

AS3's Corporate Social Responsibility and Results COP Report 2015





Global Compact

The Global Compact encompasses 10 principles for social responsibility that are 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. The company should support and respect the protection of internationally proclaimed human rights.
2. The company shall ensure that it is not complicit in human rights violations.

Workers’ rights

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

Environment

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

Anti-corruption

10. The company should combat all forms of corruption, including extortion and bribery.

AS3’s application of Global Compact

- As a framework for conducting CSR initiatives within the company and to ensure that our business partners support its principles.
- As a basis for communication with the world around us; we aim 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.

Foreword

In December 2011, AS3 affiliated with the 10 principles of the UN Global Compact, which encompasses areas such as human and labour rights, the environment and anti-corruption. We have thereby made a commitment to working with these principles within the context that makes sense for our company.

This report is the fourth Communication on Progress (COP) report that we are submitting to the UN. We have operated our business on the basis of consideration for others for over 25 years. We consider it important that our clients, employees and other stakeholders perceive AS3 as a responsible company.

Our core values of decency, being business-oriented and working towards the long term set the framework for how we act and conduct our business. Based on these core values and on the 10 principles of the Global Compact, we have drawn up a Nordic Corporate Social Responsibility Code for our company, which we call AS3's Code of Conduct.

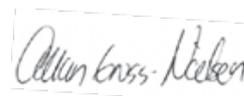
The COP report is constructed on the basis of AS3's Code of Conduct, the purpose of the report being to give a brief insight into how we work with CSR at AS3 and our ambitions to help "make a difference". This can be at the individual, organisational or societal level.

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 accepting social responsibility.

Additionally, our aim with the COP report is contribute to an increased awareness of the Global Compact, in the hope that more companies in the service sector will choose to follow the same path.

Happy reading

Allan Gross-Nielsen, CEO



The external board at AS3 supports the Global Compact and its principles are anchored throughout the company.

The principles of the Global Compact are important, not only for AS3 but for our entire society.



Torben Ballegaard Sørensen
Chairman of the Board of
Directors



Carsten Koch
Board member



Christian Lund
Board member



Allan Gross-Nielsen
Director of AS3
Board member

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It is all about people and results in the Nordics

Job Transition Management

The foundations for the AS3 of today were established back in 1989. Much has happened since then. AS3 has progressed from being a couple of Danish entrepreneurs to becoming a Nordic company with over 770 dedicated employees and freelancers, who work with a wide range of the most exciting and challenging change and developmental processes in over a thousand private and public sector companies and organisations throughout the entire Nordic region.

Over all these years we have specialised in leadership and counselling in connection with job-related changes and competence development. We have been enriched by a close and constructive cooperation with our clients, candidates and the local surroundings of which we are part.

The guiding philosophy of AS3 has always been that business decisions must benefit the business while also contributing to society. To us, this represents a major aspect of what (corporate) social responsibility is all about.

AS3 currently occupies a leading position in the Job Transition Management market in the Nordic region. In 2015 alone, we have expanded from 61 to 95 offices in the largest towns and cities of Denmark, Norway, Sweden and Finland. Common to all AS3's initiatives is that we work to strengthen each individual's labour market readiness to benefit themselves, the business community and society as a whole.

Nordic integration challenge

In 2015, we saw a major challenge that is faced by Nordic society. There was a significant increase in the number of refugees that headed for the Nordic region. The large numbers of refugees and asylum seekers mean that smooth integration is more of a challenge.

At AS3, we have a strong focus on this Nordic challenge. With a well-thought-out combination of language training and the labour market-oriented initiatives, we have proven that integration can be much more effective and sustainable than it is at the moment. We are trying to influence society and politics towards a more responsible and effective policy in this area .

Respect for the individual and for society

AS3 is a company that is based on values. Our aim is to act in a business-oriented and professional manner, for the long term. Inter alia, this means that we accept responsibility and are willing to do more than what is expected of us in our daily work.

It also means that, as a company, we endeavour to live up to what is expected of a company that accepts social and societal responsibility. It is natural for us to interpret Corporate Social Responsibility as being synonymous with a responsibility for society.

To us, this involves showing respect and an interest in clients, candidates and employees as well as our surrounding community in our daily work. It is also about keeping an eye on how our way of doing business impacts upon society. Our work with supporting people is an important contribution to the individual and to society as a whole.

