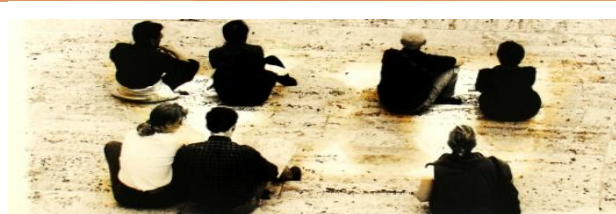


# Our Contribution

- To Social, Environmental & Economic Sustainability

2012 Corporate Social Responsibility Report



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## MESSAGE FROM THE CEO

***Our purpose is to promote sustainable development. As a given we act in accordance with the principles we advise clients to apply. We believe that the internationally agreed principles for sustainable development add needed quality to the field of CSR. The Principles-Based Approach to CSR enables us to address impacts in areas essential to sustainable social, environmental and economic development. Also it enables cost-efficient approaches to best manage such impacts. We intend to maintain our leadership position in the field ensuring that fulfilling our purpose is also profitable for our business***

It is my pleasure to present our third Corporate Social Responsibility (CSR) report, providing samples of internal and external efforts during 2012. GLOBAL CSR was established as a consultancy in 1996. As one of the first professional advisors on CSR worldwide we continue to optimise the social, environmental and economic impacts of our business. The report describes our top priorities for action and provides information on our performance in 2012; a snapshot. Also our objectives for the future are described.

It is important for GLOBAL CSR that we continuously contribute, while avoiding becoming a barrier, to sustainable social, environmental and economic development. We continue to support the UN Global Compact using the UN Guiding Principles on Business and Human Rights (UNGPs) to provide for a consistent and transparent framework for managing adverse CSR impacts. We acknowledge the importance of the UN Global Compact in mainstreaming the concept and of the UNGPs in establishing the minimum required practice of CSR.

To put the principles into practice, we rely on the enthusiasm, creativity and inspiration of our employees and relationships in inspiring businesses to adopt profitable, yet solid, sustainability strategies. We look forward to continuing our work with CSR in 2013, and aim to improve our performance in areas of key importance to the future of our planet.



**Sune Skadegaard Thorsen, CEO**



## ABOUT GLOBAL CSR

GLOBAL CSR is a privately owned consultancy firm located in Copenhagen, Denmark. As a leading Corporate Social Responsibility (CSR) consultancy firm, we specialise in creating sustainable solutions for private companies, public authorities and organisations in a range of countries and industries. Since 1996, GLOBAL CSR has carried out assignments in all parts of the world.

GLOBAL CSR advisers are recognised as leading experts on the application of the UN Guiding Principles on Business and Human Rights (UNGPs) and the International Bill of Human Rights as the basis of CSR activities in relation to social sustainability. CEO, Sune Skadegaard Thorsen is an active member of several international professional bodies developing the field of CSR.

Integrity is pivotal to the way we do business. We offer advice that leads to long term sustainable solutions for our customers and we only support CSR activities, which genuinely contribute to sustainable development.

## OUR WORK

GLOBAL CSR assists and advises corporations in developing and implementing strategies in line with the triple bottom line and internationally recognised principles. We named this the Principles-Based Approach to CSR.

With more than 17 years of experience in CSR and an extensive network of partners, we are able to provide the most qualified, up-to-date and experienced consultancy – anywhere in the world.

Our goal is to continue develop innovative models to address sustainability, enable differentiation and cost-efficiency, and thereby increase the value of the activity for our clients.

GLOBAL CSR has experience working with the full cycle of CSR implementation from pre-assessment, impact assessments (identification), risk & opportunity analyses, vision statements, strategies, policies (policy commitment), over training to project design, action planning and implementation (prevention & mitigation) and accounting (tracking performance and communicating). In addition, our team has vast experience in evaluating both corporate and public programmes.

Solid understanding of business realities in most sectors and for all sizes businesses allows us to best address the needs and wishes of our clients.

