



Global Meaningfulness Report 2022

How can we make more lives more meaningful in 2022 and beyond?

Voluntās

Understanding Global Meaningfulness in 2022

At Voluntās, everything we do is to make more lives more meaningful.

Meaningfulness is the feeling that your life has dignity and hope. Not evaluated in every moment, but as the sum of your past and present life, and of the life that lies ahead of you. That, we know, is the best possible condition for human potential to be realized.

With this Global Meaningfulness Report, we investigate meaningfulness across several dimensions: the **Organizations** we human beings work for, the **Brands** we consume, the **Societies** we live in, and the **Planet** we all share.

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Foreword

We are all just human, all too human

For the second year in a row, the average sense of meaningfulness employees feel at work is on the decline worldwide. If an economy experiences a downward trend for more than two successive periods, it qualifies as a recession. By such standards, we do not only have a ‘meaning recession,’ but we also have a ‘meaning crisis’.

More people than ever documented before are simply unsure or disagree that the time they spend from their one life working gives them the desired sense of meaningfulness in return. A sentiment that is composed of four drivers: A sense of purpose, belonging, leadership and personal growth.

This calls upon all of us, as citizens, employees, leaders and policy-makers, to reassess whether we create the conditions for people to be people – in our societies and in our organizations. Because we now see the all too severe consequences of managing people as resources. Usually, a resource is something you extract, exploit and exhaust to obtain a competitive edge. That is fine, when we are discussing sources of energy, but it takes a somewhat skewed moral to believe that people exist to

be exploited. In fact, reducing human beings to resources is dehumanizing. Turning us into machines, raw materials or property. So, how do we go “back to human”?

Friedrich Nietzsche wrote about being ‘all too human’ in his book from 1908. He thought that we, as humans, were using metaphysics – that is, what is beyond (‘meta’) the physical world (‘physics’) – to shield ourselves from our true humanness. From our imperfections. From our vulnerability. There has been a similar trend in the past decade as we have tried to shield our organizations from their true humanness by introducing a metaphysical construct: Purpose. It was introduced to keep motivation levels up in the trenches during a time when we saw global surges in work-related stress, anxiety, depression and



loneliness. In other words, as the work itself became increasingly unappealing to the human soul, we looked elsewhere for justification and motivation. It seemed we thought that if we just ordained a little more from the holy purpose-grail, holy purpose grail, we could put off realizing our humanness – as if our sacrifice was suddenly justified by pursuing a greater good, a purpose. But, during the past three years, that strategy has proved dramatically insufficient. We find our work significantly less meaningful. We question the ethics of policy-makers and leaders. And our trust in the sincerity of sustainability efforts is very limited.

Our humanness has caught up with us. Or perhaps we have finally caught up with our humanness. And whether working in restricted environments, from home or not working at all, we have begun questioning: Why? We have come further away from our colleagues, clients and consumers – and from our leaders. This makes it very difficult to be human since no human being is an island. And as such, it is no surprise that more than one-third of us do not feel recognized in the workplace. After all, we are all just too human. And our engagement does not so much lie in a larger purpose. Rather, it lies in the smaller purpose. That we get to do what we are good at. That we have caring and supporting colleagues who we miss a little when we are not physically together. That we work in an environment where what is said and what is done are not

too far apart. That is what constitutes a deep sense of meaning in our everyday work.

The metaphysical element is certainly nice. But in times of adversity, it feels far from our reality and far from relevant. In short, we need a stronger existential immune system in our organizations than the powerful, persuading prose of a catchy purpose statement.

So, we may think that our leadership is humane and inspirational, that we have already created frameworks for meaning, and that we act, every day, in ways that help fulfill the organization’s purpose. But until we have that certainty, we can forget about all other indicators on whether employees feel an underlying sense of meaning in life with the work they do.

“ We find our work significantly less meaningful. We question the ethics of policy-makers and leaders. And our trust in the sincerity of sustainability efforts is very limited.”





Start by asking yourself and your team this:

1. Do employees feel familiar with and believe in the organization's **purpose**?
2. Do employees feel that the **leadership** they are exposed to is both virtuous and human?
3. Do employees feel an emotional and social sense of **belonging** with the other people in the organization?
4. Do employees experience professional and personal **growth**?

If yes, then you have a high MWQ (Meaningful Work Quotient), and you can be assured that you not only have the infrastructure for people to be people – you also have quite a competitive advantage. If not, you know where to start.

Whether as citizens, employees, policy-makers or leaders, we are all just humans, all too human. And that is not something to overcome. It is something to celebrate.

Enjoy the reading.



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Chief Potential Realization Officer

Meaningful **Societies**

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Meaningful **Organizations**
& Meaningful **Brands**

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Meaningful **Planet**



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That we get to do what we are good at. That we have caring and supporting colleagues who we miss a little when we are not physically together. That we work in an environment where what is said and what is done are not too far apart. That is what constitutes a deep sense of meaning in our everyday work."

The Eight Primary Insights

Meaningful Organizations

- 1 In 2022, meaningfulness at work decreased 11% compared to 2021. This decrease is mainly driven by a lower sense of belonging to the workplace.
- 2 The youngest working generation (18-24-year-olds) experiences the least meaning at work among their colleagues. 40% are unsure or disagree that their work is meaningful.

Meaningful Societies

- 5 Only 43% of citizens believe that decision-makers in their country are good human beings, ethically and morally.
- 6 Only 47% of citizens agree that decision-makers create policies that have the purpose of advancing and developing their country.

Meaningful Brands

- 3 'Societal benefits' is the largest contributor to become a meaningful brand according to consumers worldwide.
- 4 The biggest drivers for brand distrust among consumers are 'Poor ethics' and 'Too profit-focused'.

Meaningful Planet

- 7 Among ESG factors, social issues (41%) are more important to solve for future generations than environmental issues (34%).
- 8 43% believe that their employer cares more about appearing sustainable than operating sustainably.

Methodology

It is the third year in a row that our Center for Applied Meaningfulness in Voluntās has collected data on meaningfulness globally and the second year in a row that we are publishing the data in a Global Meaningfulness Report.

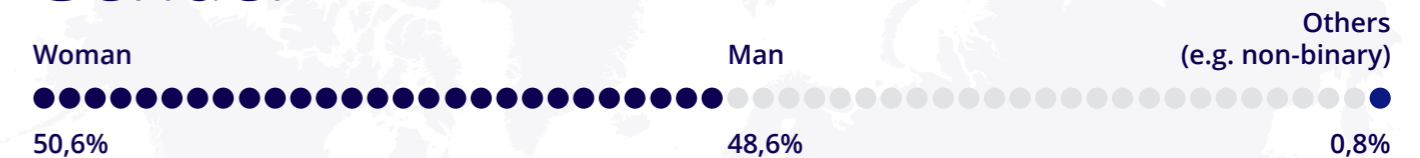
Our Center for Applied Meaningfulness measures and explores the impact of meaningfulness on human beings and societies. The center rests on the assumption that meaningfulness is a better way of measuring societal well-being or human progress than existing indexes for material and human development such as Gross Domestic Product, Global Happiness Index or Human Development Index. This Global Meaningfulness Report 2022 is based on survey data collected between December 2021 and March 2022.

