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# Sustainability Report

The background of the entire page is a close-up photograph of lavender flowers in shades of purple and blue. The flowers are in various stages of bloom, with some showing their individual petals and stamens. The background is slightly blurred, creating a soft, natural feel. Overlaid on the bottom half of the image are three large, solid blue geometric shapes that resemble stylized letters or abstract forms, partially obscuring the lavender flowers.

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Contribution to the  
SDGs

# About us

For over 20 years, Hauska & Partner has been consulting clients in establishing relations with their stakeholders and communicating their purposes. In recent years, we have established ourselves as valued professionals providing advice in strategic communications, organizational development, CSR and sustainability.

## STRATEGIC CONSULTING

issues and risk management  
reputation management and positioning  
stakeholder relations  
investor relations, M&As, IPOs  
media relations & campaigns  
internal relations & corporate identity  
integrated communications  
political, economic and social analyses  
sectoral analyses & position papers  
trainings & workshops

## SUSTAINABILITY & CSR

sustainability strategies  
integrating ESG in business strategies  
sustainability reporting  
CSR processes & programs

## ORGANIZATIONAL DEVELOPMENT

corporate culture development  
employer branding  
employee experience  
employee engagement  
storytelling & leadership

## VISION

**We lead the corporate relations business**

With excellence in corporate relations, our consultants lead in creating value for our clients, business, society and environment. We are respected as a state-of-the-art, open-minded learning organization in bringing new values.

## VALUE PROPOSITION

**We support ambitious companies and organizations in responsible management of their impacts and creation of a sustainable and prosperous future.**

With multi-disciplinary consulting we support and empower ambitious organizations in understanding key issues, connecting with their stakeholders and managing their impacts.

We help them to adapt to changes fast, solve their business and communications issues and create innovative, bold and socially beneficial solutions.

We believe that with our know-how, dedication and ethical approach we can encourage the prosperity of our clients and partners and create positive changes together with them.



# Our value proposition

We help our clients in communicating their purpose, becoming more responsible, providing excellent workplaces to their employees. Our unique set of services and individual strengths of our consultants provide a unique perspective and value on the market.

Cooperating with us, the clients can improve their communication, processes, how-how, impacts and business results.

## OUR APPROACH

### Enabling

We encourage, organize and facilitate our clients' ideas. They know their business. We know how.

### Organizing

We systematize various areas and organize a context for clients in which we make their business easier.

### Creating

Together with our clients we create new solutions. We suggest creative approaches.

### Guiding

We guide clients to understand their challenges, become aware of their potentials and trends, and come up with solutions.

### Advising

We advise clients on how to approach problems, solve them, build relationships and communicate.

### Educating

We educate clients in new knowledge and skills. We train and empower them.



# Matching our stakeholders' values

## #1

### EXCELLENCE

With excellence in sustainability consulting, organizational development and strategic communications, our consultants lead in creating value for our clients, business, society and environment. We are respected as a state-of-the-art, open-minded learning organization in bringing new values.

## #2

### RELIABILITY

Our behavior makes us deserving to be trusted and entrusted with assets and intangible values. We care for stability and provide protection, help, advice and consulting taking into account our stakeholders' rights and interests.

## #3

### CONTRIBUTION

Our purpose is to provide the best consulting services to our clients, safe employment and good framework for professional development to our team, prosperity to our shareholders, tangible and intangible benefits to society, constantly adding in value, scope, quality and strength.

## #4

### PASSION AND DEDICATION

The best consulting has to cultivate element of passion and strong belief, a dedicated approach and full commitment to stakeholders and issues attached. Passion and dedication mean additional energy invested in our work, greater attention to issues, better identification with clients and greater loyalty.

## #5

### DIVERSITY

We value our similarities and differences, and we take efforts to understand each other and merge diverse experience and knowledge to build a strong network of people who work together as one team.

# A word from our managing team

Many interesting, rewarding and heartwarming experiences and successes marked our journey through the year 2022. Having confirmed our strategic directions, we achieved new achievements in sustainability and organizational consulting, both in terms of client diversity and expansion of services. It was an exciting year, crowned with two changes – in our corporate identity and new office premises. And – we like them both!



Our in-depth specializations into ESG and leadership & culture topics demanded a high-level of continuous education, more agile ways of work to enable flexible adaptation to clients' demands and supporting them in their business endeavors. Consulting business does not offer a comfort zone – at least not in our approach of tailor-made solutions and curious care for industry-specific issues. With our long-term clients we initiated numerous new projects and with the new ones we jointly tackled their challenges.

**SANJA PETEK MUJAČIĆ**  
**Managing Director, Partner**

**DARIA MATELJAK**  
**Managing Partner**

**GORANA PAVIČIĆ NIŠEVIĆ**  
**Senior Consultant, Partner**


Our motivation to contribute to the responsible management of environmental and societal impacts prompted us to enrich our portfolio of partnerships. We co-created many opportunities to raise awareness on important topics such as climate, environment, social issues, human rights or corporate governance. Our passion, dedication, contribution, reliability and excellence in work were rewarded by the gratitude and loyalty of our clients and partners.

We embrace the year 2023 with increased enthusiasm and great ambition. The change continues to be one of the highlights, having in mind dynamic developments in the labour market and our demand for new expertise. In volatile times we have proven our resilience and are looking to the future with curious enthusiasm and a great desire to add our modest contribution to a more sustainable and humane society.