## OUR VISION

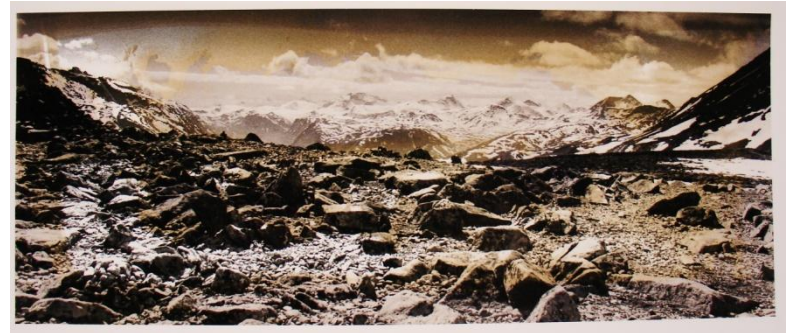
We envision a world of diverse social, environmental and economic abundance and sustainability; in which all human beings enjoy the full realisation of their human rights. A world where businesses live by principles essential for becoming key players in the co-creation of a brighter future for our planet, humanity – and not least for doing business.

## OUR MISSION

GLOBAL CSR's mission is to be a catalyst for positive social development, being recognised as the preferred partner in advising corporations, governments, multilateral organisations and non-governmental organisations on how to make international principles of corporate social responsibility operational and profitable.

GLOBAL CSR will run a profitable business by:

- Promoting work for sustainable development based on the Triple Bottom Line: social, environmental and economic sustainability.
- Inspiring and assisting corporations, governments and organisations in developing and implementing CSR and thereby creating shared value.
- Maintaining high professional integrity while delivering innovative, cost-effective and simple solutions, which create value for corporations.



## SOCIAL SUSTAINABILITY

With the UN Guiding Principles on Business and Human Rights (UNGPs) from June 2011 the world's businesses got an authoritative globally agreed reference point for respecting human rights, including the core labour rights.

The UNGPs describe what should be expected from any business in the world in terms of managing adverse impacts on human rights, i.e. the rights also referenced in the first 6 principles of the UN Global Compact.

This Communication on Progress (COP) demonstrates how GLOBAL CSR implements the UNGPs, thus ensuring respect for human rights in the organisation. We hope to inspire other businesses which are about to do the very same.

In addition we will outline where we work beyond compliance contributing in fulfilling specific human rights principles.

### **UN Guiding Principles on Business & Human Rights**

GLOBAL CSR has since the appointment of the UN Special Representative on business and human rights, Prof. John Ruggie, supported his work. We are impressed with the thoroughness and diligence of the work and enjoy their ingenuity of the principles when applying them in practice.

In 2008 the unanimously adopted policy framework based on the three pillars; the state's duty to protect human rights; corporations responsibility to respect human rights; and access to remedy, created an unprecedented basis for advancing social sustainability. In June 2011 the UNGPs were unanimously endorsed by the UN Human Rights Council.

GLOBAL CSR daily assists businesses and governments understand and implement the UNGPs. In 2012 we developed tools which companies can utilize in order to incorporate the UNGPs in a consistent and cost efficient manner.

In addition we have developed the basis for enabling business apply the UNGPs in their relationships; primarily vis á vis the supply chain and in relation to investments.

The globally endorsed UNGPs represent a needed paradigm shift in CSR and provide for the minimum standard that any business in the world need to apply. The major challenge for global implementation is capacity development; understanding the UNGPs and understanding human rights. It is a key feature of our business strategy to provide for such capacity development.

## CSR COMPLIANCE

The basic human rights principles are essential for the dignity, well-being and development of all people. The dignity, well-being and development of people are also essential for conducting and expanding business. Ensuring respect for human rights is good for business. Respecting human rights for a business is now defined by having in place the management system outlined by the UNGPs; i.e. knowing your potential and actual adverse impacts and showing what you are doing to address such impacts.

All companies no matter where they operate will have both potential and actual adverse human rights impacts. All companies also have experiences managing such impacts; e.g. in our efforts on creating safe and healthy working conditions. We are now expected to identify potential and actual impacts and what we do to manage such impacts in relation to *all* human rights; not only the right to a safe and healthy working environment.

GLOBAL **CSR** is committed to respect and also support human rights, which form the heart of social sustainability. Respecting human rights is today defined as having a system in place as outlined in the UNGPs. GLOBAL **CSR** is

implementing the UNGPs. We have embedded a commitment to respect all human rights throughout the organisation. We have identified potential and actual adverse impacts and are taking action to prevent and mitigate such adverse impacts; also ensuring access to remedy where we do not manage to prevent.

