MANARA

CONSULTANCY

Sustainability Report

2026 · Baseline edition

Our alignment with the 2030 Agenda, the tensions we will not hide, and the things we have committed to count before we claim them.

منارة · A lighthouse serves the whole coast, not one ship

Beirut, Lebanon · manaraconsultancy.online

FIRST REPORTING PERIOD · NO ASSURANCE OBTAINED · NO PERFORMANCE DATA YET

Contents

1 Statement from the founder

Manara means lighthouse. We say often that a lighthouse never chases the ship: it stands still, burns clearly, and lets the captain find the way. A lighthouse also serves the whole coast, and not one ship. That second half is what this report is about.

This is our first sustainability report, and I want to be honest about what it is. It is not an account of what we have achieved. We were established this year, we have not measured our footprint, and we have installed our first solar systems and moved our first freight without counting either. A report that claimed otherwise would be the opposite of the counsel we sell.

So this is a baseline. It sets out the goals we align with and, more usefully, the ones we had wrongly left off. It names two tensions in our own business that a careful reader would find anyway, and it would be cowardly to make them look for them. And it commits us to counting: our energy contribution, our freight emissions, our own footprint. Next year's report will carry numbers. This one carries the promise to produce them.

We tell clients the inconvenient thing while it is still cheap to hear. We would be a poor advertisement for that habit if we could not do it about ourselves.

The Founder

Manara Consultancy

2 About this report

Reporting entity	Manara Consultancy, Beirut, Lebanon
Reporting period	2026, the firm's first year of operation
Publication	First edition, baseline
Boundary	Manara's own operations, its advisory practices, and the three delivery solutions: solar and energy, shipping and freight, and water solutions
Outside the boundary	Client operations, supplier operations, and the downstream use of anything Manara installs or ships beyond the point of handover
Frameworks	United Nations 2030 Agenda for Sustainable Development. Prepared with reference to the GRI Standards, with a content index at section 11. Indexed against the SASB Professional and Commercial Services standard. Structured against the four pillars of IFRS S1 and S2
Performance data	None. This report contains no environmental or social performance figures, because none have yet been measured

What this report is

A statement of position and intent and it sets out which of the seventeen Sustainable Development Goals Manara's work genuinely touches, how each one shows up in a specific service, where the firm's own claims do not survive scrutiny, and what will be measured before the next edition.

3 How we think about sustainability

Most advisory firms of this size approach sustainability through their office. They count reams of paper, switch to a green tariff, note that the team works remotely, and publish it. Manara's About page currently does a version of this, and it is the least interesting thing the firm could say.

The reason is arithmetic. A trilingual advisory house with a light office footprint has an environmental impact that rounds to nothing. Counting it accurately would be an achievement of bookkeeping, not of sustainability. Meanwhile the same firm now designs and installs solar systems in a country where the alternative is a diesel generator running in a stairwell, treats water in homes and clinics, and moves freight by air. Those three activities matter by orders of magnitude more than the office, in both directions.

So the position this report takes is that Manara's sustainability story is not about its own consumption. It is about what it installs, what it treats, what it ships and what it advises. Those are the levers with real magnitude, and two of them are not currently claimed at all whilst one is claimed in a way that will not hold.

THE PRINCIPLE

A lighthouse serves the whole coast, not one ship. Applied honestly, that means Manara's contribution is measured by what changes for other people, not by how tidy its own operation is.

4 What matters here

Materiality is the discipline of deciding what belongs in a report before deciding what to say about it. The figure below places each issue against two questions: how much it matters to the people Manara affects, and how much it matters to the business itself.

WHAT MATTERS HERE

The top-right quadrant is where a sustainability report earns its keep. For an advisory house that also installs solar and moves freight, the material issues are not paper and travel. They are confidentiality, the integrity of the advice, and the physical outcomes now being delivered.

Figure 1 Manara's own materiality assessment. No stakeholder consultation has been carried out; that is a 2027 commitment, and until it happens this is one firm's opinion about its own affairs.

What the assessment says

Confidentiality and the integrity of the advice sit at the top of both axes, which is unsurprising for an advisory house and is also the point: for Manara, the most material sustainability issues are governance issues, not environmental ones. A breach of client confidence would end the firm. A ream of paper would not.

Below those sit the delivered outcomes: energy access, water safety, and the emissions of the freight book. These are the issues where Manara has physical, measurable impact on people who are not its clients, and they are exactly the issues the current published position is quietest about.