# Our approach to sustainability

We live in an everchanging VUCA world that poses new challenges on a nearly daily basis to governments, businesses and individuals. Our focus on providing guidance and advice to our clients as well as maintaining physical, mental and material wellbeing of our people and general sustainability of our small operation remains our biggest challenge - but also a daring opportunity.

Set of services we offer are unique to the Croatian, and possibly regional market. Our three pillars - CSR, organizational development, and strategic relations - do not function as siloses; rather, they are all interconnected under one roof, sustainable development. Therefore, working with us provides our clients not only consulting on specific area of business development, but an opportunity to consider overall sustainability of their operations.

 **We support ambitious companies and organizations in responsible management of their impacts and creation of a sustainable and prosperous future.** 

As for our own sustainability, the biggest impact we see in how we create the culture of collaboration, personal development, openness and feedback for our team members. This is closely entwined with partnerships we forge with our other stakeholders like expert and interest associations, peers, sustainability community, institutions and the media.

Many aspects and impacts recognized by bigger companies with significant direct physical impact are not material to us; this does not exclude us from partnering with them to create positive impact. Therefore, regardless of the fact that we as an organization do not have a major climate impact - for example - we partner with our clients to assist them in managing their own and thus contribute to the European and global climate goals.

To this end, we also advocate urgency in climate change management and participate in dialogue aimed at this on the national level.

## Our stakeholders

We maintain constant dialogue with our stakeholders, to improve and further our development and contribution.

Employees

Clients

Potential clients

Business partners and suppliers

Expert and interest associations

CSR and sustainability community

High education and academic institutions

Peers and competitors

Civil society organizations

Media

Our concept of consulting embraces strong focus on responsibility management. We abide by the strictest business standards and are recognised on the market as uncompromisingly ethical consultants.

We maintain simple and straightforward, the 3Ps approach: Performance, People and Partnerships. We continue to do this by following and matching our plans and actions with UN Sustainable Development Goals and UNGC Principles.



# Managing impacts

Our strategy prioritizes not only our own development and growth as a company, but also managing our material impacts on society, economy and environment. We realize that our three strategic topics overlap in many aspects and work to utilize this to bring benefit to all our stakeholders.

## #1

### RESPONSIBLE CONSULTING

Our way of working offers reliable service and excellence in projects. We provide advice which can improve our clients' economic, social and environmental performance, strongly focusing on their unique issues and challenges. Highly loyal, we work under uncompromised ethical principles to secure success for our clients.

We believe that the best results are achieved only by the inclusion and engagement of our stakeholders, including diverse opinions, views, concerns and ideas that enrich all our projects. We manage our company transparently, ethically and by including our colleagues in planning and decision-making.

## #2

### COLLABORATIVE ACTION

Avid monitoring of the sustainability context enables us to encourage and initiate partnerships, dialogue and collaboration to advance sustainable and organizational development.

In light of climate change action, we strive to strengthen our indirect positive impact by consulting clients in adopting robust climate strategies. We tackle their social challenges by offering advice in development of fair and inclusive organizational cultures. We are truly dedicated to the realization of SDGs.

## #3

### FOSTERING SUSTAINABILITY

We strive to empower each other, as well as encourage collaborative thinking and cultures.

Equally valuing our similarities and our differences, we take efforts to understand each other and merge diverse experiences and knowledge to build strong network of people who work together as one team. Respecting human rights, fostering diversity and inclusion are our main principles.

## #4

### EMPOWERMENT





# Responsible consulting

As a consultancy focused on sustainability, organisational development and change management, we are aware of the responsibility of our clients' impacts on the environment, society and governance.

Advising them in impact management, we strive to leverage their sustainability potential to create market and stakeholder values. Our purpose is not only to support their business growth but also to facilitate sustainability-related transformation based on strong values and ethics.

# Fast-paced evolution

*SDGs: 8, 10, 12, 13*

*UNCG Principles: 1, 2, 6, 7, 8, 9, 10*

The year 2022 was for us the year of fortification of the newly developed strategy, which led us further in the new direction we have set up in 2021. The effects of an ever-changing world, emerging trends, market opportunities, and regulatory changes have presented our clients with numerous challenges. In response, we have offered them strong guidance in incorporating sustainability and ESG standards into their business strategies as well as assistance in the advancement of their organizational abilities by enhancing their internal capabilities.

We supported an increasing number of clients in the fields of sustainability consulting and organizational development, at the same time developing our expertise and support in strategic communications to help them communicate and engage with their stakeholders better.

We have chosen consulting services that resonate with our values, passions, and skillsets. We helped clients adjust better to the demands of the local market and global demands. Over the years, we have honed our expertise in these areas and take immense pride in being at the forefront of delivering high-quality consulting services. As 2021 was our year of change, 2022 is the year of fast-paced evolution.

## Developing industries

Our fee income in 2022 was generated from various industries, with ratios not unlike the previous year: we generated 30 percent from banking and finance, 22 percent from energy sector, 15 percent pertained to industrial production sector, 20 percent from ICT and 4.5 percent from retail and wholesale. The entirety of our fee income in 2022 came from our three strategic areas, with strategic communication still at the forefront with 54 of fee income, followed by ESG and sustainability services (41 percent) and organizational development (5 percent). Already in 2023 the ratios will increase in favour of sustainability and organizational development services.

We cherish the long-term cooperation we realize with our clients, some of them relying on our support and consulting for more than 10 or 20 years.

Eighteen out of 26 clients were retained in 2022 from the previous year, while we have cooperated for more than three years with 12 clients we consulted in 2022, carrying on successful collaboration with most of them into 2023.