Data collection was done through the world's largest survey provider, Qualtrics, which is working with +16.000 brands worldwide and 75% of Fortune 100-companies.

Respondents were chosen from a pre-arranged pool of respondents who had agreed to be contacted by a market research service in order to respond to surveys. More than 5.000 respondents from 30 countries worldwide participated in the survey that achieved representativity across age groups and gender.

The number of respondents is higher among e.g. 30-39-year-olds than those aged 65+, as more people are employed in the younger age-group. The data was also collected among respondents across different industries and work functions.

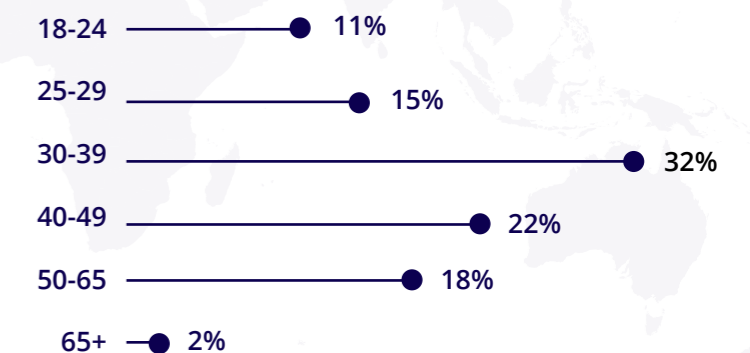
Gender



+5.000
Respondents

30
Countries

Age groups



Meaningful Organizations

Making more **Organizations** more meaningful



How are we doing at work?

Meaningfulness at work is still decreasing

Meaningfulness is on the decline yet again. While our Global Meaningfulness Report 2021 showed that before COVID-19, the overall Meaningful Work Quotient (MWQ) was 76 and that during COVID-19, the MWQ was 72, the MWQ for 2022 is now at 64. The decrease from last year to now is 11% on a global level.

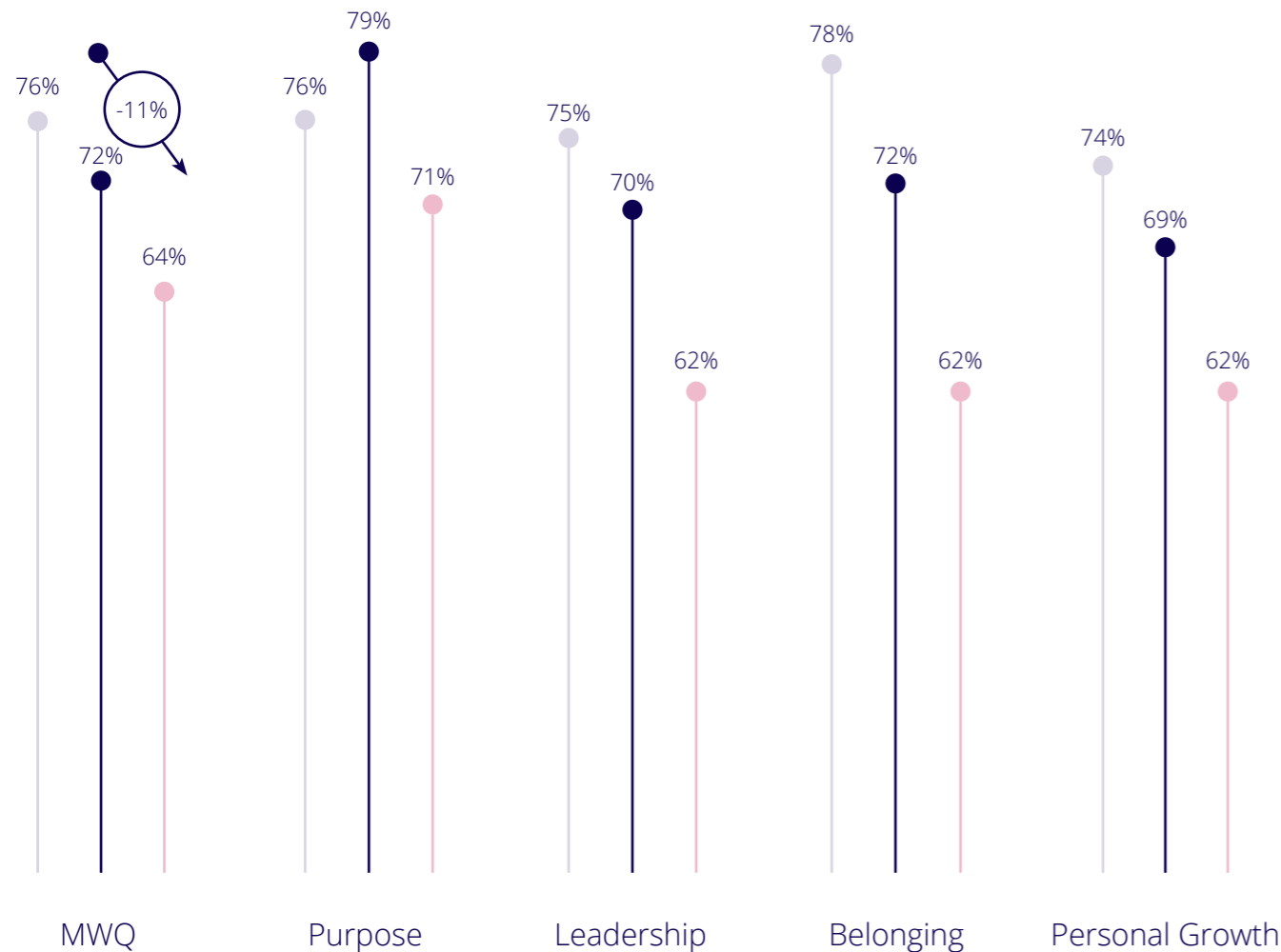
Unlike last year's decrease, where we saw an increase in Purpose, this year's decrease is across all the drivers of meaning. However, the biggest decrease can be seen for Sense of Belonging, which dropped from 72 to 62. Taking COVID-19 into consideration and the fact that a lot of work has been carried

out remotely, some of the explanation can be found in the physical separation we have had to endure due to lockdown policies worldwide.

All other drivers of meaningfulness decreased as well, proving that we have a meaningfulness crisis.

Meaningful Work Quotient (MWQ) globally based on the 4 drivers of meaning at work

Agreeability: Share of respondents who either agree or strongly agree



The MWQ

What is the Meaningful Work Quotient?

The Meaningful Work Quotient is based on four drivers of meaningfulness. At Voluntās's Center for Applied Meaningfulness, we have consumed and analyzed every piece of research, poetry and empirical industry data about what makes work meaningful. We have conducted the MWQ-survey across all significant industries, functions, hierarchy levels, age groups and geographies.

We have then tested these statistically and condensed our findings into four foundational building blocks driving meaningfulness for leaders as well as employees.