Paper and travel sit where they belong, in the bottom-left corner. They are real, they are trivial, and they should stop being the headline.

5 Our alignment with the 2030 Agenda

5.1 What we publish today

Manara's About page currently declares alignment with nine Sustainable Development Goals: 4 Quality Education, 5 Gender Equality, 8 Decent Work and Economic Growth, 9 Industry, Innovation and Infrastructure, 10 Reduced Inequalities, 12 Responsible Consumption and Production, 13 Climate Action, 16 Peace, Justice and Strong Institutions, and 17 Partnerships for the Goals. The page states, correctly, that the Goals are treated as a standard rather than a badge.

That list was drawn up for an advisory house. Manara is no longer only an advisory house.

5.2 The two goals missing

Since the Solutions business launched, Manara has been delivering directly against two Goals it does not claim. They are, by some distance, its strongest claims, because they are physical rather than advisory: the firm does not counsel someone else to act, it installs the equipment itself.

Goal	Why it belongs	What Manara actually does
6 Clean Water and Sanitation	Target 6.1 concerns universal and equitable access to safe and affordable drinking water. Target 6.3 concerns improving water quality. Manara's water business exists to do both, at the point of use.	Tests the water first, then designs treatment, filtration and purification for homes, hotels, factories and clinics, and maintains the system afterwards
7 Affordable and Clean Energy	Target 7.1 concerns universal access to affordable, reliable and modern energy services. Target 7.2 concerns increasing the share of renewable energy. In Lebanon, both are live questions rather than distant ones.	Designs, supplies, installs, monitors and warranties solar and storage systems sized to real outages, for homes and businesses

THE FINDING

An advisory firm claiming SDG 13 on the strength of a paperless office is making a weak argument. The same firm installing solar in a country running on diesel generators, and treating drinking water in clinics, has two of the strongest SDG claims available to a business of its size, and currently makes neither. Goals 6 and 7 should be added to the About page.

5.3 The eleven goals

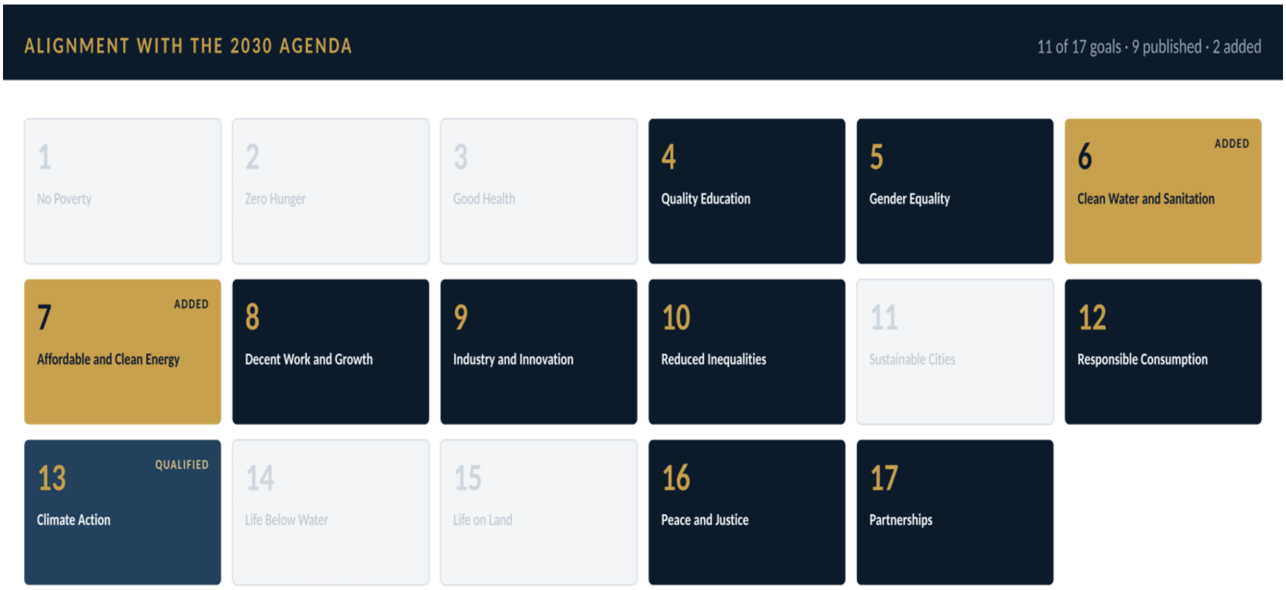

Figure 2 Manara's alignment across the seventeen Goals: nine as published, two added by this report, one qualified. Six goals are not claimed and should not be.