In 2022 we supported nine clients from various sectors: energy, infrastructure, industrial production, banking and finance, IT and telecommunications, and the gaming industry, in developing sustainability reports, materiality and stakeholder engagement. We expanded our services by offering support in the development of sustainability/ESG strategies as well as implementation of ESG criteria in business operations.

We offered services in the areas of organizational development, including the development of diversity programs and policies, development of leadership skills, leadership storytelling, organizational culture, values and behaviours, employer branding and various other topics that contribute to the development of organizations, teams and individuals.

## Learning organizations

Substantial global changes that drive the need to change the paradigm of operations, especially those of large businesses with large impacts, pushed forward the need of their people to understand their environmental, social and political context, global risks and regulatory demands put forth by international agreements but also by the European Green Deal. This is why 2022 was the year in which we utilized our consulting experience to provide education and training to our clients, especially in the fields of sustainability reporting, emerging regulations, and demands to implement ESG criteria in their operations. We held more than 30 workshops for clients in 2022, helping them to develop competencies of more than 600 people.

Wanting to know more about the levels of understanding of sustainability demands in the business community, in 2022 we launched ESG meter, an ongoing tool enabling us to collect insights into education needs on the market and the self-estimate of people we come into contact with about their understanding of these demands.

## Client feedback

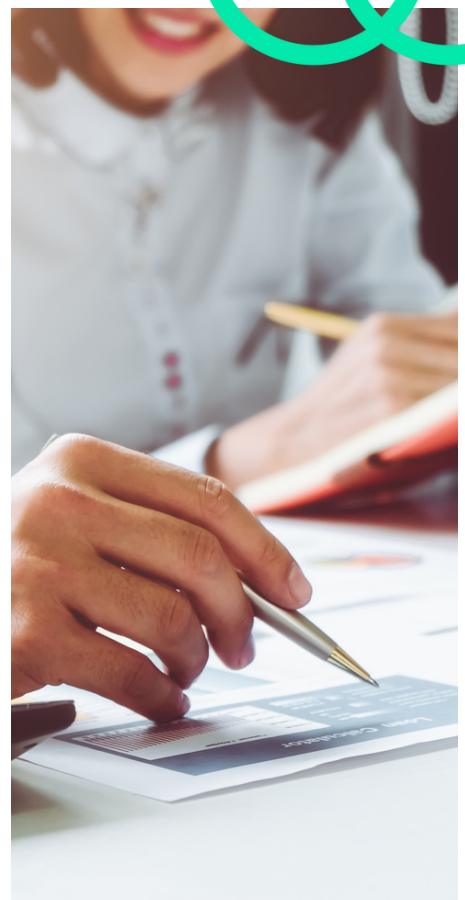
We place great importance on the feedback we receive from our clients, which informs the refinement of our consulting services and the shaping of our consulting focus areas for the future. In 2022, we continued to engage our clients in dialogue as a part of our quality management process. We solicited their perspectives on the particulars of our services and received positive feedback. Our clients expressed high levels of satisfaction, citing our proficiency in comprehending their challenges and industries, our collaborative success, our ethical work principles, and our commitment to their objectives. There were no client complaints, but we did receive positive testimonials regarding the quality of our work.

The path to a sustainable future is not easy and is full of challenges, but when you have Hauska & Partner on your side, everything is easier. We are sure that the grass is greener with them.

They selflessly share their knowledge, time, and expertise in a wonderful, warm, friendly cooperation. They have an answer to our every question, they are there to help us at every step and in the best possible way motivate us to reflect and strive for better on our ESG path.

As we want to do everything honestly and transparently, we found such partners in them. We are ready for all the challenges that await us, and as sustainability, we look forward to the longevity of our cooperation.

Iva Gredelj, Head of Office of the Management Board, Span d.d.



## Ethical and sustainable consulting

In our everyday operations, we remain committed to integrating ESG criteria into our own business strategies and measuring our impact. We pursue good corporate governance and responsible business behaviour. Our decision-making is based not on legal compliance, but also on our strong values. We value the input of all our colleagues, driving our strengths from our diverse team.

Our primary focus in the environmental segment is to assist our clients in combatting climate change, promote awareness, and strengthen companies' capacities in implementing best practices for environmental and nature protection. Being a small company, our direct environmental impact is relatively small; however, our indirect impact is multiplied with every client we advise in these areas. In 2022, we joined the celebration of the World Environment Day under the slogan #OnlyOneEarth.



We only have one planet and a million opportunities to make it a better place for us and generations to come. That is why we boldly and with an eye to the future continue to advise clients that care for the environment, society and employees are the only true path to a better tomorrow.

Apart from assisting our clients in establishing sustainable management of their value chains and incorporating advanced human rights practices into their business processes, we focus on developing our own workplace as one of respect, openness and opportunities. Finally, leveraging our partnerships, we promote social inclusion, justice and equal opportunity in the business society.

We measure our sustainability development by participating in the Croatian Sustainability Index (HRIO) ever since its establishment. In 2022, we scored a total of 375 points (compared to the SME average of 245.75), relatively similar to the result in 2021 (383 points).

The positive attitude towards the topic of sustainability, diverse knowledge and experience, convinced us that we have chosen the right partner to help create quality and accurate information about sustainability for our stakeholders.

This cooperation brought about a change in thinking about sustainability and a closer approach to the application of sustainability which we really needed.

The diverse team brought freshness to our daily work of reporting, with a friendly partnership tone that brought a nice sense of community in the work.

Ines Bosnar Šmituc, Head of Accounting and Finance, Medika d.d.

