





# INTRODUCTION

In December 2011, AS3 aligned with the ten principles of the UN Global Compact in the areas of human rights, labour, the environment and anti-corruption. 2012 was an "anchor year" and it was in 2013 that we were able to assess the results of the increased awareness in these areas for the first time. This report sets out the results.

2013 has been an instructive year. We gained a better overview of how comprehensive our efforts in the CSR area already are, while at the same time having embarked on a process of maturation, in which we strive to make our efforts more focused and longer term .

The purpose of the report is to tell the world around us who we are and why it makes sense to relate ourselves to the ten principles as a Global Compact business.

Additionally, we also want to contribute to an increased awareness of the Global Compact, in the hope that more companies in the service sector choose to follow the same path.

The report is not only a form of reporting to the UN, but is just as much a communication of our messages, challenges and achievements to the various stakeholders, with whom we are in contact in a variety of ways, and to others who have an interest in CSR and in taking social responsibility.

Happy reading.



**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 29,500 individuals in the Nordic countries in 2013. 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

## 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 CREDO

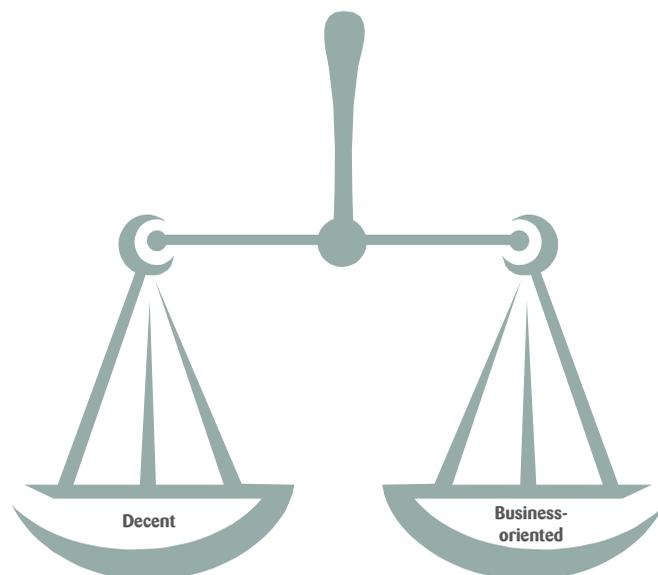
We have developed a Credo comprising the three main requisites we see as vital for maintaining and strengthening competitiveness in the future job market:

- Increasing the labour force
- Retaining employees
- Increasing agility

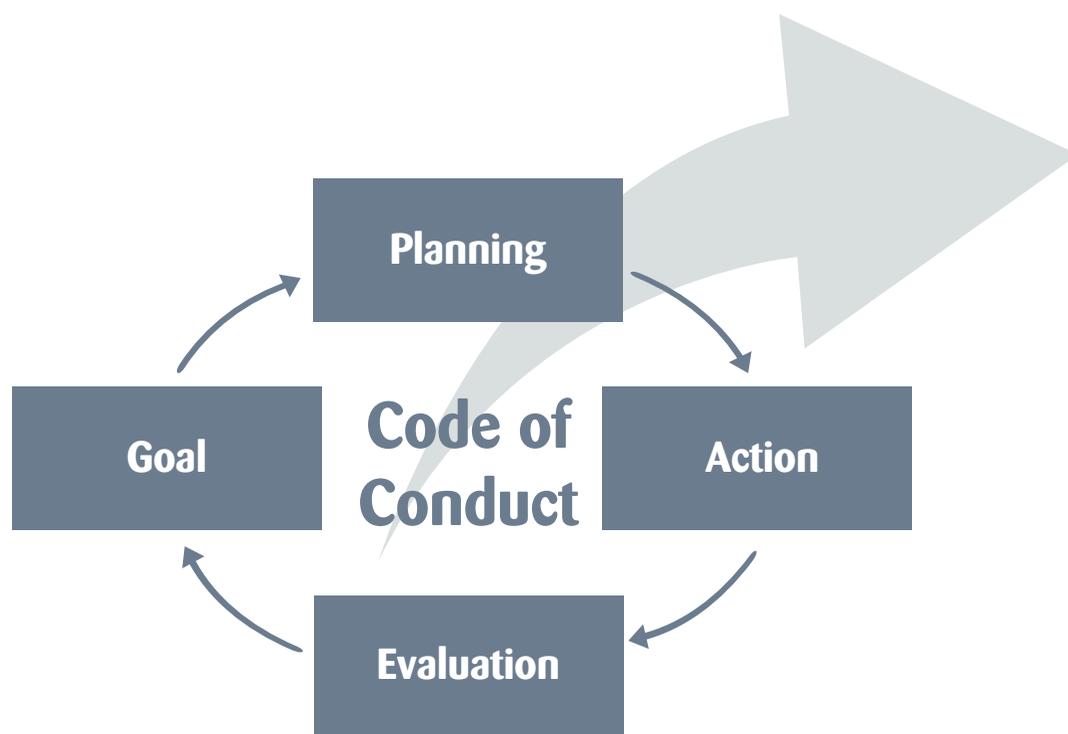
Our joining the Global Compact is a signal to the world and ourselves that we take our share of the responsibility for solving some of the major challenges faced by our society.

