



# GLOBAL COMPACT

The Global Compact comprises 10 principles for social responsibility based on internationally ratified conventions for labour and human rights, as well as the environment and anti-corruption. The CSR initiative is universal and constitutes a “common language” across national borders, which can be adapted to companies’ specific needs and situations because of its flexibility and voluntary nature.

## **Human rights**

1. Businesses should support and respect the protection of internationally proclaimed human rights.
2. The businesses should make sure they are not complicit in human rights abuses.

## **Labour**

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. The businesses should support the elimination of all forms of forced and compulsory labour.
5. The businesses should support an effective abolition of child labour.
6. The businesses should support the elimination of discrimination in respect of employment and occupation.

## **Environment**

7. Businesses should support a precautionary approach to environmental challenges.
8. The businesses should undertake initiatives to promote greater environmental responsibility.
9. The businesses should encourage the development and diffusion of environmentally friendly technologies.

## **Anti-corruption**

10. Businesses should work against corruption in all its forms, including extortion and bribery.

## **How we will utilise the Global Compact:**

As a framework for conducting CSR initiatives within the company and to ensure that our business partners support the principles of the Global Compact.

As a basis for communication with the world around us – we want to convey our views on social responsibility and our work in this field.

As a platform for dialogue with our clients and external business partners.

# INTRODUCTION

AS3 Companies supports the 10 principles of the UN Global Compact, which address the areas of human rights, labour rights and anti-corruption. We wish to promote these principles within our areas of influence by incorporating the principles into our strategy, our culture and our daily operations.

Therefore, we joined the Global Compact in December 2011. Since the founding of the company, we have worked with a wide range of CSR themes; joining the Global Compact has given us a focus and a structure for carrying out initiatives that make sense for our business and for society.

2012 was called an “anchoring year”, when we sought to establish an overview of our current CSR efforts. This overview will help us to set realistic and effective goals in the future.

We see our work with the 10 Global Compact initiatives as long-term and continuous; we hope to thereby contribute to the UN’s overall goals for more sustainable development.

The purpose of the report is to tell the world who we are and why it makes sense to us as a Global Compact company to work with the 10 principles. We also want to contribute to increased awareness of Global Compact in the hope that more service companies will choose to follow our example.

This report is not only a report to the UN, but equally a way of communicating our messages to the various stakeholders with whom we come into contact in the course of our business dealings – and others who may have an interest in CSR and taking societal responsibility.

We hope you enjoy reading this report.



Allan Gross-Nielsen,  
CEO

A handwritten signature in black ink that reads "Allan Gross-Nielsen". The signature is written in a cursive, flowing style.



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# ABOUT AS3 COMPANIES

Since its founding in 1989, the guiding philosophy of AS3 Companies has been that business decisions must benefit the business while also contributing to society. To us, this represents a major part of what societal responsibility is all about.

Since 1989, AS3 Companies has specialised in providing counselling services to organisations and people regarding job-related changes – we call this area of business “Job Transition Management”.

AS3 Companies now holds a leading position in the Nordic Job Transition Management market, with more than 250 employees and 300 freelance counsellors. They work from AS3's more than 60 offices in the largest cities in Denmark, Norway, Sweden and Finland.

The common aspect of all AS3 Companies' services is that we work to strengthen each individual's labour market readiness for the benefit of themselves, the business world and society.

AS3 Companies is a value-based company. We want to act in a business-oriented and decent manner. This means that we take responsibility and are willing to do more than what is expected of us in our daily work.

It also means that we as a company strive to meet the expectations of a socially responsible company – also called Corporate Social Responsibility. It is quite natural for us to translate CSR into societal responsibility.

To us, it is about showing respect and an interest in clients, candidates and employees in our daily work.

It is also about having “an eye for” how our way of doing business affects society. For example, our work with supporting people is an important contribution to the individual and to society as a whole.

In more specific terms we counselled more than 28,000 individuals in the Nordic countries in 2012. In the vast majority of these cases we have either been supporting citizens in getting out the national unemployment systems or in keeping them from entering them.

We also support other companies in strengthening their societal responsibilities, thus making an impact on the business world's overall societal responsibilities.