Specifically, we counselled over 30,000 candidates in the Nordic countries in 2015. In the vast majority of cases, we have either supported the individual in breaking free from state employment initiatives and state support, or helped them not to fall into them.

Through our services, we also support other companies as they strengthen their social responsibility. By doing so, we are able to influence overall social responsibility in both private and public sector labour markets in the Nordic region, and on multiple fronts.

We strive to be the Nordic region's best and most respected company in the field of Job Transition Management - this is AS3's vision.

Values

The work that we do is rooted in the group's three core values of being business-oriented, decent and working towards the long term.

Being decent means being honest, empathetic and respectful when communicating with one another and the people we encounter in our daily lives.

Being business-oriented means that we are professional and that we make a difference for our clients, business partners, individuals in counselling and each other.

Working long term means that we build our business on long-term relationships and long-lasting concepts and solutions. It also means that we are continuously improving our skills in our field, so that we can continue to provide the most professional service. Our desire to establish long-term relationships is therefore an obligation to continually deliver the highest quality in our work.

AS3's Creed

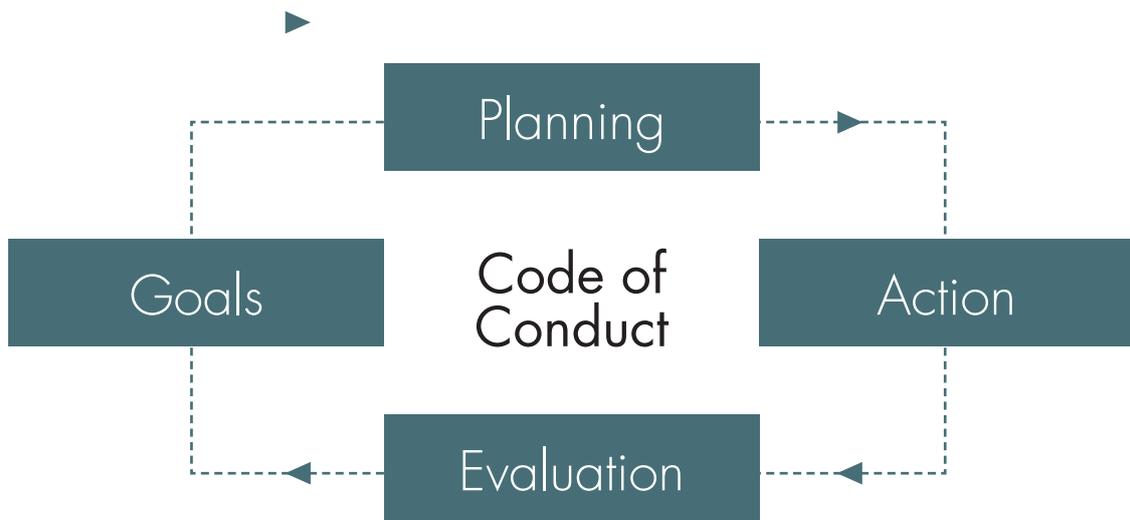
We have drawn up a creed that contains the four main requirements that we perceive to be vital in order to maintain and strengthen competitiveness in the future job market: The four requirements are:

- Increasing the labour force
- Retaining employees
- Increasing flexibility
- Exponential digital development

In addition, we face a very special and very current challenge in terms of the refugee/immigration issues, not only in the Nordic region but throughout Europe, which is putting society under a great deal of pressure.

Our joining of the Global Compact is a signal to the world and (not least) ourselves that we accept our share of the responsibility for solving some of the major challenges faced by our society.

We are not perfect - but we are dedicated in the way we work



The structure of our CSR work at AS3

In connection with our Global Compact affiliation, we have structured our work in this area to ensure a consistent standard in terms of method, progression and reporting. Our mindset is that we want to be socially responsible in everything we do in AS3, regardless of what tasks we perform. This means that we continuously plan, act, evaluate and set new goals regarding our desire to be a socially responsible company.

AS3's values form the framework for our actions and the way we do business. Based on the 10 principles of the Global Compact, we have established AS3's Code of Conduct.

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

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 on which we would like to increase our focus and the things we want to do better.
- Be even clearer in our dialogue with business partners about our expectations and requirements that they take their social 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 the Global Compact?

