship as the focal point. MYOB engages boys aged 13 to 19 growing up in 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 partnership includes workshops with volunteers working with the microcompanies, focusing on strengthening their facilitation skills and deepening their understanding of group dynamics to further the output of microcompanies. Despite the COVID-19 pandemic, the collaboration with MYOB has been sustained, albeit virtually and at a smaller scale. In addition, Implement continues to be a strategic partner of MYOB.

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 in 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 four training sessions focusing on tools and methodologies used by the consultants in their everyday work. In FY22, 21 young people participated and gained the courage and received the tools to think and be innovative, creating projects that focus on strengthening communities and contributing to a diverse and committed everyday life in Nørrebro and the surrounding area.

Swiss Refugee Council: As a reaction to the Russian invasion of Ukraine and its subsequent refugee crisis, the Swiss Refugee Council, in cooperation with other refugee agencies in Switzerland, has set up a project to coordinate offers from the population to house Ukrainian refugees privately as an urgently needed alternative to collective accommodation provided by the State. The Swiss Refugee Council is working closely with the authorities, partner organisations, potential private hosts and refugees to arrange appropriate accommodation. In addition, it offers support for refugees and hosts before, during and after the placement. Implement contributes as a sparring partner of the Swiss Refugee Council and supports the successful implementation and strategic development of its host family project.



7.4.2 Human rights

Implement has committed to promoting internationally recognised human rights and complying 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 business partners who are violating human rights. When consulting in countries with a history of human rights violations, we are always in close contact with the Danish authorities regarding how to make sure we leave a positive impact on the world. In FY22, we have continued to respect and promote the Universal Declaration of Human Rights – both within the company and towards our clients.

As stated in our Implement Way of Life, 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 Implement Way of Life 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 our owners and employees to take responsibility in complying with human rights and inform superiors if they experience any unacceptable working conditions or behaviour.

7.4.3 Anti-corruption

Implement has a long-standing anti-corruption policy, which is included in our Implement Way of Life. We have zero tolerance for corruption, including bribery and facilitation of payments. No partners or employees engage in any interaction or relations with a third party that may compromise our business ethics. Our ethical rules and guidelines for avoiding compromising situations are laid out in our Implement Way of Life, 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 employees to inform their superior 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.





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