The Four MWQ-Drivers

- Purpose**

You feel a direction and impact in the work that you do, and you think that the purpose of the company aligns with your own moral compass and resonates with what you find important in life.
- Leadership**

You feel guided in the work that you do every day and that it is prioritized and clear what your daily objectives are, as well as what you need to achieve.
- Belonging**

You feel a sense of community and, in general, have strong social ties with your colleagues who you miss when you are not physically together at work.
- Personal Growth**

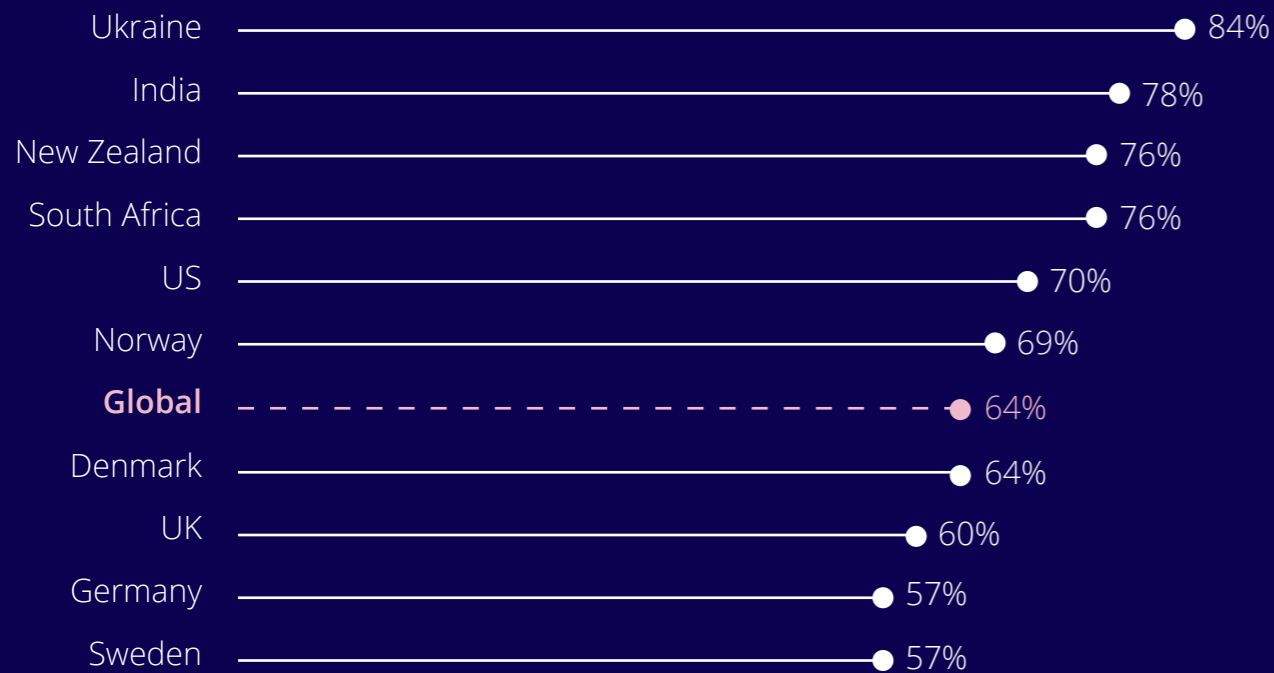
You feel that you every day become a little bit more aware of who you are – and who you are not, as well as increasingly more able to understand what you want to become and what not, while given the feedback to develop accordingly.

Meaningful Work Quotient across geographies

Looking at meaningfulness at work across geographies, Germans and Swedes experience the lowest level of meaning at work. Only 57% agree or strongly agree that their work is meaningful. India is experiencing the highest level of meaning at work, with 78% agreeing or strongly agreeing.

Meaningful Work Quotient (MWQ) across 10 selected countries

Agreeability: Share of respondents who either agree or strongly agree



MWQ across age groups

Youngest people experience the least meaning at work

Looking at meaningfulness at work across age groups, the youngest people aged 18-24 years are experiencing the lowest level of meaning at work. Only 60% agree or strongly agree that their work is meaningful. Age groups between 25 and 65 are comparable to the overall MWQ for 2022, whereas people +65 years experience the highest level of meaning at work.

Meaningful Work Quotient (MWQ) globally across age groups

Agreeability: Share of respondents who either agree or strongly agree

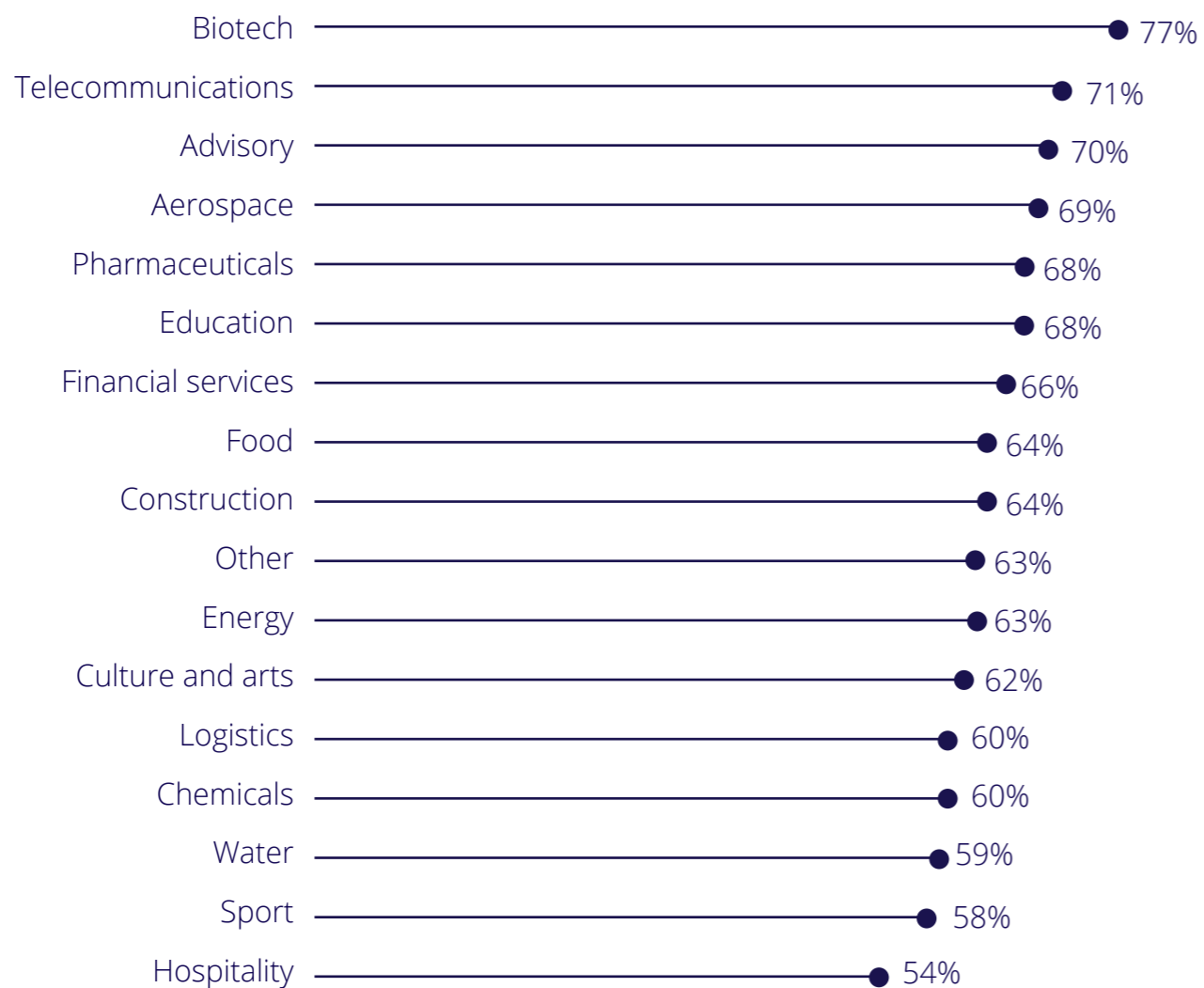


The hospitality industry sees the lowest level of meaning at work

Looking at industries, those working in biotech, advisory, and telecommunication who experience the highest level of meaning, whereas those working in chemicals, water, and the hospitality industry experience the lowest level of meaning.