- In the training of new employees at AS3 Academy
- We send out information letters to close suppliers, regarding our commitment to the Global Compact and how this will affect our cooperation with them in the future.
- We describe our commitment to the Global Compact in our sales materials.
- We have an internal brochure titled "AS3's Corporate Social Responsibility" that we hand out at trade shows and in which we present the Global Compact.
- Presentation on AS3's websites.



Code of Conduct

We know that our
presence makes
a difference

4 pillars

AS3's Code of Conduct encompasses four main areas

1. Human rights
2. Legislation establishes the framework
3. Inclusiveness
4. Environmental consideration

The fields in 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, 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 individual's own situation.

We have made a pledge to ourselves

This pledge is aimed at both the market and ourselves: We are there for the individual client and for the individual who is in counselling. We are also there for our colleagues at AS3. This pledge commits us to be present - Only in this way can we 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.

WE'RE THERE!
VI ER DER!
VI ÄR DÄR!
OLEMME LÄSNÄ!

**We want to
make a
difference
and create
long-term
value**

2015 initiatives

In 2015, we have shown social responsibility by supporting activities that support our mission of trying to support people as they face career-related changes. When selecting initiatives, the following parameters (inter alia) are critical:

The initiatives should be effective/valuable in areas that "affect us" as people. These initiatives must bring AS3 together and be able to support our identity as an entity that helps and creates results for other people. The activity must "make a difference" either at individual or societal level and ideally create long-term value.

Education and Training

AS3 provides financial support to Aarhus Academy for Global Education, because this school focuses on the importance of high quality international educational opportunities as a necessity for bringing international families to the Aarhus region, not least in terms of allowing such families to become part of the community.

We take part

We maintain close relationships with Danish universities and actively participate as speakers and panel participants in areas relating to our professional field. We also invite educational institutions inside AS3 so they can gain insights into how the theory can be used in practice.

Networks

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

AS3 is active on the board of the Danish Job Counsellors' trade organisation and currently occupies the position of chairman.

AS3 is active on the board of the Danish branch of the European Mentoring and Coaching Council and currently occupies the position of chairman.

In 2014, the Board of Danish Industry established a think tank to focus on the promotion and optimisation of Public and Private sector collaboration. Allan Gross-Nielsen (in his capacity as AS3 representative) participated in this project, which was completed in 2015.

Effect on labour market policy

In 2015, we saw a massive influx of refugees to the Nordic region. The many refugees and asylum seekers are

putting the Nordic countries and our communities under pressure. We need to ensure good integration, and the entire integration policy is up for debate.

By drawing on our knowledge and experience of integration and language area, we are trying to influence debate and policy at the Nordic level in a direction that ensures more efficient and dignified integration.

Besides our integration policy, we are also keeping an eye on the remaining areas of labour policy, so as to ensure that we are always able to deliver the most efficient and responsible initiatives. In 2015, we also tried (inter alia) to influence policy on sickness benefits, by sharing our knowledge, experience and our professionalism.

Foundations and initiatives

Again in 2015, AS3 decided to support Youth Red Cross, thereby contributing to activities for children and young people throughout Denmark who are at risk. We have drawn particular attention to this support in our email signature throughout December.

Our colleagues in AS3 Norway provide financial support to orphans in South Africa through the Impande organisation, as well as supporting Kirkens Nødhjælp (Church Aid) in Norway.

At Christmas 2015, AS3 Finland donated funds to Käpy Organisation. Käpy is an independent organisation that provides support to families who have lost a child. Käpy offers support, training, is responsible for families' interests and plays a role in research.





The fight against Ebola

Based on our values and social responsibility, in 2015 AS3 once again contributed financial support in the fight against the dreaded Ebola virus.

Donations of furniture

AS3 has on multiple occasions donated furniture, such as furniture and school supplies for the Katempris school project in Tanzania.

Support Mombasa

AS3 sends old cell phones and laptop PCs to Mombasa through Support Mombasa, thereby supporting people in need.

Earthquake in Nepal

The situation was desperate in Nepal after the earthquake on 25 March that killed 7,600, injured more than 14,000 people and razed 150,000 homes to the ground.

It is a natural part of AS3's core values to take on a social responsibility and support people in need, so we decided to give a donation to Red Cross relief work in Nepal on behalf of all our Nordic AS3 business units.