This COP serves to communicate about this ongoing work.

### **Policy commitment**

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In all our activities we identify potential and actual adverse impacts on all human rights included in the International Bill of Human Rights. In addition we continuously seek to influence our relationships, primarily our clients, to respect human rights as well.



Strategically we focus our efforts on fulfilling the right to education. Front-end knowledge characterizes our business proposition and the competences of our staff; thus we concluded that we can contribute best to fulfilling the objective of social sustainability by focussing our proactive engagement on the 'right to education'.

Our commitment to human rights is evident throughout the organisation. We specialized in business and human rights and all employees, from CEO to project assistants are passionate about creating shared value and spreading knowledge of and respect for human rights. On a daily basis we communicate to our employees and assist business relations on how to respect human rights in accordance to the UNGPs.

In 2012 we became more structured in embedding our commitment throughout our organisation using the tools we created for clients and will continue this work in 2013. One activity involves the re-assessment of our employee handbook, employment contracts and all standard operating procedures to ensure full alignment to our commitment to respect human rights, i.e. with the UNGPs.

Seeing as human rights make up the core of our business, the strategic focus of the company is closely aligned with promoting human rights, thus our most valuable contribution is this promotion and sharing of knowledge; i.e. fulfilling the right to education.

### Due diligence process

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Respecting human rights also means taking action, when you discover that your company may cause or contribute to or is linked to a potential or actual adverse impact on human rights.

In order to know and show where our company cause or contribute to potential or actual adverse impacts on human rights and to be able to address such impacts, GLOBAL CSR performed a Human Rights Impact Assessment based on the 42 distinct human rights referenced by the International Bill of Human Rights.

In the following we will provide some lessons learned from that exercise and provide a few examples of some of the potential adverse impacts we identified. Through an example we will elaborate on how we are preventing and mitigating adverse impacts.



In order to accommodate the requirement of meaningful participation of stakeholders and to gain as much knowledge about our potential and actual adverse impacts on the human rights of our employees and external stakeholders we included the employees in the identification process. The employees were assembled for a meeting about the UNGPs and given information on how to fill in the company's 'Human Rights Impact-Assessment Sheet' which was handed in anonymously. Employees were asked to identify both potential and actual adverse impacts on all 42 human rights. They were also asked to identify how GLOBAL CSR currently prevent, mitigate and provide access to remedy in regards to potential or actual adverse impacts and finally employees were asked to identify where GLOBAL CSR promotes the rights.

We have identified fourteen potential adverse impacts. We have described some of our potential adverse impacts in the following figures.

#### **Example of an identified potential adverse impact and measures for prevention and mitigation**

Headquartered in Denmark represents an increased challenge to the right to non-discrimination; it is a fair assumption that the Danish society has little focus on raising awareness on discrimination and societal patterns that uphold stereotypes and prejudices. The identification pointed to potential adverse impacts on the right to non-discrimination – related to gender. Our associate consultants and board members are predominantly male. This may indicate a gender-bias in the promotion or hiring process. It may also be coincidental, but using evidential indicators from the gender-studies field, the risk of this being a pattern is high.

GLOBAL CSR is an equal opportunity workplace that values diversity. In order to prevent and mitigate this potential adverse impact GLOBAL CSR trains employees, promotes diversity and seeks to best share the knowledge of our senior advisor on the field; the leading specialist in Denmark on structural discrimination. Gender balance among shortlisted candidates, is a criteria in our recruitment process. Furthermore we believe that dialogue regarding sensitive issues is essential in order to become aware of, and be able to prevent, discrimination. We work actively to uphold an open environment where employees feel comfortable discussing discrimination; and to ensure that our clients are aware of the potential risk as well.

In 2013 we will increase focus on gender balance in our board in order to mitigate our potential adverse impact. We will provide opportunities for career coaching to our advisers in order to enhance their possibilities for advancing their careers.

### **Example of an identified potential adverse impact and measures for prevention and mitigation**

We identified a potential adverse impact in relation to the right to safe and healthy working conditions. Handling stress is a known challenge in consultancy firms. The uncertainty of future assignments, the need for optimal performance every day and the need to stay on top of the subject, make the work as a consultant challenging. Furthermore we risk having an adverse impact on the right to safe and healthy working conditions, in that much of our work is desk-based computer work.