# ABOUT AS3 COMPANIES

## Our values

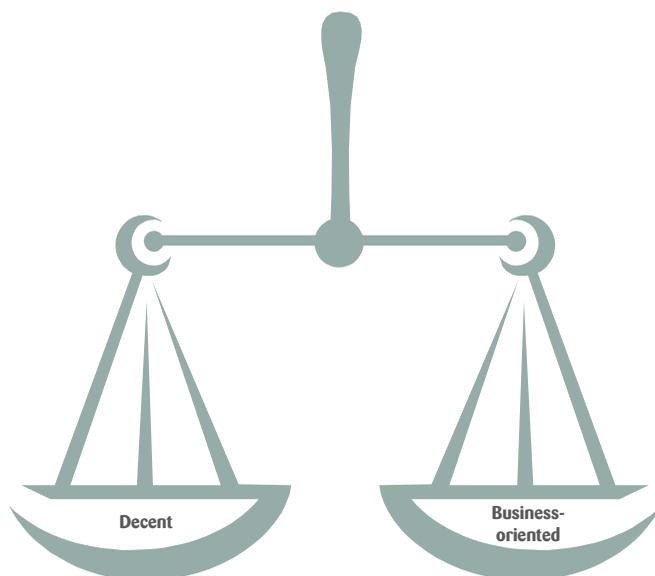
Our range of services is rooted in the group's two core values – business-oriented and decent.

Being decent means being honest, empathetic, respectful and good at communicating with one another and the people with whom we do business.

Being business-oriented means that we are professional and that we make a difference for our clients, business partners, private individuals in counselling and our colleagues, while remaining down to earth.

## AS3's VISION

We strive to be **the leading and most respected** company in Job Transition Management in the Nordic Region.



# SOCIETAL RESPONSIBILITIES

Our joining the Global Compact is a signal to the world and ourselves that we take our share of the responsibility for solving some of the major challenges faced by our society.

## AS3'S CREDO

We have developed a Credo comprising the three main requisites we see as vital for maintaining and strengthening competitiveness in the future job market:

- Increasing the labour force
- Retaining employees
- Increasing agility

In 2012, we have shown societal responsibility by supporting various activities. A few of these activities are presented here.

## TRAINING

AS3 has supported the establishment of Aarhus Academy for Global Education.

## WE TAKE PART

We maintain close relationships with the Danish universities and

actively participate with speakers and panel participants in areas relating to our professional field.

## NETWORK

AS3 holds numerous important posts through which we take responsibility and wield influence.

AS3 helped to establish and is currently the chair of the trade association, Job Counsellors' Trade Association.

AS3 is active on the board of the European Mentoring and Coaching Council.

## FOUNDATIONS AND INITIATIVES

AS3 was affiliated with the Danish Red Cross as a business partner in 2012. In 2013, AS3 joined the The Danish Mental Health Fund as a corporate member.

AS3 has provided financial support to the "Break Cancer" campaign. We have made a contribution to the Danish Fundraising Campaign

and hereby contributed to the UN's 2015 goal of defeating poverty. AS3 Sweden set up a Facebook page where they donate an amount to charity for the homeless for each "like".