We help people forward

During 2015, we helped a specially selected group of people to move forward by making a series of free career coaching sessions available.

We have counselled people and universities facing difficult change situations in their company and advised young students in their choice of personal career goals.

Learning platform that enhances internal awareness of the Global Compact

In 2015, work began on a new internal learning platform for upgrading the skills of AS3's employees. One of the areas of focus for 2016 is to ensure an even greater awareness among AS3's entire Nordic workforce of the Global Compact initiative, and what affiliation means both for AS3, but also for the individual employee.

Management course that propagates Global Compact

In 2015, AS3 commenced its first internal management training course to ensure that managers at AS3 are well-equipped to fulfil their role. One of the important areas is to focus on clear leadership. One of the topics includes creating increased understanding of AS3's Global Compact affiliation, and what it means for the individual manager's role at AS3. The increased understanding also helps the individual leader to disseminate awareness and understanding of the Global Compact among employees.

Focus on health and well-being

At AS3, we believe that health and well-being are two important elements which are closely related. Internally, AS3 places plenty of focus on health and well-being. But we also want the community as a whole to focus on health. Therefore, AS3 supports the Danish Handball Association with a corporate sponsorship, to support focus on health and exercise. In addition, we provided a sponsorship for the UNICEF CUP football initiative, in support of the work done by UNICEF to help vulnerable children worldwide.

Internally at AS3, we also focus on health. Each year, AS3 takes part in the DHL relay race in Aarhus. One of our physiotherapists also set up a training programme for employees who wanted to participate in a half marathon in Aarhus in 2015.

We go the extra mile

Our work with supporting people facing job-related changes is an important contribution, both to the individual and to society as a whole. Via our services, we also support other companies in strengthening their social responsibility, thus making an impact on the overall social responsibility of public and private sector labour markets. Which we are proud of!

The growing influx of refugees

In 2015, the whole of Europe experienced a large influx of refugees. The various communities are struggling to keep up, and the integration is often cause for debate. One of AS3's business units, A2B, operates language schools. Here, we are making a great deal of effort to promote integration in the workplace and on that basis, we are making an active attempt to use our experiences to influence policy and the debate. In 2015, we published several debate contributions on the subject in the national media about the topic, and how we as a country can improve.

We help by sharing

In 2015, we had an increased focus on sharing our professional knowledge. One of the reasons why we do this is to be able to steer society in a more social and sustainable direction. In 2015, we launched a blog where we give regular advice about subjects such as stress, well-

Corporate social responsibility

Focus 2016

The work towards better integration

In 2015, we experienced a large flow of refugees throughout Europe. The countries face major challenges in the integration of the Nordic region's numerous new asylum seekers/refugees. Therefore, we will continue to work to ensure a good integration of refugees, in the form of both language tuition and labour market-oriented activities. Based on our knowledge and experience from the field, A2B is making an active attempt to influence policy in this area.

Stress is on the way to becoming the biggest social disease in the western world

We are seeing an increasing number of candidates who are affected by stress or who have lost their jobs as a result of this disease. Stress costs Danish society 14 billion Crowns a year in the form of sick days, premature deaths and costs to the health service. Therefore, in 2016 AS3 will develop a training course about stress, which will be integrated into our programmes for selected target groups.

Implementation of learning platform, ensuring increased internal awareness of the Global Compact

In 2016, we are commencing an internal project to ensure that our employees are able to acquire knowledge in an effective and flexible way that will ensure AS3's business in the future. One focus area will be to ensure that the employees gain an even better understanding of the principles of the Global Compact principles, why AS3 has affiliated with the Global Compact and what it means for the individual employee.

Share more of our knowledge

In 2016, we will continue the journey we started in 2015. In a labour market that faces constant pressure and need for change, at AS3 we will continue to freely share our knowledge about employee management and changes to avoid a stressed workforce and ensure dignified processes for employees, managers and companies.

Further development of management training

In 2016, AS3 further developed its internal management training. It focuses on becoming a good manager within the framework that AS3 has established on the basis of the values of decency, working towards the long term and being business-oriented. Guided by decency, the Global Compact is one of the topics in our management training and the focus will be to continue to ensure that the principles and notion of the Global Compact principles are anchored with managers.