GLOBAL CSR is well aware of our sector challenges and in 2012 we improved our focus on the causes for stress, and the general employee satisfaction. Our strategic focus on the right to education where we have scaled up our course activities also helps create a more stable income thus minimising uncertainty for our employees. In 2013, this issue remains on our agenda. The successful development of e-learning products will also enable our ability to generate more stable income.

We have purchased height adjustable tables, ergonomically mouse-pads and keyboards for all work stations to reduce physical strain. In addition we ensure that all employees can participate in monthly walk & talk stress-evaluations.

In general, GLOBAL CSR strives to keep working hours at the agreed 37 hours a week. We also allow for flexible hours and that employees can occasionally work from home when needed and appropriate.

## **Remediation**

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In 2012 GLOBAL CSR experienced no legal or professional conduct actions. In relation to our employees the assessment has enabled us to focus discussions and to solicit for better solutions through our regular meetings among employees; it has helped to prioritise time and improved the confidence to express grievances or observations that management should consider in enabling a dynamic and constructive workplace. In 2013 we will focus more on access to remedy.

### **An example of a grievance mechanism**

Project Assistants at GLOBAL CSR have a contact person to confide in and help them develop during their internship. Assistants are encouraged to contact their contact person whenever needed and in addition we formalise such possibilities for grievance by arranging regular meetings with the assistants throughout their internship.

## BEYOND CSR COMPLIANCE

We recognise that knowledge is our primary resource. The success of our business depends on our knowledge and competencies and our abilities to communicate this knowledge. It is important for GLOBAL CSR to continuously improve our competencies on CSR and sustainable development in theory as well as in practice. It is also important for us to share our knowledge; support the development of the CSR field to find better, more cost-efficient and innovative ways to address global challenges in relation to social sustainability. Two key principles of social sustainability, which we promote through our know-how and products are: (i) The right to education and (ii) freedom of information.

***“Our primary contribution to social sustainability is through the actions of the clients we advise”***

As a consultancy firm we assist corporations that are both experienced within the field of CSR as well as corporations that have only just begun working on their societal impacts in a structured manner. Our services also span across borders, both when we provide services to international corporations and when we advise clients to address CSR in all their relations; both in supply chains and downstream

(distribution). By assisting our clients to contribute, while complying with the agreed upon principles for social sustainability, we ensure that CSR efforts both serve society and our clients. We are experts at identifying both CSR challenges and opportunities through direct application of the universally agreed principles for sustainable development.

In an effort to contribute to sustainable development, we share our knowledge by advising organisations and initiatives that are key players in the continued CSR development. These efforts include both compensated and pro bono work for organisations such as the UN Working Group on Business and Human Rights, the United Nations Global Compact (UNGC), the Global Business Initiative on Human Rights, the Institute for Business & Human Rights, CSR Europe, the European Bars’ and Lawyers Association, AIM Progress, the Danish Industrialisation Fund for Developing Countries, the Danish Government Centre for CSR, and a range of civil society organisations.

### **Capacity development on UNGPs and human rights**

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One of the greatest challenges lying ahead globally, to scale up the responsibility to respect human rights among businesses, is awareness and capacity development.

Because of our competencies and position in the field, we recognise the important role GLOBAL CSR can play in addressing this global challenge.

**The greatest global challenge in implementing the UNGPs**

*"Limited capacity is a far greater obstacle to rapid progress in business and human rights than we tend to acknowledge; it's much easier to blame someone. Limited capacity affects the ability of all stakeholder groups, including governments, businesses, NGOs and the UN system to play their necessary roles."*

**John Ruggie, dec. 4th 2012, UN Forum, Geneva**

In 2012 GLOBAL CSR gave presentations at numerous national as well as international seminars, workshop, trainings and debates on CSR with a special emphasis on building capacity and awareness about the UNGPs. The company invested heavily in developing new tools for businesses:

- GLOBAL CSR has concentrated its resources on capacity development and training in the UNGPs and human rights; targeting government representatives, civil society, academia, corporations, and CSR experts. During 2012 we trained more than 300 individuals in the UNGPs, including 100 client representatives that received

in-depth training. We have also developed new e-learning modules about the UNGPs and anti-corruption for our e-learning platform, LEARN CSR, [www.learncsr.com](http://www.learncsr.com).