5.4 Goal by goal

Each Goal below names the specific targets Manara's work touches, how it shows up in a named service, and the honest status of the claim. Status is one of three words. Delivered means the activity is happening now. Advised means Manara helps others do it. Intent means the firm means to and has not yet.

Goal and targets	How it shows up in the work	Status
4 Quality Education 4.3, 4.4, 4.b	Thesis and research supervision, methodology and statistical training in SPSS and Stata, scholar mentoring, admissions and scholarship strategy, and open practical guidance on the blog	Delivered
5 Gender Equality 5.5	Backing women founders, professionals and scholars, and advising clients on inclusive workplace policy through the HR practice	Delivered
6 Clean Water and Sanitation 6.1, 6.3	Water treatment, filtration and purification designed against tested water quality, installed and maintained for homes, hotels, factories and clinics	Delivered
7 Affordable and Clean Energy 7.1, 7.2, 7.b	Solar design sized to actual load, supply and installation, battery storage sized for real outages, live monitoring, maintenance and warranty, and energy audits	Delivered
8 Decent Work and Growth 8.2, 8.3, 8.5	Business and startup advisory that helps enterprises grow; HR practice covering job design, organisational structure and policies; career advisory moving individuals into dignified work	Advised
9 Industry and Innovation 9.4, 9.5	AI strategy, agents and workflow automation that close the technology gap for smaller players who cannot buy an enterprise system	Advised
10 Reduced Inequalities 10.2	Trilingual delivery so language does not decide who receives good counsel; career mobility and cross-border market access; published entry prices so cost is knowable before the meeting	Delivered

Goal and targets	How it shows up in the work	Status
12 Responsible Consumption 12.5, 12.6	Paperless, remote-first engagements; durable strategy over disposable quick wins; and this report itself, which is target 12.6 in practice	Intent
13 Climate Action 13.2, 13.3	Solar displacing diesel generation, set against an air, sea and road freight book. See section 7.1 before repeating any claim under this Goal	Qualified
16 Peace, Justice and Institutions 16.6	Legal counsel, AI governance and EU AI Act advisory, data protection, and a strictly confidential practice with NDAs on request	Advised
17 Partnerships 17.16, 17.17	Bid and tender support for NGO, donor and development-sector organisations, and working as a partner rather than a vendor across Lebanon, the EU, the Gulf and North America	Delivered

Target numbers are cited from the United Nations 2030 Agenda. The mapping of Manara's activities to those targets is Manara's own and has not been reviewed by any third party.

6 Which part of the house carries which goal

A goal claimed by a whole firm is a goal claimed by nobody in particular. The matrix below assigns each Goal to the specific practice or solution that actually carries it, which is the only version of this exercise that can later be measured.

Figure 3 Manara's own assessment of contribution by practice and solution, unverified. Freight carries the only negative marker in the house.

What the matrix shows

Three things worth noting. The Solutions business carries the heaviest primary contributions, which confirms the argument of section 3: what Manara installs matters more than how Manara operates. The consulting practices cluster around Goals 8, 9, 10 and 16, which is what advisory work does. And freight is the only cell in the house carrying a negative marker.

That last point is not a reason to stop moving freight. It is a reason to stop claiming a low carbon impact whilst doing it.

7 The tensions we will not hide

7.1 Freight and carbon

Manara's About page states that a deliberately light operating footprint, remote-first delivery, digital-first tools and minimal travel keep the firm's carbon impact low by design. Manara's Shipping and Freight page offers air freight, sea freight and cross-border trucking to more than seventy-five destinations worldwide. Both statements are currently published. They do not sit together.