A man and a woman are walking in profile, facing right, in a snowy mountain landscape. The man is on the left, wearing a blue button-down shirt under a dark green quilted vest. The woman is on the right, wearing a black top with a grey panel on the shoulder. They are both smiling slightly. The background consists of rocky, snow-dusted mountains under a bright sky.

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.”

The individual person as starting point

In 2015, about 300 employees in Denmark completed the Transition Coach qualification at Foundation level.

AS3 supports the principles of the UN Universal Declaration of Human Rights, the European Convention on Human Rights and the basic labour rights as 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 on 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.

Presence - both digital and personal

Our programmes and services are individually tailored to accommodate and respect the individual. Our counsellors start out by seeing possibilities instead of limitations and share a belief that everyone has potential. It involves establishing the framework for the individual's process, via a combination of presence and digital learning opportunities where respect for the individual is paramount, in the form of flexible solutions.

2015 initiatives

At AS3 we are protective of our professionalism and continually develop it, because we know it helps us to establish the best results. This also applies to the professionalism that we require when conducting professional interviews.

In this regard, we have a clear ambition to set new standards in coaching. We have therefore developed our own coach qualification, which has been awarded accreditation by the European Mentoring & Coaching Council (EMCC).

In 2014, our qualification was accredited at Foundation, Practitioner and Senior Practitioner level. Foundation level functions as part of AS3's own certification and is obligatory for all new employees working with counselling/coaching.

In 2015, we paid special attention to the implementation of an internal training plan. We did this to ensure that we have a common professional language and a uniform approach to AS3's egalitarian view of humanity. To ensure that people who come in contact with AS3 in relation to a job-related transition experience an equal and respectful dialogue, we take great care to introduce our employees to a common framework of understanding in professional conversations and coaching.

At Foundation level, participants are presented with "EMCC's Code of Ethics", which is consistent with AS3's egalitarian view of humanity. In this regard, it is a key employee competence that they can meet our candidates with the same openness and curiosity, regardless of gender, age, race, religion etc.

To establish and qualify dialogue and change in a human being requires that the professional interlocutor should act investigatively and attentively, with respect for individual differences.

In 2016, the Transition Coach qualification was expanded to Norway, Sweden and Finland at Foundation level.

Focus 2016

In 2016, we will continue to focus on ensuring that we share a common academic language and understanding in relation to our humanity and coaching approach. Therefore, all new employees who will be working with counselling/coaching are required to complete the Transition Coach Foundation qualification as part of their onboarding process.



Nordic Transition Coach

In 2016, we will continue to certify all new counsellors at Foundation level. During 2016, the qualification will also be available for our Nordic colleagues at Practitioner level. In addition, we expect to launch a joint Nordic Practitioner level for managers.

Clear leadership

In 2016, we are focusing on our new management programme. We believe that the companies that create the greatest success are those who are able both to focus on both the business side and the human side. This means putting together the right team, i.e. both people with the right skills and the right attitude and who will do their best. This is unachievable through recruitment alone. It also requires clear leadership that must be practised every day. Good management is a prerequisite if we are to establish motivational goals for all employees, while at the same time ensuring that we retain and attract the best employees.

At AS3, our core mission is to work with people who are facing work-related changes. We believe that our ability to conduct our business is critical for success. In addition, the manager has an important role as a cultural figurehead that binds the organisation together, including by representing the view of humanity that we want to imbue our organisation.

The elements of the programme focus both on the individual manager's personal development and the notion that becoming a good manager means being rooted in oneself. Besides "classic management training", AS3's new management programme also has an objective that participants are able to establish a clear direction and set specific goals for their employees, build trust and commitment and inspire and create a strong culture. Therefore, all managers at AS3 complete the programme.



Central elements of
the management
programme



Legislation forms the foundation



Our recruitment of new employees is based on the principle of "the right person for the right job".

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

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 their full compliance with all legislation, 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 balance between work and leisure.

2015 initiatives

Below, we present some examples from 2015 of activities related to CSR work that is related to legislation of relevance to AS3.

Conditions of employment

AS3 is a member of relevant Nordic organisations that provide access to legal sparring in the field of labour law. We also make ongoing adjustments in accordance with changes in legislation.

In Denmark, we are subject to the "Collective Agreement for Salaried Employees in Trade, Knowledge and Service, between Danish Industry Employers and HK/Privat". This means that employees whose work falls within the scope of the collective agreement are employed in accordance with its provisions. For those employees who are not covered by the collective agreement, AS3 has general conditions which include ensuring pension and health care schemes, as well as a sixth holiday week.