- GLOBAL CSR has - as the first consultancy in the world - in collaboration with some of our clients developed and tested an approach to Responsible Supply Chain Management that is in alignment with the UNGPs.
- GLOBAL CSR's talented team members continue to share their knowledge, serving as expert advisers: for the project group working on the EU Guide on Human Rights for SMEs; to the Global Business Initiative on Human Rights; and CSR Europe, on their programmes in relation to Human Rights – i.e. RSCM, Human Rights Awareness, and Grievance Mechanisms. As an example GLOBAL CSR won the assignment to develop a guide to human rights for SMEs. Although payment/time consumption for such assignments rarely balances we found the project in complete alignment with our strategic CSR focus and were proud to be able to present the EU Guide for SMEs at the first UN Forum for Business and Human Rights in Geneva in December 2012. In 2013 the guide will be presented in 25 other languages.
- GLOBAL CSR has provided professional assistance to governments on national CSR/UNGPs action plans.

During the Danish EU Presidency, we assisted in designing and hosting the high level conference on the UNGPs, where the full UN Working Group was assembled outside of Geneva for the first time.

GLOBAL CSR regularly participates in the public debate on business and human rights and the Principles-Based Approach to CSR. We regularly publish articles and participate in national and international working groups related to the 10 UNGC principles and CSR. We devote time to engage in the debate because we can see the added value of this approach to our clients and to society. Thus continuing to promote social sustainability and in particular the UNGPs is an ongoing objective for GLOBAL CSR and an area where we can make a difference.

### Turning adverse impacts into opportunities

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Diversity in the workforce is essential at GLOBAL CSR. We believe that diversity enables the organisation to improve its ability to innovate. 70 percent of our knowledge is tacit, i.e. resting with our employees. 70 percent of an individual's knowledge lies with her network. In sum, the more diversity we manage to establish, the more knowledge

we can access, and the better decisions we are able to develop.

#### **Article 2 of the Universal Declaration of Human Rights**

*"Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status [...]"*

We also recognize that all people are prone to reduce complexity, by establishing stereotypes and thus occasionally will act with prejudice. A business that actively supports diversity can improve employee satisfaction, productivity, and retention. Also a diverse workforce is better equipped to understand the global marketplace which we serve.

**An example of how GLOBAL CSR promotes the right to non-discrimination, identified as an actual adverse impact**

- We develop capacity with the Danish film industry on structural discrimination
- We teach discrimination (direct, in-direct and structural) at universities
- Several employees spend free time pro bono to participate in public debates about discrimination in order to create awareness about this particular country risk in the public
- We conduct research on structural discrimination

## THE FUTURE CHALLENGES AND WORK WITH SOCIAL SUSTAINABILITY

In 2013 we will continue implementing the UNGPs in the organisation. One of our goals is to ensure the integrating of the commitment to respect human rights in all organisational procedures and look more into access to remedy and grievance mechanisms. In addition to advising clients, GLOBAL CSR in 2012 advised both CSR Europe and a PhD Candidate at the Law Faculty in Copenhagen specifically on access to remedy. We intend to apply the learning to our organisation as well.

In order to mitigate our potential adverse impact on non-discrimination we will increase focus on identifying female board members that can also add skills to our board. In our work beyond CSR compliance GLOBAL CSR will continue to address the global challenge of capacity development focused on the UNGPs and human rights both through our course activities and our e-learning modules. We will continue developing tools for companies, organisations and public authorities enabling them to implement the UNGPs and helping them respect human rights.

In particular we will focus our efforts to continue develop and communicate about our approach to responsible supply chain management in alignment with the UNGPs.

Finally we will continue to ensure the quality of our activities and tools through use of other external experts in order to secure coherence with international principles.

## ENVIRONMENTAL SUSTAINABILITY

Companies of every size and type have adverse impacts on the environment through their business operations and activities. When preventing and mitigating our adverse impact on the environment GLOBAL CSR we address the subject areas covered by UN Global Compact's principles 7-9.

## CSR COMPLIANCE

***"We aim to minimise our negative environmental impacts and where possible enhance our positive environmental impacts"***

### Policy

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GLOBAL CSR supports and strives to demonstrate environmental responsibility through our work, as well as internally in our business. We aim to minimise our environmental impacts and where possible enhance our positive environmental impacts. Our external contribution to environmental sustainability stems from assisting businesses in minimising their negative environmental impacts on the planet.