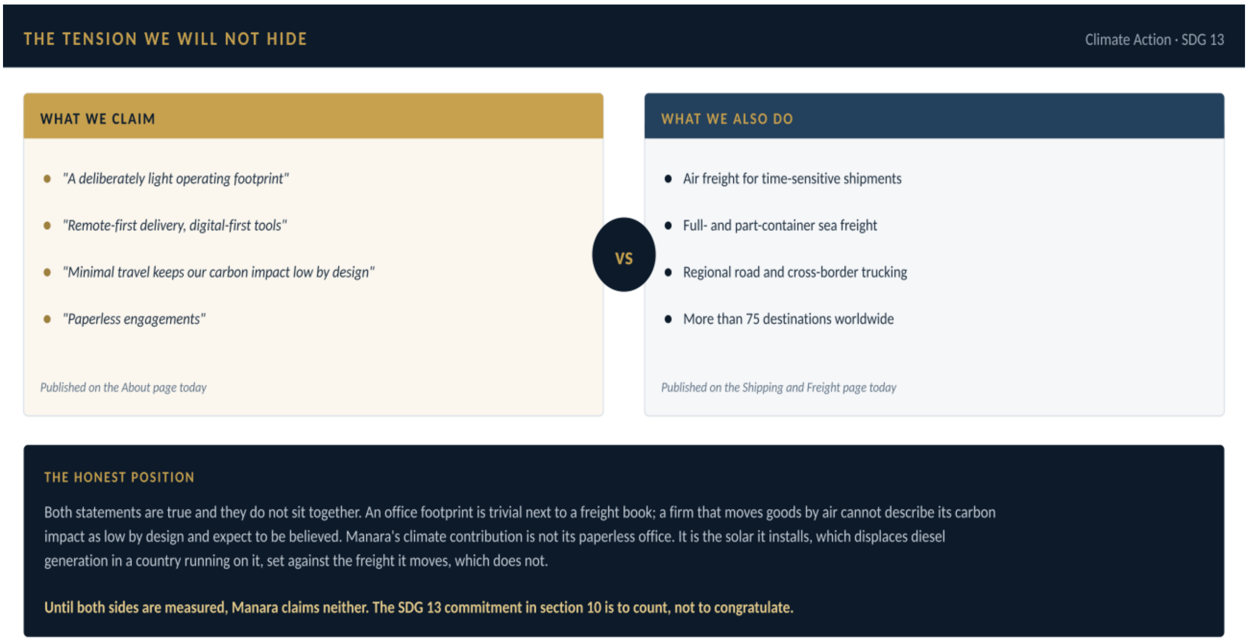

Figure 4 The two published positions, side by side. Both are true. Together they are not credible.

The position this report takes

Manara does not claim a low carbon impact. The claim should be removed from the About page in the form it currently takes, because the first freight client who reads both pages will notice, and a firm that sells honest counsel cannot afford to be caught rounding in its own favour.

What Manara can say, once it has counted, is more interesting and more defensible: that its solar business displaces diesel generation in a country that runs on it, that its freight business emits, and that the firm publishes both numbers and works the ratio in the right direction. That is a harder claim to make and a much harder one to attack.

8 Governance and ethics

For an advisory house, governance is the material sustainability issue. The figure in section 4 puts confidentiality and advice integrity at the top of both axes, and that is where they belong.

Area	Position today	Status
Confidentiality	Every engagement is confidential. All discussions and documents are handled under strict confidentiality, and non-disclosure agreements are signed whenever requested. Client names are withheld from all published material	In force
Honest scoping	The free initial review confirms fit and scope within 24 hours and says no where the house is not the right fit. No fee follows a no	In force
Advice integrity	Values state the courage to disagree with the person paying us, and that Manara recommends only what it would act on with its own capital and name	In force
Data protection and AI governance	Offered to clients as a service, covering the EU AI Act, data protection and IP	In force
Anti-bribery and conflicts	No written policy. In a market where introductions carry value, this is a gap worth closing before it is tested	In force

THE HONEST READING

Manara's ethical practice is real and is currently held in one person's judgement rather than in a document. That works at the present size and stops working the moment the house hires. Section 9 commits to closing that gap before it becomes one.

9 Commitments to 2028

Every commitment below is a counting commitment or a governance commitment. None is a performance target, because a target set against a number that does not exist is decoration.