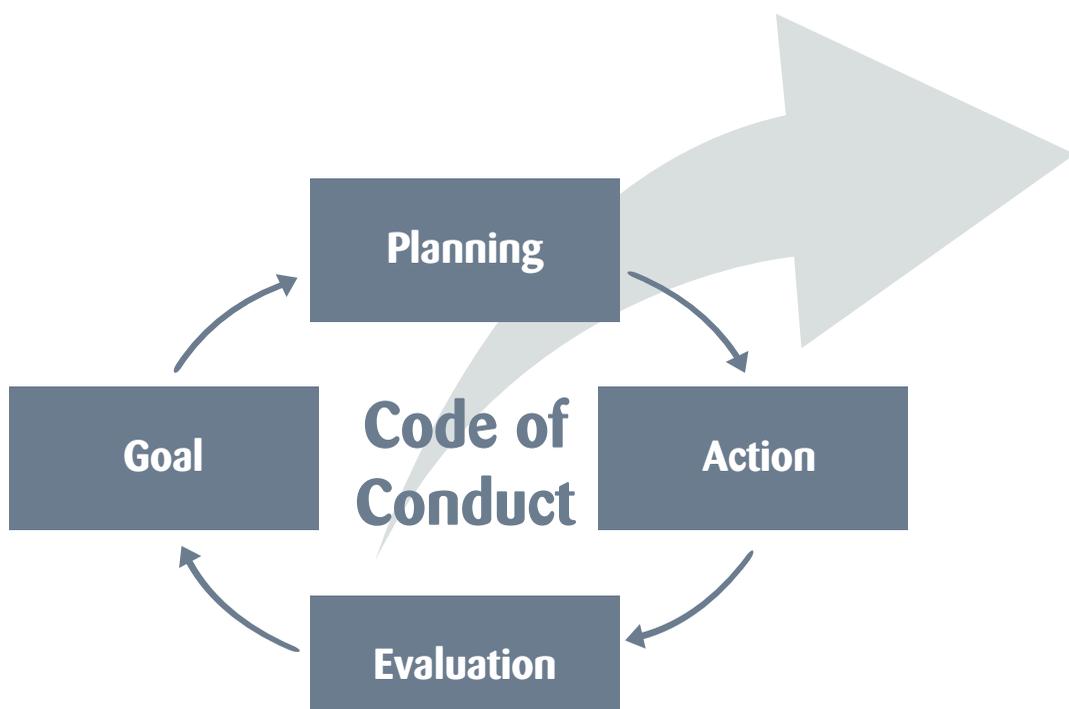


## WE GO THAT EXTRA MILE

Our work with supporting people is an important contribution to the individual and to society as a whole. We also support other companies in strengthening their societal responsibility, thus making an impact on the business world's overall societal responsibility.



# OUR APPROACH – WE STRIVE TO BE EVEN BETTER



## STRUCTURE OF CSR WORK AT AS3 COMPANIES

In connection with joining the Global Compact, we have structured our work in this area to ensure a consistent standard in terms of method, progression and reporting in relation to the Global Compact. This means that we continuously plan, act, evaluate and set new goals regarding our desire to be a socially responsible company.

# OUR APPROACH – WE STRIVE TO BE EVEN BETTER

Our values set the framework for our actions and the way we do business. Based on the 10 principles of the Global Compact, we have established a Code of Conduct, which we call our Nordic responsibility code.

This will help us to:

- implement strategies and activities that strengthen our work with the four main areas of our Code of Conduct to ensure that it becomes a conscious part of the way we run AS3.
- structure the areas we would like to have an increased focus on, and the things we want to do better.
- be even clearer in our dialogue with business partners about our expectations and demands that they take their societal responsibility just as seriously as we do.
- be open about our work, in the hope that this can affect society as a whole.

How have we integrated the Global Compact?

- in the training of new employees at AS3 Academy
- Sent information letters to close suppliers regarding our commitment to the Global Compact and how this will affect our cooperation with them in the future.
- Formulated a text about the Global Compact and implemented it in our tendering templates.
- The internal brochure, “AS3 Companies’ Societal Responsibilities”, describes our commitment to the Global Compact, which has been distributed at trade shows.

We translate words into action and it is our goal to continuously improve the results and impact of our activities.





# CODE OF CONDUCT

At AS3, we work with our Code of Conduct in an effort to continually improve our societal responsibility efforts.

Our Code of Conduct comprises four main areas

1. Human rights
2. Legislation setting the frameworks
3. Inclusiveness
4. Environmental responsibility

The areas of our Code of Conduct are formulated to reflect and support the principles of the UN Global Compact.

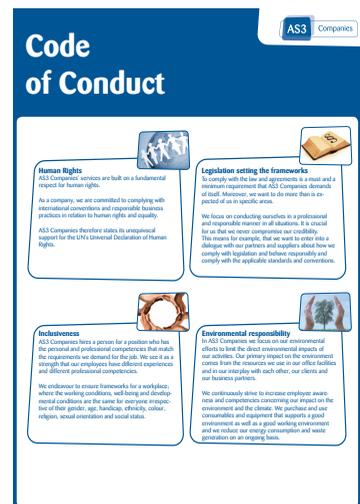
Our Code of Conduct means that we have precisely formulated what we expect of ourselves and that we take a special responsibility in these four main areas.

At AS3 Companies, we stress the importance of providing the right counselling services to management and employees, and we believe that such services must be tailored to the specific situation.

We have therefore made a promise to the market and ourselves:

We are there for the individual client and we are there for the individual in our counselling. We are also there for our colleagues at AS3 Companies. This promise requires us to remain attentive and present in our work – which is the only way we can make a difference.

Through support and signatures from our external board and our Nordic management team we are committed at all levels of the organisation to comply with the guidelines set out in our Code of Conduct.



*Vi er der!  
Vi är där!  
Osallistumme!  
We're there!*



# HUMAN RIGHTS

AS3 supports the principles of the UN Universal Declaration of Human Rights, the European Convention on Human Rights and the basic labour rights expressed in ILO conventions. These principles are generally already incorporated into Danish law.

We are committed as a company to comply with international conventions and good business practices in relation to human rights and equality.

AS3 therefore expresses its full support for the UN Declaration of Human Rights.

Our services are based on a fundamental respect for human rights.

In our work, we always start with the individual and a high degree of respect for differences in values, beliefs and cultural backgrounds.

Our programmes and services are individually tailored to accommodate and respect the individual. Our counsellors' approach involves seeing possibilities instead of limitations and a belief that everyone has something to contribute. It is about creating the framework for the individual meeting, where respect for the individual is all-important.