## Objectives for 2023

Develop existing and launch new client services in ESG, diversity management and organizational development. KPI: number of new products developed and launched.

Expand the number of clients in our strategic areas. KPI: increased fee income based on these areas.

Increase our portfolio in industries in which we have proven our expertise: finance, energy, ICT, and industrial production. KPI: increased number of clients.

Expand our services to strategic planning in sustainability and organizational development by driving their strategy development in these areas. KPI: number of clients consulted.

Continue educating the market in integrating sustainability and ESG in their business strategies and developing their stakeholder relations. KPI: number of initiatives and hours dedicated to clients' and market education.

Boost performance quality control and engage clients in addressing their most pressing sustainability issues. KPI: feedback from clients.



# #2

# Collaborative action

With emerging challenges, social responsibility and sustainability have become a primary focus for many organizations. They have recognized the necessity to restructure their traditional operational methods, business conduct, and stakeholder engagement strategies.

Our objective in establishing and fostering partnerships is to play an active role in enhancing professionalism, advocating for responsible practices, promoting CSR and sustainable development and forging alliances in supporting awareness raising on the market.

# Working together

SDGs: 4, 5, 10, 12, 16, 17

UNCG Principles: 1, 6, 8, 10

Within our company, we employ the same principle, embedding collaborative action in our culture and everyday work, in which we share experiences and opinions openly to support the advancement of our business.

## Leading by example

Transformation, as the operating term in 2021, continued in 2022 as well. Continuing the focus on our culture, internal processes and the development of individual and team capabilities, we also wanted to confirm our new direction and a new approach to the market.

Our management team changed in 2022, with three partners taking over the leadership of the company: Managing Director Sanja Petek Mujačić, Managing Partner Daria Mateljak, and Gorana Pavičić Nišević, Senior Consultant and Partner.

The company is managed on the basis of openness and collaboration; we hold regular weekly consultancy meetings, in which we discuss client work and internal current issues, as well as quarterly and annual team meetings, aimed at the strategic development of key areas and informing the team about the financial results of the company. Each of our colleagues is encouraged to propose initiatives, whether they be educational, new business approaches, marketing or sales. Our social media team takes great pride in carefully developing our online communication, which does not only serve to present our work to the public but also to offer new value to our followers – information, education and inspiration.

In 2022, we also underwent two major changes: the change of our corporate identity and the move into the new office space. Our new identity communicates not only our willingness to assist, consult and advise; we wanted to show our preparedness to change, passion and inspiration, visionary approach and pioneering influence.

We wanted everyone to know we are a team that acts with purpose and faith in what it does. Moving offices after ten years were brought on by our growing business and the need to offer our people improved working spaces, comfortable and set up for collaboration, in the bustling Zagreb's business center.

## Visionary events

We highly value our partnerships with leading industry associations and institutions, and we lend our expertise and knowledge again this year, joining them in the organization of some of the most important business events.



We were the co-organizer of the Croatian Business Council for Sustainable Development's Conference on Sustainable Development, continuing our role since the beginning of this most prominent event for sustainability practitioners and the business community in Croatia.

The 14th conference was followed by three hundred participants, live and online, which proves the growing interest in this topic and its importance. At this conference, we discussed the application of the future European standard for sustainability reporting and all three of its aspects - environmental, social and governance.

In 2022, we again supported the conference Let's Support Sustainability – Together for a More Resilient Future, organized by the Croatian Chamber of Economy. The future of sustainability, new business models, challenges, possible solutions – all this and more were the topics of the conference for which we served as the program partner. Our consultants Riki Pahlić, Dino Galinović, Gorana Pavičić Nišević and Daria Mateljak helped co-organize and facilitate a workshop for representatives of the companies supporting the conference.



Following the great interest in the previous year, we again co-organized Employer Branding Academy with our partner Lider Media. The Academy was led by Sanja Petek Mujačić and Đurđica Preočanin Korica, with 25 participants from various industries.

Finally, but not less importantly, we assisted Volunteer Center Zagreb in the communication of their annual Conference on Corporate Volunteering, aimed at creating connections of civil society and the business community. Apart from communication support, Sanja prepared a panel on corporate volunteering for the conference, while Gorana presented the obligations in “S” segment, with focus on community programs and volunteering, that awaits large companies within new reporting obligations under CSRD.

## Inspiring meetings

Getting to know new people with interesting initiatives helps us not only gain new perspectives and learn but also opens the doors for collaboration opportunities. This is why we periodically host meetings for our team with experts in different areas, all focused on sustainable development.

In 2022, we hosted experts from Intimina, a company producing, among other, menstrual cups, to discuss the environmental and social implications of current treatment of this natural physical process.

We talked about menstrual poverty and the implications of traditional forms of menstrual hygiene products on the environment, as well as how new solutions help to deal with all these challenges.

Fundraising expert Mladenka Majerić visited us to talk about social initiatives and fundraising for projects, growing our understanding of the details of this social practice. On the other hand, innovation in environmental protection was presented to us by partners in SeaCras startup, a growing business offering the service of satellite imaging of sea and water pollution that can help communities and companies better manage their water wealth.