## AS3's VISION

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



# 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 helps 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 do we integrate Global Compact?

- in the training of new employees at AS3 Academy
- Distribution of information letters to close suppliers regarding our commitment to the Global Compact and how this will affect our cooperation with them in the future.
- Describe Global Compact in our tendering templates.
- We present Global Compact via our internal brochure "AS3 Companies' Societal Responsibility" on trade fairs.
- Presentation on [www.as3companies.com](http://www.as3companies.com).

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





# CODE OF CONDUCT

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!*

# SOCIETAL RESPONSIBILITY

In 2013, we have shown social responsibility by supporting various activities. A few of these activities are presented here.

## TRAINING

AS3 has financially supported 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. We also invite educational institutions inside so they can gain insights in how the theory can be used in practice.

## NETWORK

AS3 occupies numerous important posts, through which we take responsibility and have potential to wield influence.

AS3 is active on the board of the Danish job counsellors trade organisation.

AS3 is active in the board of the Danish branch of the European

Mentoring and Coaching Council and currently occupies the position of chairman.

## FOUNDATIONS AND INITIATIVES

In 2013, AS3 was associated as a Christmas gift sponsor for the Youth Red Cross, which distributes Christmas gifts to children at centres for women in crisis.

Our Norwegian and Swedish offices have supported SOS Children's Villages with their Christmas greeting.

We have participated in a sporting event for the Children's Heart Foundation.

## STRATEGY

In 2013, we set out to formulate an overall strategy for how and what we will support, by way of community projects. To define the strategy, we have been in discussions with several potential partners, including in the form of other foundations and NGOs. Decision-making has been drawn out because of the Danish government's still incomplete employment reforms, which may affect the balance between business

opportunities and charity, from a business perspective. We expect to develop the strategy in 2014.

## GLOBAL COMPACT DILEMMA GAME

Based on the Global Compact Dilemma Game (developed by KPMG), we have developed a customised game that is matched to AS3's daily work. The game and these questions are available as a means to put CSR on the agenda of our organisation.

## COLLABORATION WITH EXPERT GROUP

We are working on going into partnership with a group of experts whose area of focus is microjobs. In short, this is about the group of experts seeking funds for severely mentally unstable academics, so that they are able to get help after graduation, and their talents do not go to waste. We hope, with this collaboration, to be able to assist the group of experts with knowledge of the labour market and possibly with more practical help with regard to company contacts.

## 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.





# 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 EFFORT 2013 AND FOCUS 2014

## EFFORT 2013

Our efforts in the field of human rights in 2013 focused on clarifying AS3 's humanitarianism to be better able to work with CSR initiatives in the area. We formulate AS3 's humanitarianism as follows:

*AS3 is carried by an egalitarian view of humanity in which we are eclectic in our theoretical approach, dialogical in our methods and asymmetric in our form.*

*Egalitarian humanitarianism means that all people have the same right to develop and to act in the world. Egalitarian humanitarianism also means that one must recognise equality, regardless of the race, age, gender, opinion, religion and the like of the focus person.*

*On this basis, we could and wanted to establish and qualify dialogue on several levels. We must thus relate in a way that is investigative and attentive, if we are to contribute constructively to conversations.*