### Due diligence

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We continuously seek to reduce our environmental impacts by always using the most environmentally friendly means of transportation. All executives and employees cycle, use public transportation, or carpool as the predominant means of transportation. When possible we have meetings through video and teleconferences, to minimize our use of air travel. During 2012 we participated in several meetings through teleconferences with clients both in Asia, Europe and Scandinavia. Using online technology to meet with clients brings both economic and environmental benefits and contributes positively to our employees work-life balance.



Our e-learning platform, **LEARN CSR** has allowed us to decrease the environmental impact of our company and our clients even further, since our consultants and course participants don't need to travel to a specific location to participate in lessons, but can enjoy the latest knowledge on social sustainability and anti-corruption regardless of time or space. Several thousand employees have already been trained through **LEARN CSR**; which constitutes a significant CO<sub>2</sub> abatement.

However, being a consultancy that serves clients around the world, we cannot eliminate air travel. Our physical presence is often needed as part of our work. Ensuring high service quality often requires that we perform onsite assessments of all of a clients operations and branches. Change management and capacity development are essential components of our work and both require interpersonal communication and presence. As an example **GLOBAL CSR** in 2012 finished a series of consecutive training sessions on business and human rights for top executives in Hitachi Europe all over Europe.

Furthermore, we endeavour to maintain and expand our position as frontrunners in the field of CSR. This requires that we participate in debates to develop the field; which often involves presenting at international conferences. Thus,

the bulk of our CO<sub>2</sub> emissions stems from international air travel.

In 2012, **GLOBAL CSR** continued implementing the environmental action plan developed in 2010, which promotes green purchasing options e.g. new energy efficient office supplies and an improved waste disposal/recycling system. As an example we use recycled paper, reusable printer cartridges and strive to print only when strictly necessary and using front and back pages.

### **Remediation**

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In 2012, **GLOBAL CSR** reduced our CO<sub>2</sub> emissions from air-travel by almost half. This is especially due to our increase in online and tele-communicative meetings. We have, however, seen an increase in electricity-use from 2011 to 2012. This, we find, is most likely explained by an increase in employees, especially interns, causing us to have a higher general use of electronics, computers etc. in the office.

**GLOBAL CSR** will collaborate with public authorities and other relevant partners, if we identify any major adverse impacts on the environment.



## Environmental Impact

	2011	2012
CO2-emissions from air travel in tons	8.37	4.71
Electricity in KWh	1156	4094
Paper (sheets)	2500	2500
Estimated total CO2-emissions (in tons)	-	9,5

\*Our electricity numbers from last year were set lower in previous reports due to a miscalculation. Thus our KWh for 2011 are not, as formerly stated, 1156 but 2832.

## BEYOND CSR COMPLIANCE

GLOBAL CSR works to promote environmental protection and efficiency policies with our clients. In 2012, GLOBAL CSR assessed and advised Danish and international clients on principles 7-9 of the UNGC into their core business operations. These three principles serve to support precautionary approaches to environmental challenges, to undertake new initiatives on environmental responsibility and to encourage the development and diffusion of environmentally friendly technologies.

In 2012, we assisted our clients in meeting the growing environmental challenges and requirements that they face today.

We work in cooperation with our strategic partners that are leading experts on environmental sustainability. We have advised clients to perform environmental impact assessments, carbon and water footprint assessments.

Also, as part of raising public awareness and meeting the growing need for education on CSR and the business case for being environmentally responsible, we have participated in seminars and workshops, as well as facilitated and held several seminars and workshops on, for instance, the *cradle to cradle* concept.

## THE FUTURE CHALLENGES AND WORK WITH ENVIRONMENTAL SUSTAINABILITY

It is our goal for 2013 to make a positive contribution to the development of environmentally responsible profiles and practices for businesses as an integrated and strategic way of doing business. In particular we continue to promote aligning environmental bottom-line management systems with the process requirements set forth in the UNGPs.

In the long run, it is GLOBAL CSR's goal to become CO<sub>2</sub> neutral in our operations and increasingly generate a positive impact on the environment beyond our indirect contributions through the actions of our clients.

## ECONOMIC SUSTAINABILITY

Corporations seek to incorporate their contributions to sustainable development into their core business strategies, while ensuring that no functions have adverse impacts. Besides focusing on making a profitable business, economic sustainability also means ensuring that we do not have negative impacts on the economy in particular in relation to corruption and bribery.