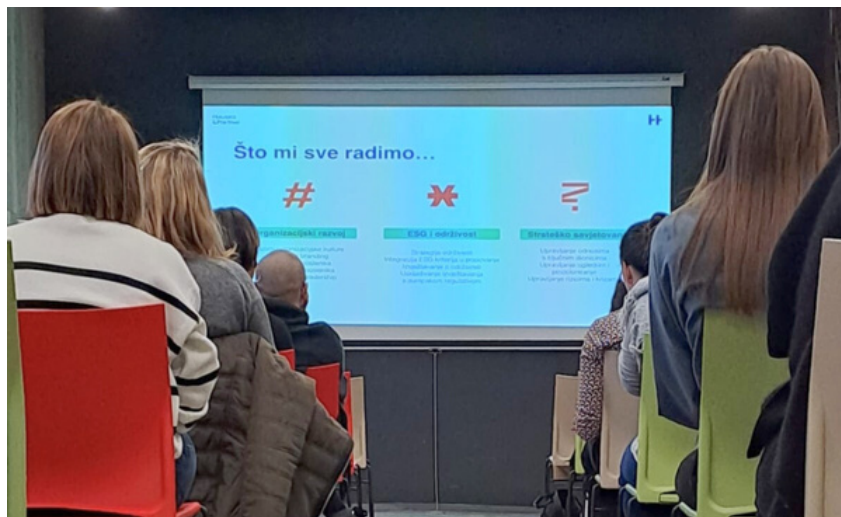
Diversity means being invited to the party, and inclusiveness means being invited to the dance – that is why we invited our partners from CBCSD, which implements education about these topics, to help us further educate ourselves and become aware of our unconscious biases.



## Strong partnerships

We remained dedicated to our long-standing partnerships with organizations, institutions, companies, media and individuals. We continued and enhanced our contribution to the Croatian Business Council for Sustainable Development, Gender Equality Alliance, ICC Croatia, UN Global Compact, Croatian Public Relations Association, CSR Association with the Croatian Chamber of Economy, U4HR, and HURA (Croatian Association of Communications Agencies).

Our Managing Partner Daria continues her role as the Diversity Charter Ambassador, while Gorana is a member of the ICC Croatia CSR and Anti-corruption Committee. Sanja is at the head of EACA taskforce. Partnerships with the academic institutions continued by Daria lecturing in Sustainable Development and CSR at Edward Bernays University College.



In 2022, 139 hours were invested in lecturing at higher education institutions. In Croatian Sustainability Index (HRIO) we accomplished 88 percent in the section of Community Relations (compared to the SME benchmark average of 47 percent).

## Ongoing objectives

By creating dialogues and education opportunities, support the market in implementing new ESG regulations, promote sustainability and influence raising the quality of CSR practices.

Contribute to our partner organizations by providing our expertise, co-organizing events and developing new methods of collaboration.

KPIs: number of events, collaborations, participants, no. of publications and interactions, stakeholders' feedback and testimonials.

Hauska & Partner is one of the most prominent companies in matters of sustainability and sustainability reporting. They happily responded to our invitation to cooperate in the organization of the 3rd international conference Let's Support Sustainability, and we continued cooperation at the ESG Academy of the Croatian Chamber of Economy. H&P experts imparted to the participants their extensive knowledge on the mentioned topics and helped them understand ESG practices, sustainability reports, and we believe inspired them to make positive changes.

Tamara Kelava, Head of Energy, Environment and Utilities Division, Industry and Sustainable Development Sector, Croatian Chamber of Economy





# Fostering sustainability

Our objective in forming and supporting partnerships is to make an active contribution to professional development, promote and disseminate responsible practices, and advance CSR and sustainable development. In response to our stakeholders' requirements, we are also prioritizing organizational resilience and enhancing stakeholders' capabilities to cultivate sound and advanced cultures within their organizations.

# The forefront of market development

SDGs 4, 5, 10, 12, 16, 17

UN CG Principles 1, 6, 8, 10

The emergence of new challenges has led many organizations to recognize the importance of social responsibility and sustainability, prompting them to restructure their methods of operation, conduct business, and engage their stakeholders.

Apart from participating in management councils of professional organizations and interest groups, co-organizing or initiating a variety of online and offline events, delivering lectures at universities and other educational institutions, and publishing relevant content to aid companies and professionals in advancing their practices, we actively pursue our partnership-building goals by taking part in public events focused on our areas of expertise.

Therefore, our consultants participated in various conferences as panellists, moderators, jury members or presenters, offering our voice and experience to the interested public. Our experts also serve as mentors in various initiatives; Sanja is the mentor in the project connecting women in business “Mentorship Among Women”, served as the mentor at the Zagreb Connect 2022 Startup Factory, while Gorana is one of the mentors on the platform Mentoring Byte, offering mentorship to young people in IT.

As we find excellence important in consulting, we support professional development. Sanja was a member of the jury of MIXX awards Croatia by IAB Croatia, awarding the best digital campaigns and digital tools in the market communications. Daria was a member of the Hungarian PR Association international jury for the annual PR awards.



## Conversations with peers

The past year brought many opportunities to exchange opinions with peers and offer some of our expertise to the public. We mainly participated in the events discussing environmental and climate sustainability, diversity, equity and inclusion, as well as the challenges of communications in today's world.



ESG was the buzzword of the year, multiplying events in which the business community discussed its various aspects. We participated in Greencajt conference in June 2022,. Sanja moderated a panel under the title “Sustainability in communication: what do consumers want?”, while Daria participated in the panel “Financing Sustainability Projects”.

Daria also held two sectoral workshops at the newly established ESG Academy by the Croatian Chamber of Economy, aimed at participants from the energy sector, rubber and plastic industry and chemical industry.