Meaningful Work Quotient (MWQ) ranked globally across industries

Agreeability: Share of respondents who either agree or strongly agree

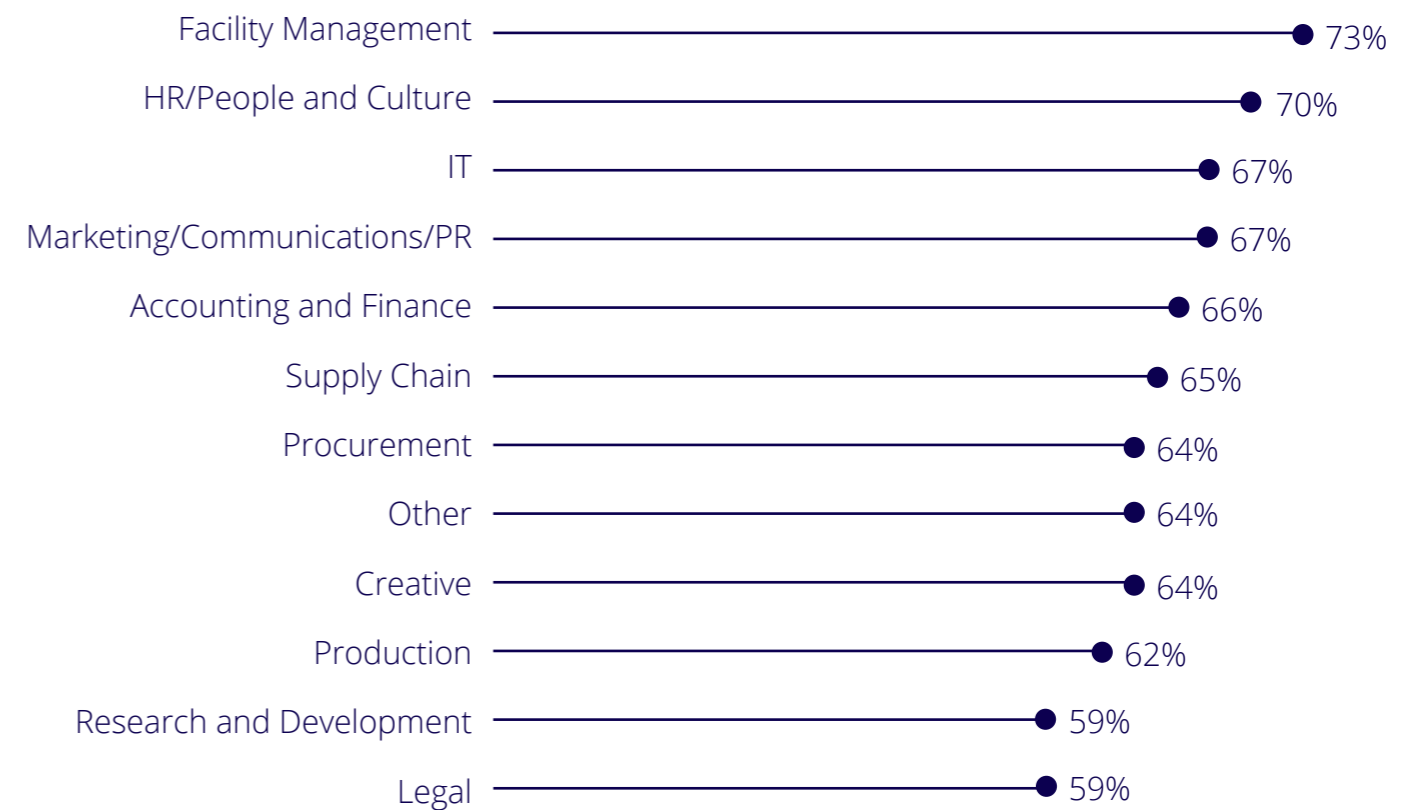


People-driven functions experience higher level of meaning at work

Employees working in Facility Management, People & Culture and MarComs experience the highest degree of meaning in their work. On the other hand, those working in production, research and development and Legal register the lowest levels of meaning.

Meaningful Work Quotient (MWQ) ranked globally across functions

Agreeability: Share of respondents who either agree or strongly agree



The decrease in meaning is mainly driven by a lower **Sense of Belonging**

The definition of Sense of Belonging is that you feel a sense of community and in general have strong social ties with your co-workers. Belonging, as a driver of meaningfulness, saw a general setback from 2021 to 2022. The following six dimensions of Belonging are measured within the Meaningful Work Quotient:

The most lagging dimensions within Belonging – Virtue Alignment & Recognition — reflect a sub-optimal relationship between leaders and employees

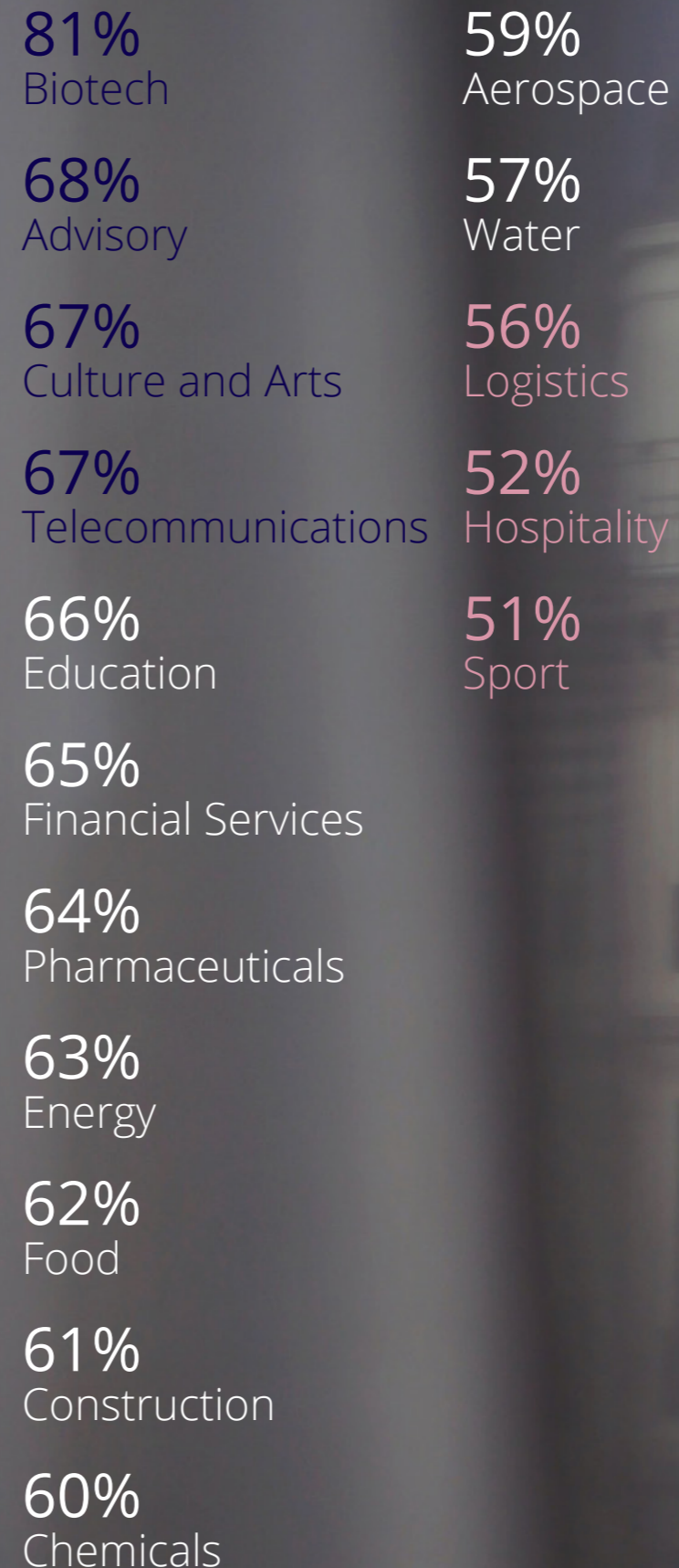
Overview of statements in MWQ-driver ‘Belonging’