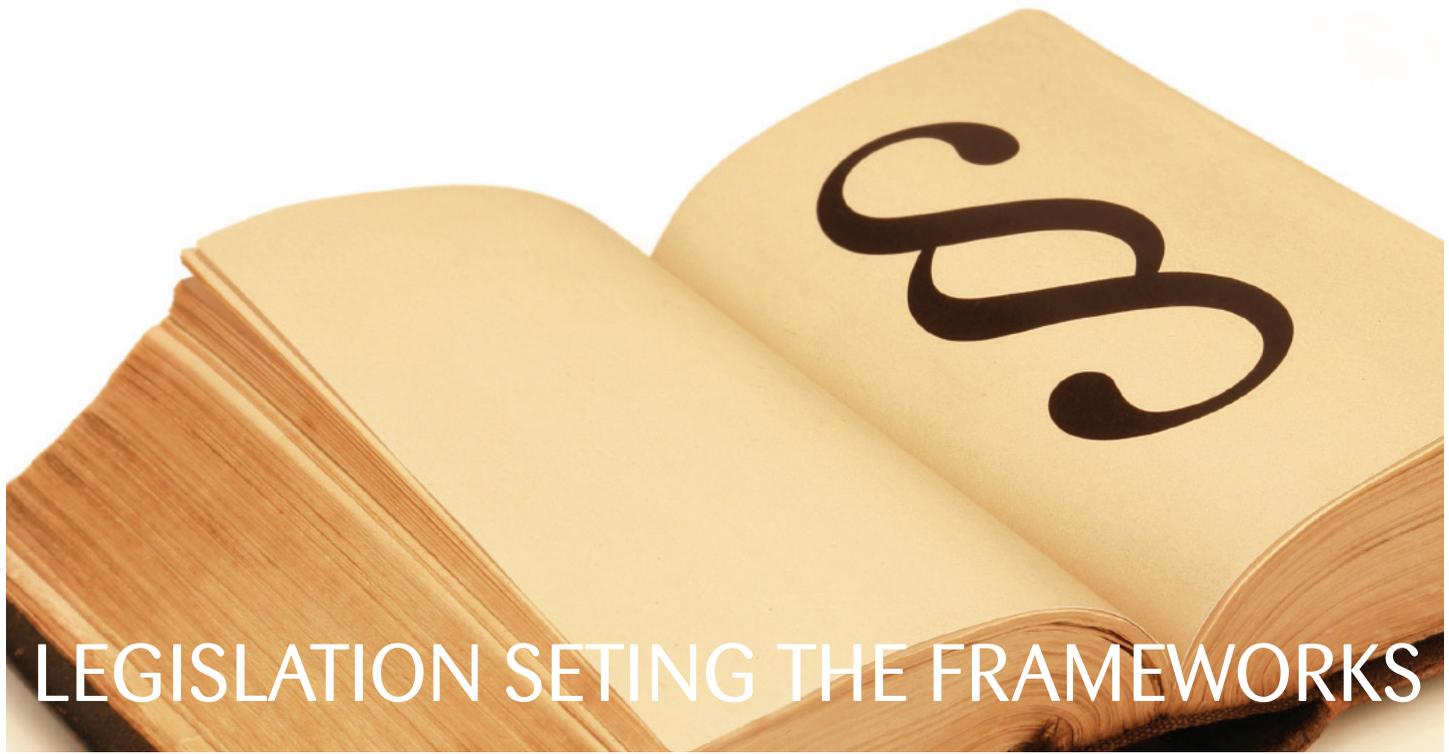
*We have chosen an understanding-based approach to coaching, because it creates a positive effect in the long term and because it is consistent with our optimistic view of human nature and our belief that every human being should be acknowledged, is an expert in their own business and has the capacity to evolve and change.*

*Furthermore, we believe that the motivation to create lasting change can not be imposed from outside, but comes from within through improved understanding.*

## FOCUS 2014

In 2014 we will initiate a large-scale training programme, which means that all employees and freelancers must complete an accredited training course in this area.

The course is a 2-day programme leading to an examination. This ensures a common language and understanding in relation to AS3's view of human nature and approach to coaching



## LEGISLATION SETING 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 EFFORT 2013 AND FOCUS 2014

## EFFORT 2013

Below we present some examples of CSR activities in 2013 relating to “legislation sets the framework”.

## 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 extended our collective agreement coverage in 2013.

## WORKPLACE ENVIRONMENT

AS3's Danish offices have obtained workplace environment certification and work is being done systematically to continually improve the working environment.

This work includes:

- Contingency plans
- Annual well-being surveys
- First aid training courses
- Health scheme
- Goals and plans of action

Besides the fact that we will always aim to comply with health and safety legislation, it is important for us to achieve the goals we set for ourselves in the field. Our ability to achieve health and safety objectives has been improved from 2012 to 2013.

## FOCUS 2014

We will continue to keep ourselves updated on relevant legislation and continually assess how it adds value to do something extra.





# 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.

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

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

## EFFORT 2013 AND FOCUS 2014

When we measure space in AS3, this is done through a range of ratios:

In 2013, we employed 68% women and 32% men in Denmark.

We have had 14 young people in training or job work experience and have taken on six employees in flex jobs. In addition, we have employed 22 students as a supplement to their studies.

The goal was to hire an additional trainee clerk in 2013. Because of time constraints, we decided that it was not prudent to initiate a 2-year training programme for a trainee.

Instead, we entered into a series of short-term internship agreements with students, which fit better into current activity levels.

AS3 has participated in various events such as "A Day With" and CompanyDATING in collaboration with Aarhus University for the purpose of making contact with the student environment.

### FOCUS 2014

It is our goal in 2014 to increase the data base so that we can better document inclusiveness. At the same time, we want to maintain the level of current inclusiveness.