Our consultant Riki Pahlić lent his knowledge to academia, holding lectures on the UN Sustainable Development Goals for BIUS, the association of biology students at the Faculty of Science, and the Pedagogy department of the Faculty of Humanities and Social Sciences in Zagreb. Riki also participated in the focus group of the EU funded project “A meter to better climate” aimed at establishing a permanent thematic network of capacitated civil society organizations, local administrative units and scientific research institutions that, by including them in all phases of public policy development, will contribute to the transition to a low-carbon society adapted to climate change without energy poverty.



Diversity, equity, inclusion and, more widely, the creation of excellent working experience were another group of topics that raised the business community's interest in 2022. We continued our efforts in promoting human rights issues, diversity and equality. At the Gender Equality Forum, Sanja moderated the panel “Women in Men’s Business”, while “Internal Communication in Hybrid Environment”, was a topic of the panel she moderated at the Croatian Public Relations Association KOMferencija, focusing on team management in remote and hybrid environments and the importance of internal communication and organizational culture in the creation of employee experience and provided the experiences from practitioners in the business sector.

At the 6th HR conference organized by Lider Media and U4HR association, Sanja held a keynote highlighting ESG as an organizational change, while Daria moderated a conversation with HR and sustainability experts from the same company, showing their approach to ESG management. Finally, Sanja held an Employer Branding workshop for the students of Algebra.

Recognizing our natural role in facilitating transformation to sustainable and responsible operations, we have thus engaged our stakeholders in various dialogues and invested our efforts in sharing knowledge with them. Our records show that we invested 269 hours in 2022 co-organizing and participating in public events.

## SEKCIJA ZA ODRŽIVI RAZVOJ

Riki Pahlić  
savjetnička kuća Hauska & Partner



Utorak 29.03.22. u 18:15 sati  
Rooseveltov trg 6, Vijećnica, prizemlje lijevo

## Ongoing objectives

Promote advanced thinking in the business community, diversity and openness to innovative ideas and collaboration Intensify our advocating of sustainable values, diversity and responsible behaviour in public space, social networks and by supporting valuable initiatives.

Support connecting and networking of various stakeholders to create advanced leadership practices.

KPIs: number of events, collaborations, participants, no. of publications and interactions, stakeholders' feedback and testimonials.



# #4

# Empowerment

Our work has a clear purpose. We seek team members who share that purpose and our values, especially passion and dedication to help our clients and partners nurture better stakeholder relations, as well as to improve their business performance through responsibility and building their own resilient and inclusive organizations.

We seek ambitious, smart, curious, open-minded and caring people because we know that only in that way we can continue to be recognized as preferred consultants by our existing and prospective clients.



# Building on values

SDGs 4, 5, 8, 10

UN CG Principles: 1, 2, 3, 4, 5, 6

We share this goal in our work as well and strive to create an organization that builds on joint values, respects every perspective, in which colleagues collaborate and exchange ideas openly, which provides opportunities for personal and professional development. A team each of us is happy to see every workday morning.

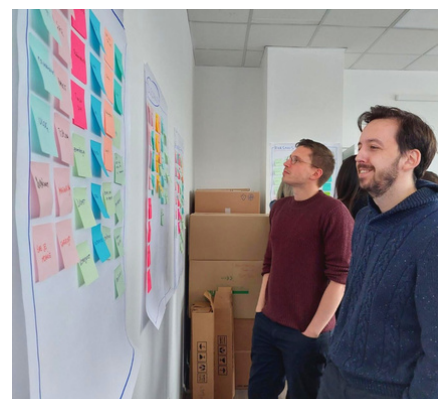
## Snapshot of 2022

With market changes and our own internal changes, we experienced further fluctuations in the team in 2022. The changes we underwent in our team were twofold; in line with trends in the labour market, we also saw team members leave in pursuit of new career challenges, but we also changed the way we learn, and our collaboration styles, and we further strengthened our internal processes to create a workplace in which everyone can thrive.

During the year, three of our colleagues decided to leave the company, while four new persons joined our team. At the end of the year, we had nine team members, with an average age of 37 (40.5 years of age in 2020; 39.9 in 2021), and five years as the average length of work in the company (9.3 in 2020 and 7.7 in 2021).

## Developing true professionals

Our primary focus remains on setting up efficient and streamlined internal processes that serve the professional and expert growth of our consultants. With that purpose, we have a strong system of development tailored according to each of our colleagues' needs.



Our Personal Development Plan includes guidance and mentoring in setting up and realizing individual professional goals for each of our consultants. This document is a plan that is revised twice a year, on 1on1 conversations with the Managing Director which serve to track success, express difficulties or needs for support, and agree on goals for the following six months. Our younger colleagues each have a mentor in one of the members of the management team, who work more closely with their mentee on the realization of their goals.

Education is the key ingredient of professional success, so we try to create opportunities for formal and informal learning, as well as mutual knowledge sharing. In 2022, we had several internal workshops in which our team members share their knowledge.

Riki shared the system thinking approach in the development of impact to contribute to Sustainable Development Goals, while Daria initiated a module of several workshops on the topic of strategic communications which span into 2023. Sanja reminded us how to develop impressive presentations by sharing tips and tricks.

External education in 2022 included participation in conferences such as HURA's Communication Days, Points of You Academy, UN GC SDG Ambition, Target Gender Equality, webinars and seminars offered by HURA, Workplace Inclusion Champions, personal coaching sessions, training for mentors and others.

## Leveraging diverse strengths – and having fun

Developing a strong sense of acceptance is the cornerstone of our corporate culture. As we work to raise awareness of strengths diversity brings to communities, we build our own community as one of respect and inclusion.