Declaration of Human Rights Article 1

*"All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood."*

# HUMAN RIGHTS FOCUS 2012

Our efforts in the field of human rights in 2012 focused on defining how AS3 meets the expectations of the outside world through its products and approach to counselling. We have also worked internally to ensure anchoring and a sense of ownership of these principles.

## BROCHURE ON SOCIETAL RESPONSIBILITIES AT AS3

Based on the aforementioned activities, we produced a brochure in Danish and English describing AS3 Companies' societal responsibilities and our Code of Conduct.

Our support for the Global Compact was announced at internal dialogue meetings at the beginning of the year. At these meetings, all employees and freelancers were given a copy of the brochure and presented with the ideas behind AS3's commitment to the Global Compact.

The brochure will now be handed out as a part of the AS3 Academy for all new employees in the organisation at which time the company's current status and initiatives in this area will be reviewed and discussed.





## LEGISLATION SETTING THE FRAMEWORKS

Compliance with laws and agreements is a matter of course and a minimum requirement that AS3 has set for itself. We also strive to do more than what is expected of us in specific areas.

We are dedicated to being professional and responsible in all contexts. It is vital to us that we never compromise our credibility. This means for example that we seek dialogue with our business partners and suppliers about how they observe all laws, act responsibly and comply with applicable standards and conventions.

AS3 assumes greater responsibility and exceeds the minimum requirements regarding working environment. We do this because we believe that a good working environment benefits our employees and, ultimately, our clients, candidates and business partners.

This means, among other things, that we work hard to secure the necessary framework for a workplace where we thrive and where there is a work-life balance.

# LEGISLATION SETTING THE FRAMEWORKS

## FOCUS 2012

Below we present some examples of CSR activities in 2012 relating to “legislation setting the frameworks”.

### TERMS OF EMPLOYMENT

AS3 is a member of the trade associations, the Danish Chamber of Commerce and the Confederation of Danish Employers. Our employees are covered by the collective agreement with the trade union HK Warehouse and Office.

We have prepared the brochure “Terms of Employment at AS3 Companies”, which outlines a number of initiatives that go beyond the legal requirements.

### WORKING ENVIRONMENT CERTIFICATION

AS3’s Danish offices have obtained working environment certification and work systematically to continually improve the working environment.

This work includes:

- Contingency plans
- Annual workplace risk assessment and job satisfaction surveys
- Risk assessment of the physical and psychological working environment
- First aid training courses





# INCLUSIVENESS

At AS3, we hire the person who possesses the personal and professional competencies needed to meet the requirements of the job. We see it as a strength that our employees have different experiences and a varying range of professional competencies.

Thus, in our quest for inclusiveness we never deprive individuals or the company of the opportunity for success.

We strive to provide the framework for a workplace with equal conditions in terms of work, well-being and development for all, regardless of gender, age, handicap, ethnic origin, race, religion, sexual orientation or social status.

AS3 is an inclusive company with room for diversity.

We take societal responsibility by being open to people who are outside – or at the risk of being outside – of the labour market.

In our sickness absence policy, we work actively with the retention of sick employees.

## RECRUITMENT

The recruitment of new employees is based on the principle of “the right person for the right job”.

## EVERYONE HAS SOMETHING TO CONTRIBUTE

Everyone has something to contribute. We think in terms of resources and competencies, rather than problems and limitations. We believe that people can develop if the conditions are right.

# INCLUSIVENESS

## FOCUS 2012

Below we present some examples of CSR activities in 2012 relating to “Inclusiveness”.

AS3 has 250 employees. In 2012 in Denmark, our staff comprised 66% women and 34% men. We have also employed 10 people in flexible jobs, wage subsidy jobs and company internship programmes, as well as 26 people with reduced working hours.

As a step in the hiring of our office trainee in 2012, we developed a concept for the introduction and training of office trainees at AS3. This also included Mentor Training for those responsible for trainees.

AS3 participated in JobShadow via Aarhus University, which gives students the opportunity to experience a workday at a workplace.

We contributed to the preparation of two study-related assignments.

In addition, we have employed 26 students as a supplement to their studies.



# ENVIRONMENTAL RESPONSIBILITY

At AS3, we focus our environmental efforts on limiting the direct environmental impact of our activities. We primarily impact the environment with the resources we use in our office facilities and through our interaction with each other, our clients and our partners.

We strive continuously to promote employee awareness and knowledge regarding our impact on the environment and climate. We purchase and use supplies and equipment that support a good environment and working environment, and we continuously work to reduce our energy consumption and waste production.