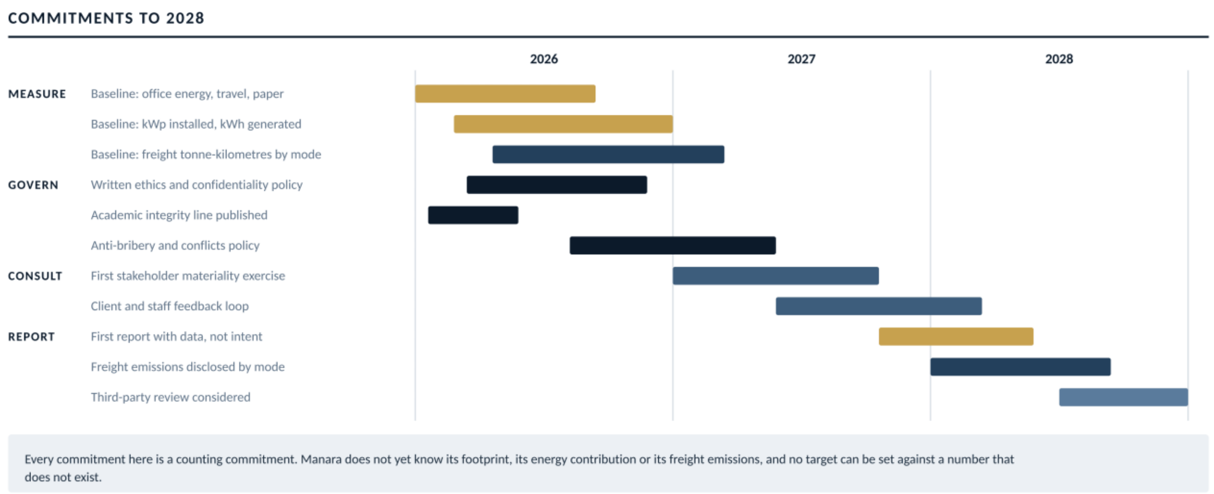

Figure 5 The commitment roadmap. Measurement first, targets afterwards.

By	Commitment	Goal
2026	Publish an explicit academic integrity line on the thesis service page	4
2026	Remove or qualify the low carbon impact claim on the About page	13
2026	Add Goals 6 and 7 to the published SDG alignment	6, 7
2027	Baseline the firm's own footprint: office energy, travel and paper	12, 13
2027	Baseline the solar contribution: kWp installed, kWh generated, diesel displaced	7
2027	Baseline the water contribution: systems installed, volume treated, people served	6
2027	Baseline freight emissions in tonne-kilometres by mode	13
2027	Document the ethics, confidentiality, anti-bribery and conflicts policies	16
2027	Run a first stakeholder materiality exercise with clients and staff	12
2028	Publish a second report carrying data rather than intent	12
2028	Disclose freight emissions by mode alongside energy displaced	13
2028	Consider third-party review of the reported figures	12

10 How we will measure

A commitment to count is worth nothing without a stated method, because a method decided after the fact is a method chosen to flatter. The framework below fixes the method now.