We are a company managed by women, while men are currently the underrepresented gender in our team (three-quarters of our team is female). Although this is our reality, we are aware that the gender pay gap and glass ceiling are still very real. As the member of the Gender Equality Alliance, we advocate gender equality, especially in leading, managerial positions in Croatian business.



We have been the signatory of Diversity Charter Croatia since 2019. This voluntary initiative is aimed at promoting diversity, anti-discrimination, inclusiveness and equal opportunities at the workplace, which enables companies to publicly show their commitment to those objectives and assists them in developing and implementing successful diversity policies.

We are proud to be one of the first companies in Croatia to join the charter, and our Managing Partner Daria has been the Charter Ambassador ever since.

Daria is also active as the trainer at the Workplace Inclusion Champions, a regional learning and mentorship framework by Slovenian, Romanian and Croatian Diversity Charters.

This program, which is attended by our consultants every year as well, brings together a wide range of stakeholders and expertise and is designed to enable signatory organizations to embed diversity on a more strategic level, taking a step forward from one-off initiatives. It equips participants with the necessary tools, knowledge and skills to step away from improvisations and to approach D&I more strategically.

Everyone deserves to be proud of who they are and live an authentic life, free of discrimination and persecution.

While we embrace all different facets of diversity, we join all members of the LGBTIQ2+ community, in Croatia and the world, in further efforts to create an even safer, more inclusive and freer environment where everyone will be accepted and included regardless of their sexual orientation, gender identity or expression.

Supporting all sensitive communities in facing stigma, prejudice and violence to secure the enjoyment of rights and freedoms for all members of our communities is something we hold dear and true.

Riki is the President of Club Alpbach Croatia (KAH), a non-profit organization dedicated to shaping a stronger Europe for the good of all. The club gathers young talents, professionals and experts, initiating collaborations aimed at the application and advancement of new technologies, ideas and initiatives, in society and the economy. In 2022 KAH handed out seven scholarships for the European Forum Alpbach to young people under the age of 30.



## All work and no play...

... makes Jack a dull boy, as the proverb says. And if nothing else, we are not a boring team. Some might call us cerebral, and we do not run away from this – we embrace it. This is why our favourite team's pastime is participating in quizzes. We exchange places as quiz masters to serve our colleagues the best quiz challenges, compete, eat, drink and have a good time (as long as it doesn't get too competitive).



In 2022 we also walked, ran, danced, conquered mountain peaks and rode bicycles with a slightly more worthy goal than usual – to support the mental health of children and young people by participating in UNICEF's Mliječna staza (Milky Way) initiative, which draws attention to a problem that is becoming more and more prevalent in our society, but also in organizations. It is up to all of us to positively influence the mental health of everyone around us.

We work hard, but like our joint down time – during the year we organize several dinners to gather, share a meal and celebrate accomplishments.

Aware of the challenges of the intensive consulting profession, we strive to create more flexible working hours for our team. Hybrid work, i.e. combining three days of office work with two days of home (or elsewhere) office is in force. If the public holidays are on a Saturday or a Sunday, we assign an additional collective free day (on Monday or Friday). This practice was welcomed by our colleagues who have the opportunity to share more time with their families or enjoy their hobbies.



## Feedback

Our internal feedback system includes two types of surveys: 360-degree survey and workplace assessment survey.

The Workplace Assessment Survey examines employee positions in four areas - financial conditions, professional development and growth, organisational culture and work environment.

With this questionnaire, we evaluate two categories - how important a certain issue of the development of our culture is to each individual and what is their assessment of the quality or level of response to your expectations.

Due to changes on our team and in our processes and culture we decided to postpone our internal surveys for 2023. Meanwhile we used less formal methods of employee engagement to receive valuable inputs on our culture and workplace.



## Objectives for 2023

Strengthen team with new expertise. KPI: raised team capabilities and independent responsibilities.

Intensify external and internal education in strategic areas. KPI: number of educations and time dedicated.

Develop individual potentials and perspectives. KPI: raised individual consulting and professional competences.

Set up mentoring and reverse mentoring framework. KPI: strengthened teamwork, shorter time in raising high potentials.



# Contribution to the SDGs

- Products, services and actions that enable our clients and partners contribution to the SDGs
- ▲ Improving the impact within our operations
- Actively supporting external initiatives