In Norway, Sweden and Finland we follow practice in the same way by conforming with relevant collective agreements and conditions of employment.

Health and safety

Since 2008, AS3 has had health and safety certification and as recently as 2014, were again awarded green smiley with crown status by the Danish Working Environment Authority, which is awarded to companies who have gone to extraordinary lengths to ensure a high working environment standard.

All AS3's Danish offices have health and safety certification and we work systematically to continually improve the workplace environment.

Alongside our constant quest to comply with health and safety legislation, it is also important for us to achieve the goals that we have set for ourselves in this area and that we constantly work towards a good workplace environment in our daily routine. Therefore, it makes sense to us that we have systematised our efforts in this field, using standardised processes.

The health and safety certification is a Danish initiative, but we believe that its principles can be implemented at Nordic level. Therefore, we follow the same procedures and focus throughout our Nordic organisation.

Anti-corruption

In AS3 we have a policy that we do not accept gifts from business partners and suppliers. This policy is meant to ensure that nobody in the organisation has their judgement affected in purchasing situations.

Responsible tax

At AS3 we ensure full compliance with current tax legislation. We have legal units in Norway, Sweden, Finland and Denmark, which help us to keep updated. We comply with all current rules and regulations pertaining to taxation and comply with the regulations on Transfer Pricing.

Focus 2016

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

Contracts are the foundation for AS3's work in many different areas. Therefore, we think it is important, for example, that activities such as the workflows for drafting our contracts should proceed as smoothly as possible so as to ensure efficient case processing for our employees. Therefore, we continuously focus on ensuring a modern and future-proof solution for managing legal documents within the field of employee law.

In 2016, we will therefore also be focusing on finding electronic solutions that will ensure us an effective communication flow. We also expect that one of the benefits of this will be savings on postage and greater availability of resources in administrative procedures. This is also incorporated as part of AS3's broader digital strategy.

In 2015, we increased our attention on workplace health and safety initiatives, including our organisation. We did this in order to make our initiatives even more targeted and relevant to the individual employee. In our efforts to ensure an even higher level of anchoring of our environmental efforts in the organisation, in 2016 we paid particular attention to the integration of our workplace environment initiatives into the new management programme. It is important to us that all employees in the organisation should contribute to a positive and healthy working environment. In this context, our managers have a special role to play in the implementation of our goals into daily routine.



**Make room
for
humanity**

Equal view of humanity

Our interpretation of egalitarian humanitarianism means that all people have the same right to develop and to act in the world. Egalitarian humanitarianism also implies recognition of equality, regardless of the person's race, age, gender, opinion, religion etc.

At AS3 we hire the person who has the personal and professional competences we think are necessary to satisfy our requirements for the job. We focus on the individual employee's special competences, on their actual talent, with a view to optimal exploitation and continued development of our organisation's competences.

We see it as a strength that our employees have different experiences and a varying range of professional competences.

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 social responsibility by being open to people who are outside, or at risk of finding themselves outside, the labour market. In our sickness-absence policy, we work actively with the retention of sick employees.

In addition, we work systematically with employee development through the implementation of quarterly job and development discussions. Our annual individual staff development interviews focus on the further development of the individual's talent.

We work in close cooperation with the talents of the future. They learn something from us, and they contribute to our learning. One of the ways they contribute is to our digital mindset.

2015 initiatives

AS3 is a value-based company with few rules. Our HR policy relates to a number of crucial areas in connection with recruitment within the group and establishes the framework for our work on HR. Our HR policy is neither a rulebook nor a manual, but a guideline based on: personal responsibility, common sense, good manners and is able to take individual considerations into account.

At AS3, one of the ways that we gauge inclusiveness is by using a range of ratios:

In Denmark in 2015, we employed 67% women and 33% men. We think it is vital to always "put together the right team" and this implies that gender is not a decisive factor for us. What is decisive is that we have hired the right people with the right competences, the right attitude and a desire to give their best to the actual job in hand.

We took on 14 people as unpaid interns, and employed 13 employees in flex jobs or wage-subsidised positions. We also took on 36 student assistants and we have employees who have special needs in terms of physical support.