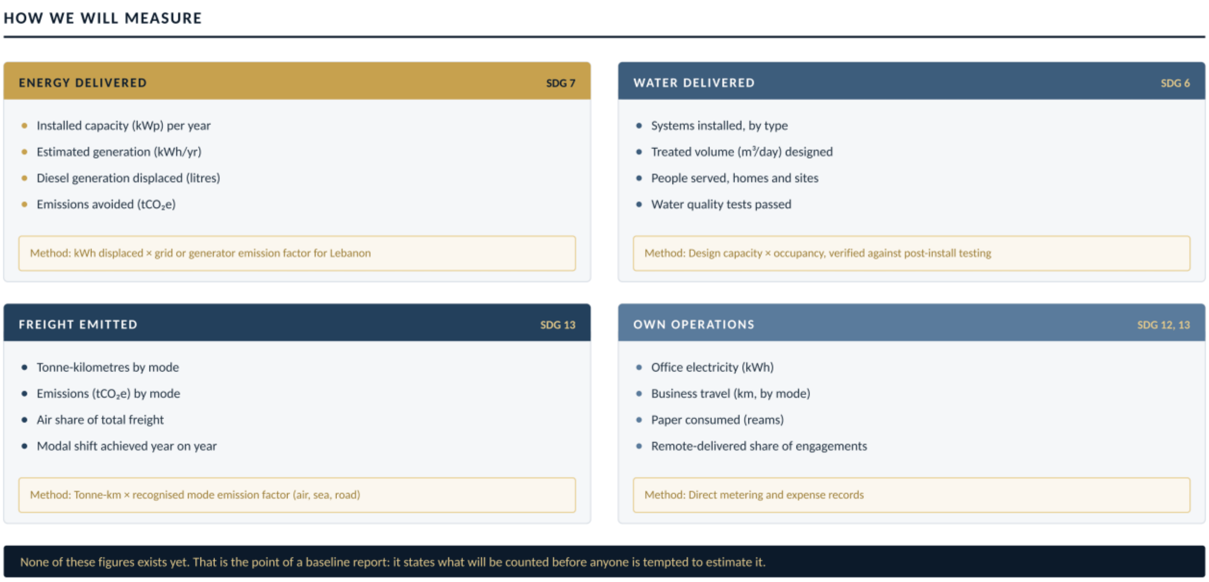

Figure 6 The measurement framework. None of these figures exists yet; the method is fixed before the numbers arrive.

On emission factors

Emissions avoided through solar and emissions generated through freight both depend on the factor applied, and the choice of factor can move a result by a wide margin. Manara commits to using published, citable factors appropriate to Lebanon and to each freight mode, to naming the source of every factor in the report that uses it, and to restating prior figures where a factor is later revised rather than quietly keeping the flattering one.

WHY THE METHOD COMES FIRST

Any firm can produce a favourable sustainability number by choosing the boundary and the factor after seeing the data. Fixing both in advance, in public, is the only version of this exercise that means anything. That is the whole purpose of a baseline edition.

11 Reporting standards and content index

Three reporting standards matter to a firm of this kind: the GRI Standards, the SASB standard for Professional and Commercial Services, and the ISSB standards IFRS S1 and S2. This section states exactly how far each has been applied, and it is deliberate that the answer differs for each one.

THE CLAIM THIS REPORT MAKES, AND THE ONE IT DOES NOT

This report is prepared with reference to the GRI Standards. It does not claim to be in accordance with them, and it does not claim compliance with SASB or with IFRS S1 and S2. Each of those claims requires reported figures against defined criteria, and Manara has not yet measured them. The indexes below show every disclosure, including the ones answered with a reason for omission, because an index that shows only the flattering rows is not an index.

11.1 GRI

The GRI Standards permit two claims. A report may be prepared in accordance with the GRI Standards, which requires all nine of GRI 1's requirements to be met, including reporting every disclosure in GRI 2, determining material topics under GRI 3, reporting the topic-standard disclosures for each of them, giving reasons for omission where a disclosure cannot be reported, and publishing a content index. Alternatively, a report may be prepared with reference to the GRI Standards, which is a lighter claim and requires a content index and a statement of use.

Manara makes the second claim. The first is not available to a firm that has measured nothing, and stating it anyway would be the precise error this report exists to avoid.

STATEMENT OF USE

Manara Consultancy has reported the information cited in the GRI content index below for the period 1 January 2026 to 31 December 2026 with reference to the GRI Standards. GRI 1: Foundation 2021 has been used.

Disclosure	Where it is answered	Status
GRI 2-1 Organizational details	Section 2, About this report, and section 3	Reported
GRI 2-2 Entities included	Section 2. The boundary is Manara's own operations, its advisory practices and its three delivery solutions	Reported
GRI 2-3 Reporting period and contact	Section 2 and section 13	Reported
GRI 2-4 Restatements	is a first report	Reported
GRI 2-5 External assurance	Section 2. None obtained	Reported
GRI 2-6 Activities and value chain	Section 3 and section 6	Reported
GRI 2-7 Employees	. Committed for 2027 at section 9	Purposed
GRI 2-9 Governance structure	The firm is founder-led	Reported
GRI 2-22 Statement on sustainable development strategy	Section 1	Reported
GRI 2-23 Policy commitments	Section 8.	Partially reported

Disclosure	Where it is answered	Status
GRI 2-24 Embedding policy commitments	Section 8 and section 9	Partially reported
GRI 2-27 Compliance with laws and regulations	Compliant with Law	information unavailable
GRI 2-28 Membership associations	Not applicable. None held	Reported
GRI 2-29 Stakeholder engagement	Consultation reporting committed for 2027	Partially reported
GRI 3-1 Process to determine material topics	Section 4. Determined by the firm's own assessment, without stakeholder input	Reported
GRI 3-2 List of material topics	Section 4, figure 1	Reported
GRI 3-3 Management of material topics	Sections 5, 7 and 8	Partially reported
GRI 302 Energy	Committed for 2027	Information unavailable
GRI 305 Emissions	Committed for 2027 at section 9	Information unavailable
GRI 405 Diversity	Committed for 2027 at section 5f	Information unavailable

Reasons for omission follow GRI's permitted categories. Information unavailable or incomplete is used throughout, and in each case section 9 names the year by which it will be available.