Agreeability: Share of respondents who either agree or strongly agree



Industry breakdown of Belonging

Agreeability: Share of respondents who either agree or strongly agree



Boosting Belonging by moving from transactions to relations

For Belonging to be fostered, research shows that leaders must prioritize relationships above transactions. Unfortunately, employers have overlooked relational elements for too long – resulting in low levels of trust from employees.

41%

Are either unsure or disagree that their CEO is a good human being ethically and morally

45%

Are unsure or disagree that their CEO cares about how the company earns money

48%

Are unsure or disagree that their leader puts human dignity above economic success

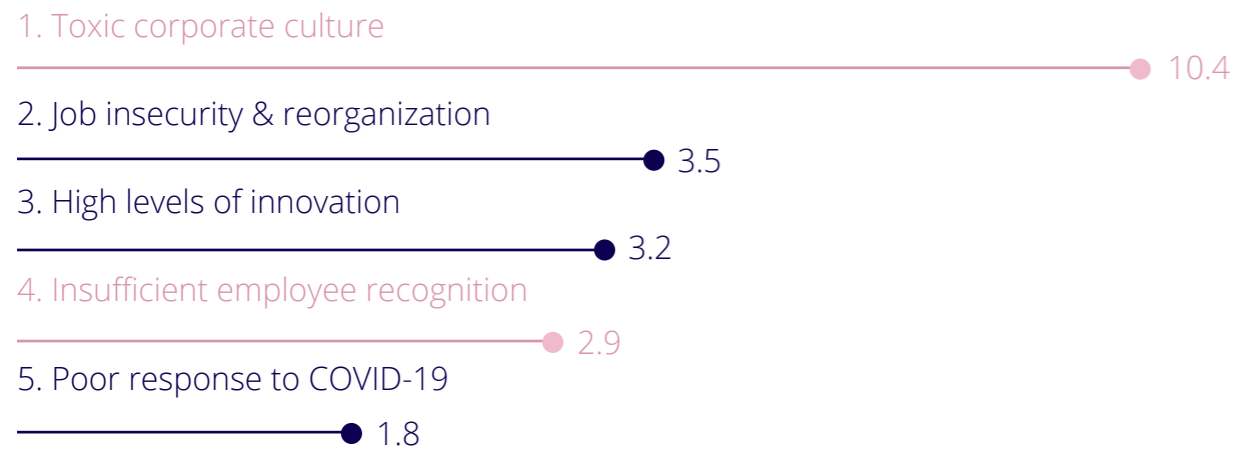


A toxic work culture leads to attrition

Long gone are the days when employees were willing to live within a quite a toxic corporate culture – provided they received compensation. The following six drivers are the leading causes of attrition today:

As can be seen, the Drivers 1 – and 4 – are directly related to elements of Belonging. Furthermore, they impact attrition: 10.4, and 2.9, times more than compensation.

Impact on attrition relative to compensation



In terms of toxic corporate culture, the most powerful predictors of a negative culture rating relate to how well companies encourage the below:

- Diversity
- Fairness
- Feeling welcome
- Included in key decisions

Source: MIT Sloan Review, 2022

Three recommendations for leaders to create a Meaningful Organization

1 Diagnose the sense of meaningfulness and assess leadership. Measuring the level of meaningfulness that the employees experience in their work gains insights into if their work contributes existentially to the lives they lead – of which work is an integrated part. Also, measuring your leaders on their ability to lead with purpose and company-DNA gives knowledge into how each leader behaves in regard to meaningfulness and the company-specific virtues.

2 Train leaders and executives in conducting meaningful leadership. Studies show that one's direct leader is the primary source of meaning - and the most common reason why people quit their job. Therefore, the wisest and most humane management philosophy sees and treats employees as human beings with feelings, aspirations, hopes and fears rather than resources to be exploited and exhausted along with other asset classes.

3 Cultive a culture where people can blossom and belong. Creating a work environment where people can experience meaning is not a perk. Instead, it is the primary task for a leader, and the reason why being a leader is not just a profession but a calling. An organization can sow meaningful seeds by assessing candidates on their self-awareness and the cultural match between company and candidate, by holding regular meaningfulness conversations and belonging sessions – and by offering exercise for the body and the soul.

Meaningful Brands

Making more **Brands** more meaningful



Meaningful brands: What makes them meaningful?

'Societal benefits' is the main contributor to becoming a meaningful brand

When people are asked why they find brands meaningful, the answers can be grouped into four categories: 'Product Attributes,' 'Company Reputation,' 'Personal Benefits' and 'Societal Benefits.'

'Product Attributes' is all about the tangible elements of a product or service (quality, price, design etc.), while the 'Company Reputation' is synonymous with the image of a company (positive brand associations, high reliability, frontrunners

etc.). These two are, moreover, 'what the brand does' whereas the two other dimensions deal with 'why the brand matters': 'Personal Benefits' is the reason why the brand matters to the individual (frequency of use, difference it makes etc.) whereas 'Societal Benefits' is why the brand matters to society (sustainable, ethical, helping communities etc.). A meaningful brand is a brand that its loyal consumers will miss if it disappeared tomorrow.

Brand Components

Product Attributes

Tangible elements of a product or service.
"good product quality", "fair price", "great design", "easy to use" etc.

Company Reputation

Image of a company
"positive brand associations", "reliable", "innovative", "frontrunners" etc.

Personal Benefits

Reasons why the brand matter to me
"frequency of use", "makes a difference in everyday life", "make me feel good", "entertains me" etc.