# 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.

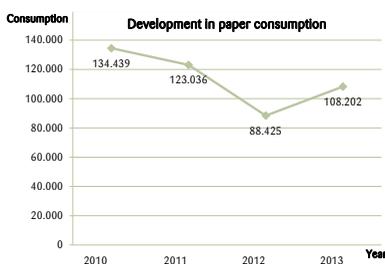
Over the years we have taken various measures to minimise the environmental impact of our activities. This is also reflected in our purchasing policy.

# ENVIRONMENTAL RESPONSIBILITY EFFORT 2013 AND FOCUS 2014

## INITIATIVES 2013

### 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 had continued focus on reducing paper consumption but after our annual statement we had to conclude that there has been a significant increase in paper consumption.

The reason for this increase should be seen with a view to an increase in language school activity, which requires more hard-copy training materials.

Despite the increase in paper consumption, we have reduced the number of paper containers at our head office.

### ELECTRICITY CONSUMPTION

We have installed energy-saving light bulbs and energy-saving power strips within the organisation.

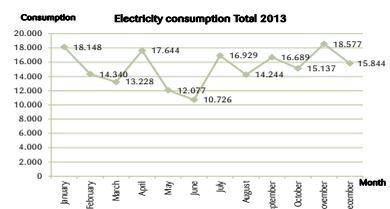
Our Powermeter for the recording of electricity consumption is still functional in 2013 at our various locations. Our measurements, which can be seen on the next page on our Powermeter, have provided a good pool of data to assess 2014 and we can see a decrease in electricity consumption at some locations.

In 2013, AS3 went over to climate-friendly electricity.



In 2013, we started a blog to create involvement and knowledge within the organisation. It has created content for a catalogue of ideas that have been completed and will be made publicly available over AS3 intranet so that it can inspire employees to incorporate new environmental considerations into their daily lives at work.

In 2014, we have observed a stable electricity consumption at the main AS3 offices, in spite of a number of energy-saving initiatives. When the initiative is not reflected, it may be due to increased activity.



# ENVIRONMENTAL RESPONSIBILITY EFFORT 2013 AND FOCUS 2014

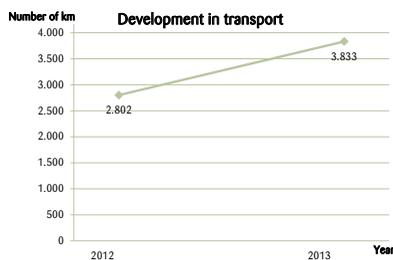
## DIGITALISATION

### OPTIMISING COMMUNICATION

We are increasingly reliant on digital communication solutions such as Webex, Skype and the use of webinars, which adds increased flexibility and limits the number of physical meetings.

## TRANSPORT

In spite of this, we can see an increase in transport costs, which can be justified by a wide geographical distribution in relation to the establishment of our language centres, along with a desire for greater managerial presence.



Generally, at AS3 we encourage the use of public transport.

Going forward, AS3 sees great potential in continuing the digitalisation of our consulting services and products.

Besides helping to strengthen and improve our communication platform in relation to employees, customers, candidates and partners, this digitalisation will play a fundamental role in reducing the strain on the environment through reduced physical material consumption and a reduced transportation requirements for both people and materials.

In 2013, we continued to focus on the development and implementation of new IT initiatives in relation to the above, which benefit the environment, both directly and indirectly.

Specifically, we have been working on the following new initiatives:

## AS3 FORUM ( AS3 PUBLIC AND BtB)

A digital space for candidates, for dialogue and for knowledge sharing with other like-minded people.

## AS3 APP

In addition to general information about AS3, the app is also able to allow candidates and consultants to log in and retrieve personal current information about (for example) next due meetings, dates and times and addresses. The app also provides access to official AS3 materials plus the candidates' own electronic documents.

## CANDIDATE PORTAL

As a supplement to AS3 's Outplacement counselling (and more), we have launched the AS3 portal this year, which is a digital portal and platform for use by candidates. The portal contains relevant information, self-study opportunities, communication and networking tools etc.

# ENVIRONMENTAL RESPONSIBILITY EFFORT 2013 AND FOCUS 2014

## FOCUS 2014

The Powermeter project will continue in 2014. In this project, we are following our progress in terms of electricity consumption at larger offices in Denmark . During 2014, we aim to set targets for ourselves for reductions in electricity consumption.

The Candidate portal will eventually be expanded to also support interaction with our advisors, AS3's customers and other external stakeholders.

In 2014, there will also be focus on reductions in electricity and paper consumption, as well as food waste.

## UN GLOBAL COMPACT

Joined 7 December 2011

Sector: Support Services

Number of employees: 250 employees and 300 freelancers

Reporting period:

1 January 2013 – 31 December 2013

Submission Date:

Sent to the UN Global Compact, 1 March 2014

The report has been published on [www.as3companies.com](http://www.as3companies.com).

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Turning Transitions into Results