Over the years we have taken various measures to minimise the environmental impact of our activities. This is also reflected in our purchasing policy.

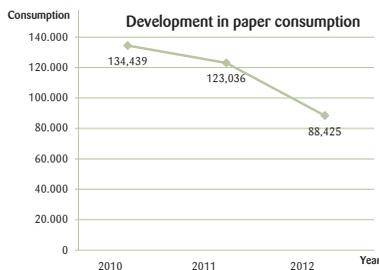
When appropriate, we use virtual solutions in the form of “travel-free meetings”. The ability to conduct telephone and video conferences, as well as web meetings with colleagues in other locations, means that we can reduce our environmental impact and travel expenses.

# ENVIRONMENTAL RESPONSIBILITY

## FOCUS 2012

### FOCUS ON PAPER CONSUMPTION

Our supplier of printed materials uses FSC certified paper, so all of our new editions of books, magazines and brochures are registered with the FSC label.



We have seen a significant decline in paper consumption, both in terms of printer paper and published materials, due to increased electronic communication. At the same time, we are increasingly using environmentally friendly office supplies.

### OPTIMISING COMMUNICATION

We minimise the number of physical meetings (air and car travel) by implementing digital communication solutions, e.g. Webex and

Skype, which also provide increased flexibility.

### FOCUS ON ELECTRICITY CONSUMPTION

We have installed energy saving light bulbs and energy saving power strips. A PowerMeter has been developed to record electricity consumption at our various offices.

To ensure involvement and knowledge sharing between locations, we have set up a blog on our intranet documenting the PowerMeter results and raising awareness about behaviour relating to electricity consumption. These blog posts have provided input for a catalogue of ideas that is currently under development.

Our PowerMeter measurements have provided a good pool of data to assess 2013 and we can see a decrease in electricity consumption at some locations.

### FOCUS ON FOOD WASTE

We have minimised our food waste by measuring food waste after each lunch through close cooperation with our lunch supplier.

### FOCUS ON IT EQUIPMENT

As part of our ongoing focus on reducing waste in 2012, we sent 400 computers and 605 monitors for recycling via a responsible external business partner, thus exemplifying environmental consideration while also benefiting others.

We have also collected and disposed of toners in the group via a supplier, and we have secured responsible disposal of photocopiers in cooperation with a responsible supplier and importer.



# FOCUS IN 2013

Based on this year's results, an assessment of the year, and the business plans for 2013, we have decided to focus our efforts as follows:

## GLOBAL COMPACT DILEMMA GAME

Based on the Global Compact Dilemma Game (developed by KPMG), we have developed questions relating to AS3's daily work. The game and these questions are at your disposal as a mean to put CSR on the agenda. We will also focus on identifying other areas where this can be integrated.

## CHARITY STRATEGY

We will develop a strategy for ensuring a more targeted focus in our charity support. The strategy must contribute to the projects we choose to support and preferably should generate knowledge sharing with the business. The strategy will form the basis for how we match projects and support.

## HUMAN RIGHTS

We will clarify AS3's stance on human rights to improve our CSR work and initiatives in the area of human rights.

Based on AS3's management code, we will develop and implement a comprehensive introduction programme for new managers at AS3. During 2013, all of AS3's managers in the Nordic countries will be trained in AS3's own management concept, Transition Management Programme; this process is expected to be completed in 2013.

## LEGISLATION SETTING THE FRAMEWORKS

Besides that we will always live up to the legislation within the work environment, it is important for us to reach our goals regarding the work environment. In 2013, we wish to analyse our ability to meet the work environment goals.



# FOCUS IN 2013

## INCLUSIVENESS

We continue to work with inclusiveness.

We have a goal of hiring one more office trainee in 2013 and we will strive to at least maintain our current level of employees on special terms.

## ENVIRONMENTAL RESPONSIBILITY

In 2013 we will continue to focus on implementing new IT measures to strengthen and improve our communication platform for the benefit of employees, clients, candidates and business partners.

The PowerMeter project will continue in 2013. This will include monthly reports on electricity consumption at each office in Denmark. During 2013 we will set a goal for reducing our electricity consumption.

There will also be a focus on reducing paper waste in 2013.

We will specifically look at how we can reduce our paper consumption in connection with training materials at AS3 Academy. This will include a study of new employees' use of the training materials and the possibility of distributing training materials on USB memory sticks.



## UN GLOBAL COMPACT

Joined 7 December 2011

Sector: Support Services

Number of employees: 250 employees and 300 freelancers

Reporting period:

7 December 2011 – 31 December 2012

Submission Date:

Sent to the UN Global Compact, 1 March 2013

The report has been published on our website.

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Turning Transitions into Results