We are proud that by 2015, we were able to increase the number of interns, student assistants and employees in flex/subsidised wage jobs and employees with disabilities, as inclusiveness and diversity are key words in our view of humanity. At the same time we are helping to give the individual the opportunity to become part of the labour market, gain actual experience or reach clarity about their future job opportunities and aspirations.

AS3 has affiliated thesis students who, thanks to their unique insights from AS3, are able to write their theses on the basis of a practical angle that prepares them for their future working life.

Free professional input

In 2015, we held an Open House event and "corporate visits" for psychology students from the University of Copenhagen. We have also planned participation in similar events for psychology students for 2016. We have held similar presentations at the Business Academy of Central Jutland about topics such as choosing a career path.

We hold workshops for groups of students from Aarhus Business Academy on the topic "Strategy and business development for companies in the service sector".

We also provide an annual external half-day of tuition for BSc Psychology students at Copenhagen Business School. Here, we pass on experiences from real life, recommendations, and redundancies, as well as focusing on the individual employee, reactions and (not least) the remaining organisation.

We have also implemented 'Good morning Meetings' for clients and potential clients around themes such as "A Dignified Dismissal", "AS3's Transition Management Programme" and "Stress and Well-being".

#DiversityCreatesValue

In 2015, the NyDansker ("New Dane") Society conducted a campaign called "Diversity Creates Value." The campaign aims to highlight the positive effects of diversity in staffing, including happier employees, a larger recruitment base, access to new markets and increased innovation. A2B and (so far) 30 other companies supported this campaign, which is now even more relevant than ever due to the recent influx of refugees.

*Everyone has talent
and something to offer.
Therefore, we think
in terms of resources and
competences rather than
problems and limitations.*

*We believe that people
can develop if the
conditions are right.*

Focus 2016

In 2016, we want to continue with our focus on inclusiveness at AS3.

AS3's most important resource is our employees. This has been our way for over 25 years and will remain so in the future. Based on our values and egalitarian humanitarianism, in 2016 we will also focus on our social and societal responsibility when recruiting new employees.

Below are a few examples of initiatives which we expect to implement in 2016.

As part of an "Open House" event at the University of Copenhagen, our contribution will be a presentation about working as a psychologist in a private company, including the considerations that a psychology student has made about career and choice of education.

Healthy growth

In 2016, we expect similar growth to 2015. This means that we expect to be welcoming many new colleagues. We need to make sure that we and our team of employees are able to accommodate growth. Therefore, management, together with our employees, is focusing on the heading "Healthy Growth". Here we need to make sure that everyone is able to keep up as we expand.

Another element of growth is our ability to give our new colleagues a proper welcome. When growth is imminent, we must ensure that our culture and values are rooted so that we are able to ensure that our company is a healthy place, where employees thrive and where we are able to accommodate the many new employee profiles.

Talents and culture

In 2015, AS3 saw significant growth. At Nordic level, we have welcomed a new employee into the fold every three days. This means that we need to have special requirements in terms of our approach to workplace environment and the anchoring of a healthy culture among our new colleagues and departments.

With our increased focus on growth, AS3's HR department has now been given a sharper focus on precisely this area. With its name change to "Talent and Culture", we are focusing on both our employees and our culture.

The culture within AS3 is crucial for ensuring a healthy and successful business. Due to our increased growth, there is an increased need for new employees who are talented in AS3's core areas. Thanks to increased resources for internal training and up-qualification we are also ensuring that we constantly develop the talents we have employed in AS3. This is because we believe that all our employees have talent and that it is our responsibility as a company to support the development of our talent.

We believe that increased focus on talent and culture will safeguard AS3's quality in the future, while ensuring internal well-being and a good workplace environment.

Flexible learning platform

With the launch of a new internal learning platform, we are able to ensure that values and culture are ingrained in our new employees and that we do so in a way that is both easily accessible and flexible. This is part of what we will focus on during 2016.

Limiting environmental impact

Environmental consideration

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 our own 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.