11.2 SASB

SASB standards are industry-specific and now sit under the IFRS Foundation alongside the ISSB. The standard applicable to Manara's advisory business is Professional and Commercial Services, which carries three disclosure topics: Data Security, Workforce Diversity and Engagement, and Professional Integrity. As the Solutions business grows, further industry standards covering freight and solar will become relevant and are not indexed here.

Code	Metric	Manara's position
SV-PS-230a.1	Approach to identifying and addressing data security risks	Data protection is offered to clients as a service
SV-PS-230a.2	Policies relating to collection, usage and retention of customer information	Confidentiality is practised and NDAs are signed on request, but no written retention policy exists. Committed for 2027
SV-PS-230a.3	Number of data breaches and those affected	None known. No breach register is maintained, so the figure is stated as none known rather than none
SV-PS-330a.1	Gender and diversity representation, executive and other	Committed for 2027
SV-PS-330a.2	Voluntary and involuntary turnover	Not applicable at current size
SV-PS-330a.3	Employee engagement	Committed for 2027 alongside the first stakeholder exercise
SV-PS-510a.1	Approach to ensuring professional integrity	Section 8. Practised through honest scoping, the free review, and a stated willingness to disagree with the client.
SV-PS-510a.2	Monetary losses from legal proceedings on professional integrity	None

Code	Metric	Manara's position
SV-PS-000.A	Number of employees by type	Not disclosed at current size
SV-PS-000.B	Employee hours worked, percentage billable	Not tracked

11.3 ISSB

IFRS S1 sets general requirements for disclosing sustainability-related financial information and IFRS S2 covers climate. Both are built on four pillars: governance, strategy, risk management, and metrics and targets. Manara does not comply with either standard. The structure is used below because it is the discipline the firm intends to grow into, and because setting it out now shows precisely what is missing.

Pillar	What the standards ask	Manara's position
Governance	The governance processes, controls and procedures used to monitor sustainability-related risks and opportunities	Section 9 commits to documenting policy by 2027
Strategy	The effects of sustainability-related risks and opportunities on the business model, strategy and cash flows	Sections 3, 5 and 7. The material exposures are the freight book's emissions, the credibility of the climate claim, and academic integrity in the Scholars practice
Risk management	The processes used to identify, assess, prioritise and monitor sustainability-related risks	Section 4 is a first assessment carried out by the firm on itself, and section 7 names the exposures it found
Metrics and targets	Performance against risks and opportunities, including Scope 1, 2 and 3 greenhouse gas emissions under IFRS S2	No target is set against a number that does not yet exist

12 Using the SDG brand

Manara's About page displays the official United Nations SDG icons. The United Nations publishes guidelines governing their use, and they are stricter than most organizations realize. This section is a compliance note, not legal advice, and the current guidelines should be read in full before the page is next updated.

Requirement	What it means for Manara
Which logo	Entities outside the UN system must use the SDG logo without the UN emblem. Manara is a non-UN entity
Illustrative use	Permission is generally not required for primarily illustrative use, such as reports and corporate materials communicating an organisation's own SDG-related activities and support
Commercial use	Use for commercial or fundraising purposes requires prior written permission from the UN and a licensing agreement
No endorsement	The icons may not be used in any manner implying UN endorsement of an entity, its products, services or activities, including in the context of promoting or advertising them
No self-promotion	The icons may not be reproduced for the purpose of self-promotion or for obtaining commercial or personal financial gain
Icon integrity	Each icon must be used in its entirety, including the number, title and graphic. Icons may not be altered or recolored
Pairing	Icons must be displayed alongside the entity's own logo, and the entity's logo must be given preeminence
Disclaimer	Materials should carry a link to the UN SDG website and the statement that the content has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States

13 Contact

This report is a first edition and an argument, and arguments improve by being contested. Corrections, challenges and questions about method are welcome and will be reflected in the next edition.

Email	hello@manaraconsultancy.online
Telephone	+961 76 952 134
WhatsApp	wa.me/96176952134
Website	manaraconsultancy.online
Office	Beirut, Lebanon
Languages	Arabic · English · French
Next edition	2027, carrying the first measured figures

A lighthouse serves the whole coast, not one ship.