Societal Benefits

Reasons why the brand matters to society
"contributes to society", "ethical", "helps communities", "sustainable" etc.

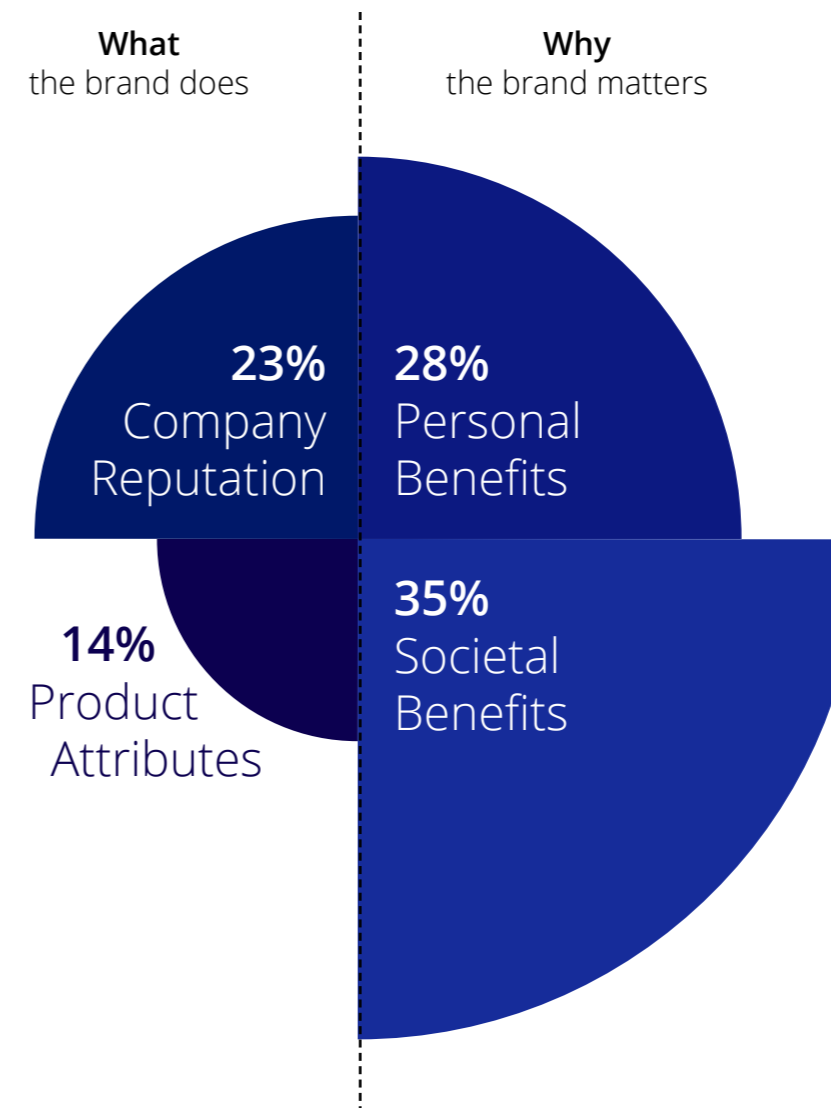
As a brand, it is all about why you matter

Looking into which brand components are the most important ones, it is clearly the ones related to 'why it matters': 'Personal Benefits' (28%) and 'Societal Benefits' (35%). 'Company Reputation' is 23% and 'Product Attributes' is only 14%.

Comparing these two aspects as shown in the figure below, 1.7x times more consumers find brands meaningful

when focusing on 'why it matters' than 'what it does'. Among 18-24-year-olds it is more than double (2x).

Comparing societal benefits directly with product attributes, it is 2.5x more important to focus on societal benefits.



1.7x
more consumers find brands meaningful when focusing on 'why the brand matters' than 'what the brand does'.

2x
Among 18-24-year-olds 'why the brand matters' is more than twice as important than 'what the brand does'.

After respondents named the most meaningful brands they could think of, they were asked: Why do you find these brands meaningful? All answers are summed to these 4 categories: 'Product attributes,' 'Company Reputation,' 'Personal Benefits' and 'Societal Benefits'



Biggest drivers for brand distrust: Emanating poor ethics and greed

When people are asked what it would take for them to not trust a brand, most answers relate to companies appearing to have a questionable or frayed moral compass.

The most significant driver for brand distrust is when a brand is perceived as having decidedly poor ethics (26%).

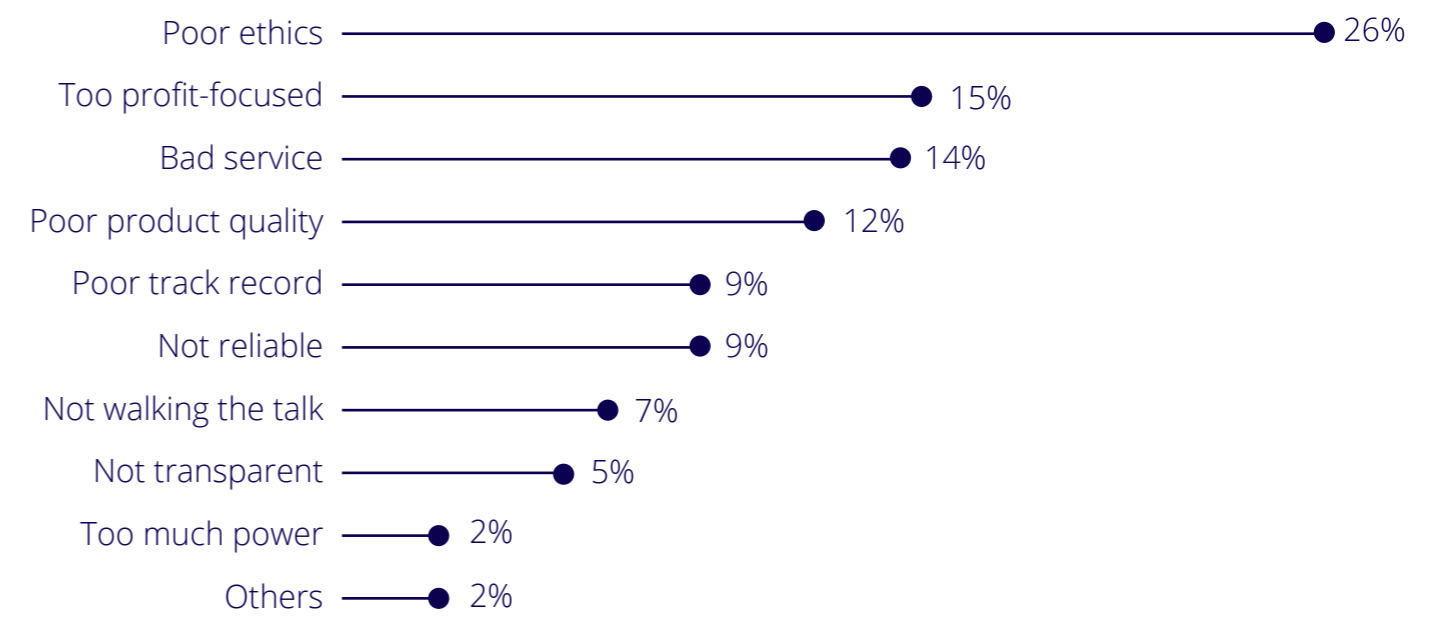
The second most prevalent driver for brand distrust is when a brand appears greedy and too profit-focused (15%). Brands having a too one-sided focus on the numbers will be able to read on their bottom line where consumers draw their line.