2015 initiatives

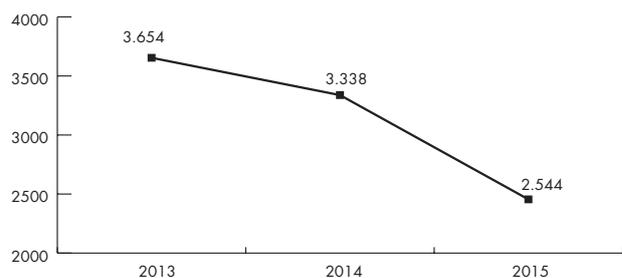
Reducing use of transportation

In 2015, we once again see a decrease in transportation costs as driving consumption per employee has fallen.

This can be justified by a new way of organising managers that requires less travel, that means that a number of employees who previously shuttled between multiple addresses, are now firmly associated to a single AS3 centre. Finally, we have become even better at using services such as Webex and Skype for online meetings, so we save time, costs and resources in our everyday routine.

Generally, at AS3 we encourage the use of public transport and car-pooling if possible. This applies both internally among employees, but also when we hold major events for clients.

The number of kilometres driven within AS3, per employee:



Paperless solutions

We continuously focus on reducing our paper consumption. In 2015, we took an active choice that our internal training courses should, as far as possible, be paperless. This means (among other things) that we try to deliver training material digitally rather than in print. Additionally all our printers are configured to print on both sides, so as to reduce consumption.

AS3's supplier of printed matter uses FSC-certified paper. In this way, we ensure that all our publications are printed on sustainable paper.

Energy savings

In 2015, we purchased new energy-saving printers for our head office. We also have an increasing focus on replacing light bulbs with energy-saving LED bulbs.

Starling Boxes are good for the environment

In 2015, AS3 entered into a collaboration with Aarhus Golf Club to put up 100 nest boxes for starlings, paid for by AS3. The fairways are home to grubs which are often eaten by crows. As a result, the crows do damage to the fairways, so grass is typically sprayed to prevent the grubs from appearing on the golf courses. When the starlings move in, they will eat the grubs before the crows and will do so without damaging the fairways, which means that the use of poisonous anti-grub sprays is no longer required.

Focus 2016

Can digitisation make us any the wiser?

During 2016, we will continue to focus on minimising transportation. Because of the significant growth we are experiencing throughout the Nordic region, we need good paths of communication and to be able to meet up. Using personal digital communication, such as online video conferencing, we are trying to minimise transportation both within each country but also across national borders.

In 2016, we are introducing a digital learning platform. With the digital learning platform, we will ensure that AS3's employees have easy and flexible access to learning. It also means that they can access their courses, wherever their workplace in the Nordic region. In this way, not only can learning be more easily adjusted to the individual's daily routine but we can also ensure that transport is minimised and the time we have together in learning situations is more efficient.

Can we be completely paperless?

During 2016, we will continue to focus on saving paper and we are working towards paperless solutions in general, for example in relation to tests, materials and tuition.

We also expect that our implementation of e-learning will mean a further reduction in paper consumption.

At AS3, we work according to a digitalisation strategy, whereby we are actively working towards the digitalisation of workflows and we think digitally in our deliveries. We expect this will also have a positive effect on our paper consumption in the coming years.

Waste sorting

From 2016, AS3 departments will place a greater focus on waste sorting. Waste containers will be installed in the copy room for recycled paper, instead of sending the paper as combustible waste. Waste containers will also be installed for organic waste. Organic waste will be taken away for processing into biogas and fertiliser.

Saving coffee

At AS3, we have many employees and often many guests. This means that a lot of coffee is made each day. A lot of coffee is thrown away, however. To avoid wasting resources, in 2016 we will place greater focus on setting up coffee vending machines at selected locations. In this way, we will ensure the brewing of only the coffee and tea that is required.

Environmentally-friendly starlings

In 2016, we will continue our partnership with Aarhus Golf Club for starling nesting boxes to reduce the spraying of golf courses. We are also looking for additional golf clubs to work with.





UN GLOBAL COMPACT

- Joined 7 December 2011
- Sector: Support Services
- Number of employees: 433 employees and 344 freelancers
- Reporting period: 1 January 2015 – 31 December 2015
- Submission Date: Submitted to the UN Global Compact on 25 February 2016.
- The report has been published on AS3's websites.

AS3

Hasselager Centervej 35

DK-8260 Viby J

Denmark Phone: +45 8210 0000

Contact:
Regitze Rose
Email: rr@as3.dk



Contact:
Rikke Heine
Email: rh@as3.dk



Contact:
Signe Skovby Ahm
Email: sia@as3.dk