## CSR COMPLIANCE

***"Our mission is to run a profitable business through promoting sustainable development"***

### **Policy commitment**

GLOBAL CSR has a zero tolerance stance on bribery and corruption in the business and in relations with our clients and partners. In line with principal 10, we work against corruption in all its forms, including extortion, and facilitation payments. We are committed to complying with internationally recognised principles, such as the UN Global Compact, as well as local and extraterritorial anti-corruption and bribery laws.

### **Due diligence**

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GLOBAL CSR is a value based company and we are proactive in encouraging positive norms and values amongst our employees and business relations. We are also a financially transparent company and seek to foster an open and transparent culture internally in the organisation. In addition to having an external accountant, we communicate about our budget internally amongst all employees. We consider these practices to be proportionate to our size and the risks that the company faces.

We are aware that we run higher risks when operating abroad in markets where bribery is commonplace, compared to Denmark. Thus we are diligent in communicating our values as the basis for doing business; and making sure to build business relationship based on trust and common understanding.



### **An example of an actual adverse impact on economic sustainability**

In 2012 we experienced an actual adverse impact when the CEO hired his daughter as project assistant, circumventing agreed recruitment procedures and constituting an adverse impact on the prohibition of nepotism, a feature under corruption. As a family owned business and appreciating that the new project assistant possesses skills essential to our work the decision was discussed with and accepted by all employees. In addition the new project assistant was informed that her relationship to the owners would not change her opportunities or the expectations to her work deliveries.

### **Remediation**

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The risk of being involved with bribery is aggregated by the business culture one operates in. GLOBAL CSR has developed two e-learning modules on anti-corruption, '[Anti-corruption for employees](#)' and '[Anti-corruption for managers](#)'; as a tool to help our fellow businesses and our own employees in achieving a corruption free business environment.

## BEYOND CSR COMPLIANCE

Whereas corporate economic responsibility initiatives need only address the international principles on anti-corruption, we also advise our clients in relation to financial gearing, good corporate governance and tax payments.

Through our work we contribute to the elimination of corruption, as we advise clients on corporate economic responsibilities and opportunities. In cooperation with our strategic partners we help our clients implement the 10th principle of the UNGC strategically into their businesses.

As consultants we were still confronted with the realities of the economic downturn that made most corporations very hesitant to spend resources on external consultants. We do, however, experience that businesses, governments and organisations increasingly realise the importance of, and opportunities in, addressing CSR diligently.

Especially with the endorsement of the UN Guiding Principles, we witnessed great interest for our competences from businesses, governments, organisations and sectors initiatives. The increase of CSR initiatives in the private and

the public sector appear to amplify in 2013 leading to greater results for our business as well as for social, environmental and economic sustainability. By every hour's work sold, GLOBAL CSR makes a contribution to sustainable development through the impressive actions of our clients.

In 2012 GLOBAL CSR formed a learning and advisory process for Small and Medium sized Enterprises (SMEs) providing participants with the opportunity to fully enjoy the benefits of CSR, while creating a forum to share experiences and promote efforts. The initiative supports the Danish Government's goal (from the action plan, 2012, and the objectives from 2010) to promote CSR among SMEs. Also it falls well in line with the work we finished for the EU Commission in 2012 and the Commission's priorities.

## THE FUTURE CHALLENGES AND WORK WITH ECONOMIC SUSTAINABILITY

In 2012 we developed for a client a report on the connection between taxes and Corporate Social Responsibility. GLOBAL CSR intends to continue to participate in and contribute to both national and international debates on the establishment of viable

international principles for business to apply when planning and executing tax payments for international operations.

Also GLOBAL CSR continues to develop practical solutions for applying the UN Guiding Principles (UNGPs) in Social Responsible Investments (SRI). It is apparent that the UNGPs can contribute to enable convergence and reduce costs for investors while contributing to the scaling up the responsibility to respect human rights.

*'Our contribution' is published in English only and will be permanently available for download online on [www.global-csr.com](http://www.global-csr.com) and on [unglobalcompact.org](http://unglobalcompact.org). For feedback or further information, please contact us at [info@global-csr.com](mailto:info@global-csr.com) or +45 44 99 55 06.*

# GLOBAL CSR