At the other end of the scale, it is evident that consumers largely understand that big companies and brands inevitably have a lot of power, and that they are not always overly trans-

parent. However, consumers will not put up with, nor buy products from, brands that they perceive to act unethically or greedily.

While there is nothing wrong per se with being profit-focused, if you, as a brand, do not succeed in showing your target audience how you matter to the world, then consumers will not be loyal to you and find another more ethical and Robin Hood-esque brand to swear by.

2x
'Why the brand matters' is twice as important as 'what the brand does' according to the 18-24-year-olds





Three recommendations for leaders to create a **Meaningful Brand**

1 Adjust the moral compass internally. Poor ethics leads to poor decisions. It is impossible to hide a toxic culture as employees and, eventually, consumers will turn their back on it. Becoming a truly meaningful brand starts within the company by hiring, promoting and celebrating good ethics. Culture is the sum of what we do, what we promote and what we allow.

2 Find out why you matter. With 'Personal and Societal Benefits' being twice as important as 'Product Attributes' and 'Company Reputation,' according to 18–24-year-olds, good quality and positive brand associations are just hygiene factors. Not drivers of meaning. As a brand, you need to define your role in society. What impact would it have on the world if your brand ceased to exist tomorrow?

3 Take action. The days of brand purpose being the holy grail are over. Sure, direction and reason to exist are important. But making grand commercials with big promises and not walking the talk is a huge driver for brand distrust. Consumers expect brands to take an action and they need to be fully accountable. So, a little less brand talking, and some more brand walking. Make a self-awareness test: How many of your claims can you back up with fact-based evidence?



Meaningful Societies

Making more **Societies** more meaningful



A minority considers decision-makers in their country good human beings, ethically and morally

Looking at perceptions of public decision-makers, leadership ranks the lowest, with only 43 percent believing that decision-makers in their country are good human beings, ethically and morally. Of the countries surveyed, this is especially pronounced in Australia, South Africa, Sudan, and the UK.

Only half of the respondents say they understand the purpose of the major policies that have been put in place by decision-makers in their country, and less than half agree that these decision-makers create policies that have the purpose of advancing and developing their country.

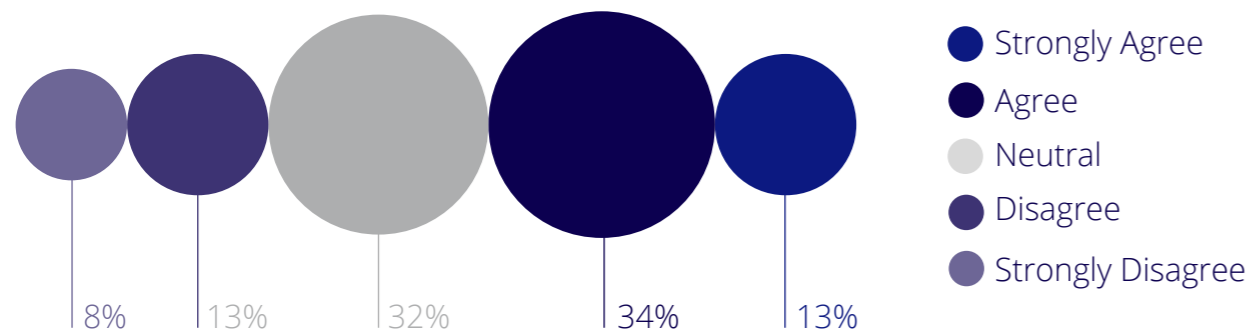
Of those claiming to understand the purpose of policies put in place, 68 percent agree that they are for the advancement and development of society. However, conversely, those claiming not to understand the major policies are more likely to disagree that the policies are made for the advancement and development of society. This suggests that **those who understand the purpose of major policies are more likely to agree that these policies contribute to the advancement of their societies.**

Those who agree that decision-makers create policies that have the purpose of advancing and developing their country are also more likely to believe that

the decision-makers in their country are good human beings. This demonstrates that **perceptions of leadership are closely related to how policies are perceived.**

Only every second person thinks that the society they live in provides the necessary conditions to realize their human potential.

I believe decision-makers create policies that have the purpose of advancing and developing my country



Only 43 percent of individuals believe that decision-makers in their country are good human beings, ethically and morally

Role of an individual in creating a meaningful society

Only 53% of respondents are clear on how they can contribute to the overall advancement and development of their society. However, when asked about what they would prioritize to make their society a more meaningful place to live, respondents mention health, the environment, job security, and safety.

This raises a series of questions such as:

- To what extent does contributing to the realization of these priorities help maximize human potential?
- How do involvement and ownership of society-advancing actions and contributions lead to more meaningful lives?
- Are there existing and accessible platforms for individuals to take part in the advancement and development of their society?
- How inclusive and open are the policies made by decision-makers to the involvement of the general population?

Creating avenues for individuals to identify issues and participate in decision-making alongside decision-makers could fast track the development of more meaningful societies.

Three recommendations for organizations and leaders to create Meaningful Societies

1 Build trust. It is clear that there is currently a disconnect between decision-makers and their constituents in many parts of the world and that citizens currently lack faith in their leaders. Politicians and policy-makers need to re-connect and re-engage with citizens, lead by example, and work to rebuild their trust.

2 Focus on awareness, facts, and understanding. To have a meaningful impact on people's lives, decision-makers need to understand and listen to citizens' concerns. At the same time, policy-making should be informed by fact-based, context-sensitive analysis.

3 Help people overcome obstacles between themselves and their potential. Society as a whole is facing multiple crises, which, across the globe, are impacting people's ability to realize their full potential. Decision-makers need to build hope. And to do this they should focus on implementing inclusive policies that will not only enable citizens to realize their human potential but also make their society a more meaningful place to live.

Meaningful **Planet**

Making our **Planet** more meaningful



Theme: ESG

A shift in perception

The global meaningfulness survey indicates a change in the perceived relative importance of environmental, social and governance issues – calling for a broader strategic focus for leaders

ESG as an open approach in evaluating risk and impact of businesses has, since its inception, grown into a global phenomenon. In decision-making, investment, and policy-making, the value of ESG is recognized to have a material and real impact.