<b>4.7.</b>	<ul style="list-style-type: none"> <li>■</li> <li>▲</li> <li>●</li> </ul>	<p>We organize, support and participate in programs raising know-how and capabilities related to sustainable development, human rights, diversity and corporate responsibility.</p> <p>To gain more perspective of sustainability issues, we host and open dialogue with experts from various fields. Daria, Riki and Sanja held internal workshops. External education in 2022 included participation in conferences, webinars and seminars, personal coaching sessions, training for mentors and others.</p> <p>We invest in teaching about sustainability at higher education institutions. Daria lectured in Sustainable Development and CSR at Edward Bernays University College, while Riki held workshops on the UN Sustainable Development Goals for BIUS, the association of biology students, and at the Pedagogy Department of the Faculty of Humanities and Social Sciences in Zagreb.</p>
<b>5.1.</b>	<ul style="list-style-type: none"> <li>●</li> </ul>	<p>We participate in and endorse programs and forums aimed at realizing gender equality and improving the position of women and girls in our society. In 2022 Sanja mentored in the project connecting women in business, “Mentorship Among Women”, and moderated the “Women in Men’s Business” panel at the Gender Equality Forum.</p>
<b>5.5.</b>	<ul style="list-style-type: none"> <li>■</li> <li>▲</li> <li>●</li> </ul>	<p>We advise our clients in developing diversity culture and enabling opportunities for women.</p> <p>Three female partners lead the company: Managing Director Sanja Petek Mujačić, Managing Partner Daria Mateljak, and Gorana Pavičić Nišević, Senior Consultant and Partner.</p> <p>As the member of the Gender Equality Alliance, we advocate gender equality, especially in leading, managerial positions in Croatian business.</p>
<b>8.5.</b>	<ul style="list-style-type: none"> <li>■</li> <li>▲</li> </ul>	<p>We consult our clients in developing cultures of equality. We participate in raising awareness on labour equality and promote advanced practices.</p> <p>Our Personal Development Plan is a program aimed at professional and expert growth of our consultants tailored to their individual needs.</p>
<b>8.6.</b>	<ul style="list-style-type: none"> <li>■</li> <li>▲</li> <li>●</li> </ul>	<p>We consult our clients in programs providing scholarships and advancing youth education and employment.</p> <p>We offer training and internship programs for students and participate in higher education programs.</p> <p>Sanja served as the mentor at the Zagreb Connect 2022 Startup Factory and held an Employer Branding workshop for the students of Algebra, while Gorana is one of the mentors on the platform Mentoring Byte, offering mentorship to young people in IT.</p>
<b>10.2.</b>	<ul style="list-style-type: none"> <li>■</li> <li>▲</li> <li>●</li> </ul>	<p>Our services in the areas of organizational development include the development of diversity programs and policies, development of leadership skills, leadership storytelling, organizational culture, values and behaviours, employer branding and various other topics that contribute to the development of organizations, teams and individuals.</p> <p>We are the signatory of Diversity Charter Croatia since 2018. We are proud to be one of the first companies in Croatia to join the charter.</p> <p>Daria has been the Diversity Charter Ambassador since 2018 and is also active as the trainer at the Workplace Inclusion Champions Program.</p>

<p><b>12.6.</b></p> <p>▲</p> <p>●</p> <p><b>12.8.</b></p> <p>●</p>	<p>We consulted nine clients in producing sustainability reports and expanded our services by offering support in the development of sustainability/ESG strategies.</p> <p>In our everyday operations, we remain committed to integrating ESG criteria into our own business strategies and measuring our impact. We publish sustainability reports annually and have been measuring our sustainability development by participating in the Croatian Sustainability Index (HRIO) since its establishment.</p> <p>Daria held two sectoral workshops at the newly established ESG Academy by the Croatian Chamber of Economy. At the 6th HR conference Sanja held a keynote highlighting ESG as an organizational change, while Daria moderated a conversation with HR and sustainability experts on their approach to ESG management.</p> <p>We participate in, support and organize public events promoting sustainability in all walks of life. We regularly publish content in the media and social networks aimed at raising awareness of sustainable practices and living. We provide content, including advice on responsible waste management, energy efficiency, etc.</p> <p>Sanja moderated a panel discussion and Daria was a panelist at the Greencajt conference in June 2022.</p>
<p><b>13.3.</b></p> <p>●</p>	<p>We are dedicated to the capacity building of our clients and other stakeholders related to climate change. We educate and advise our clients on how to approach climate change issues and how to integrate adequate responses into their business strategies.</p> <p>In 2022, we joined the celebration of the World Environment Day under the slogan #OnlyOneEarth, and Riki participated in the focus group for the EU-funded project “A meter to better climate” as representative of CBCSD.</p>
<p><b>16.5.</b></p> <p>▲</p> <p>●</p>	<p>We strongly advocate transparency in our and our clients' business operations. We advise our clients in developing anti-corruption policies and raising the ethical behaviour of their employees and other stakeholders. We regularly publish content related to ethical behaviour in the media and social networks.</p> <p>We pursue good corporate governance and responsible business behaviour. Our decision-making is based not on legal compliance, but also on our strong values.</p> <p>Gorana is a member of the CSR and Anti-corruption Commission of the ICC Croatia.</p>
<p><b>16.7.</b></p> <p>▲</p>	<p>The company is managed on the basis of openness and collaboration; partners hold regular weekly consultancy meetings, as well as quarterly and annual team meetings, aimed at the strategic development of key areas and informing the team about the financial results of the company. Each of our colleagues is encouraged to propose initiatives, whether they be educational, new business approaches, marketing or sales.</p>
<p><b>17.16.</b></p> <p>●</p>	<p>We actively participate as members of CSR and sustainability related organizations and support their work with our know-how and engagement. In 2022 we invested 269 hours in 2022 co-organizing and participating in public events. We (co)organized and led seven panel discussions fostering dialogue.</p> <p>We remain dedicated to our long-standing partnerships with organizations, institutions, companies, media and individuals. We continued and enhanced our contribution to the Croatian Business Council of Sustainable Development, Gender Equality Alliance, ICC Croatia, UN Global Compact, Croatian Public Relations Association, U4HR, and HURA (Croatian Association of Communications Agencies). We also assisted Volunteer Center Zagreb in the communication of their annual Conference on Corporate Volunteering.</p>

## About this report

This report documents our continuous progress, providing insight into our strategies and implications for related global goals and targets.

It covers all material aspects of our company and shows how a consultancy can create value for society: being focused on supporting the sustainable development of our clients and making them fit for the coming challenges of the future.

We invite you to give us feedback about this report but also to join our efforts in advancing sustainable practices.

This Sustainability Report covers our activities in Croatia, and fulfills the requirements from UN Global Compact regarding the yearly Communication on Progress Report.

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*Front page photo by Daria Mateljak  
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