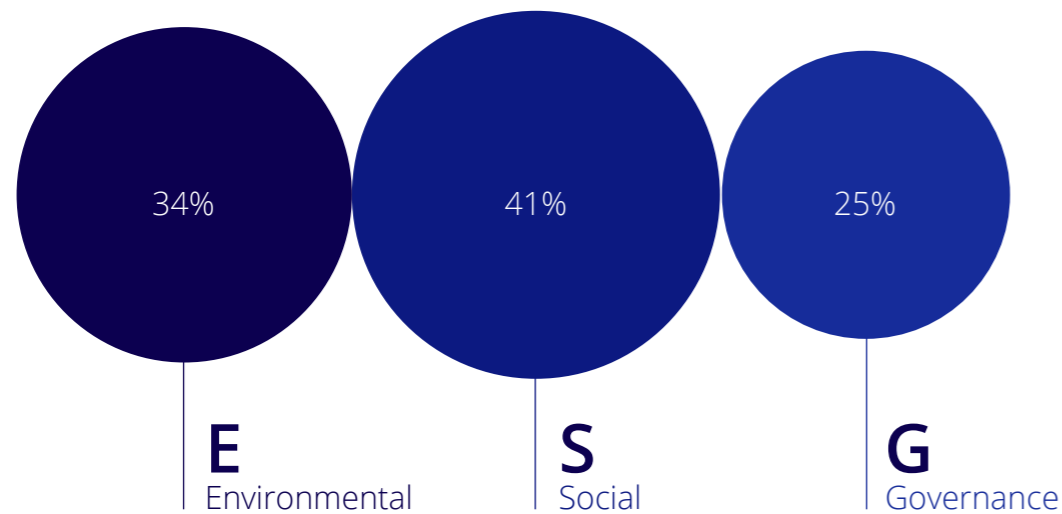
As mentioned, climate change is the great challenge of our generation, however, when assessing what constitutes a meaningful planet, and which ESG factors are most important to solve for future generations, social issues (41%) are high-

lighted as most important, with only environmental issues (34%) in second place.

Social challenges pertaining to creating individual meaning and well-being, human rights, diversity & inclusion, education & capacity building all need to be addressed by future leaders. Business leaders are required not only to direct their attention to risks associated with environmental impact – further, it necessitates leadership skills to ensure individual creation of meaning and well-being.

Among ESG factors, social issues (41%) are more important to solve for future generations than environmental issues (34%).

Relative importance of ESG factors



Relative importance of ESG factors (%): "Which of the three dimensions do you consider the most meaningful to solve for future generations? Environmental challenges (e.g., greenhouse gas emissions, water and wastewater, air quality, waste and recycling), Social challenges (e.g., meaning and well-being, human rights, diversity and inclusion, education & capacity building), Governance (e.g., transparency, corruption, responsible sourcing)



What is ESG?

Environmental, social and corporate governance (ESG) is an approach to assessing the extent to which a corporation works on goals that contribute to a sustainable development. ESG is often used often used in an investment perspective as a rating to measure a company's resilience to long-term risks



Theme: Leadership

Walking versus talking

Action speaks louder than words: Employees indicate a disconnect in that leadership and employees, to a large extent, share the same ambitions on reducing the planetary footprint – while employees further believe that their employer cares more about appearing sustainable than operating sustainably.

42%

believe that their employer's ambitions on reducing planetary footprint matches their own

... However,

39%

believe their employer cares more about appearing sustainable than operating sustainably

33%

do not believe, that their direct leader is a good human being, ethically and morally.



Three recommendations for organizations and leaders to create a Meaningful Planet

1 Be self-aware. To drive impact, the first step is to recognize and understand your connectedness as an organization in its totality. This demands leaders – individually and as a group – develop a reflective ability and awareness about how you connect into a new ethical economy with a multitude of entities. *Who are we fundamentally, and Which factors are we able to influence? What are our aspirations and visions for the future?*

2 Build future scenarios and back-cast your vision. In order to influence your future, you must be able to understand possible outcomes. A key challenge for leaders is the ability to integrate a well-founded model for visionary scenario planning in conjunction with its main business model.

3 Set yourself up for impact. The value of money depends on how it is earned, and leaders of tomorrow need to recognize the imperative demand of taking action. However, the key question is how to align your company's DNA, vision, business objectives, and sustainable goals in a structured framework?

About Voluntās

At Voluntās, philosophers, anthropologists, psychologists, economists, dramaturgists, sociologists, political scientists and people of yet other academic backgrounds are all management consultants by profession and philosophers by heart. Together, we specialize in advising and working with companies, directorates, boards, investors, foundations, investors, owners, leaders and

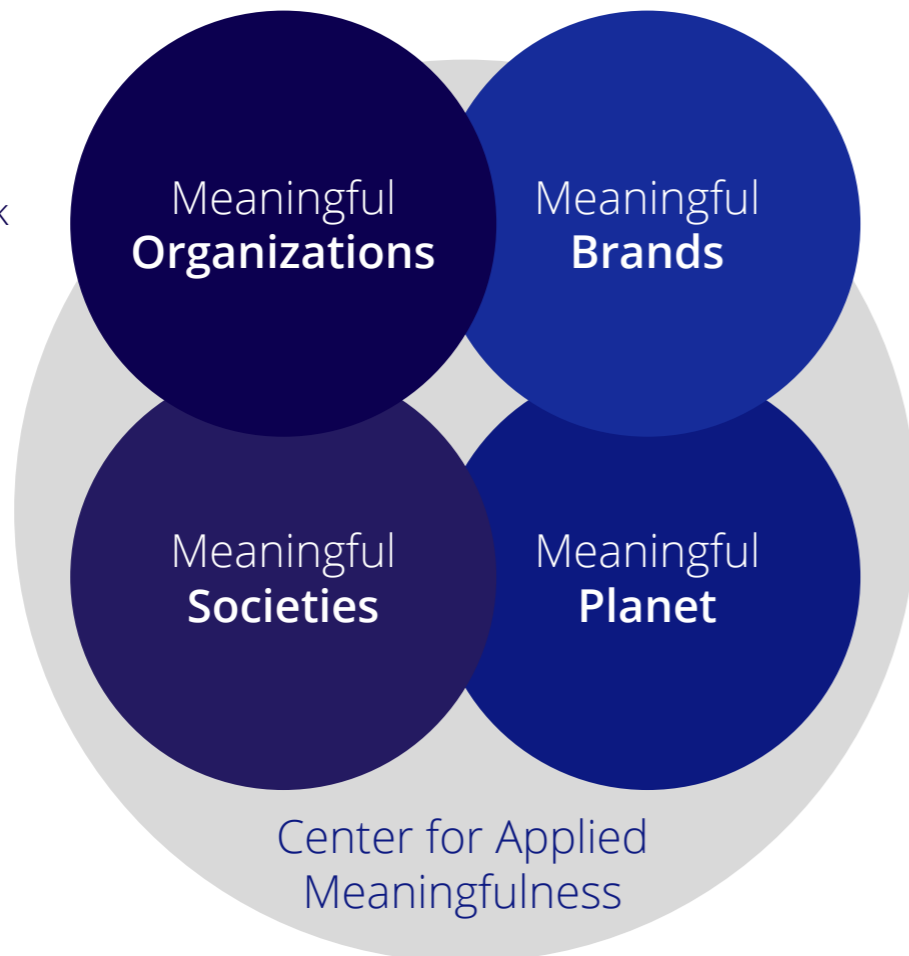
governments on how to create, adapt and drive a meaningful culture, brand, society and planet.

We believe that this approach significantly increases the quality of living, while we know that it sustainably accelerates the productivity and profitability of doing business.

We pursue advisory and analytics to realize human potential and make more lives more meaningful for the colleagues in organizations, the consumers of brands, the citizens in societies and for all us children of our blue planet.

Four Centers of Curiosity

... within Center for Applied Meaningfulness: the world's largest philosophical think tank that researches all corridors of meaningfulness



Voluntās in numbers





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Realizing human potential

Voluntās