

Our Contribution

- To Social, Environmental & Economic Sustainability

2014 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 upon 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. Furthermore it provides cost-efficient approaches to better 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 fourth Corporate Social Responsibility (CSR) report, providing samples of internal and external efforts during 2014. 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 2014. The report also includes our objectives for the future.

It is important to GLOBAL CSR that we continuously contribute, whilst 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 system for managing adverse CSR impacts. We acknowledge the importance of the UN Global Compact in streamlining international principles for sustainable development with business and of the UNGPs in establishing the minimum required practice in – or the minimum standard for – CSR.

To put the principles into practice, we rely on the enthusiasm, creativity and inspiration of our employees and relationships with inspiring businesses to adopt profitable, engaging and solid, sustainability strategies. We look forward to continuing our work with CSR in 2014, 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. GLOBAL CSR experts are active members 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 society. Furthermore we only support CSR activities that genuinely contribute to sustainable development.

OUR WORK

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

With more than 19 years of practice in CSR and an extensive network of skilled partners, we are able to provide the most qualified, up-to-date and experienced consultancy – anywhere in the world.

Our goal is to continue to develop innovative and cost-effective tools and processes to address sustainability, enabling our customers to fully benefit from their investments in CSR. In addition to differentiation and cost-efficiency, we can assist in creating appropriate space and attention to our customers' activities.

GLOBAL CSR has experience working with the full cycle of CSR implementation from pre-assessment, impact assessments, risk & opportunity analyses, vision statements, strategies, policies (policy commitment), capacity development, project design, action planning, implementation (prevention, mitigation and remediation), responsible sourcing, responsible investments, responsible distribution and accounting (both on the ground in form of

tracking performance and communicating and annual reporting). In addition, our team has vast experience in evaluating both corporate and public programmes.

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

OUR VISION

We envision a world of social, environmental and economic abundance and sustainability; in which all human beings enjoy the full realisation of their human rights in appreciation of their diversity. A world where businesses live by principles essential to co-creating a brighter future for our planet, for humanity – and not least for economic development.

OUR MISSION

GLOBAL CSR's mission is to be a catalyst for positive social development. We enjoy the ability to function as a preferred partner in advising corporations, governments, multilateral organisations and non-governmental organisations on how

to make core international principles for sustainable development operational and manageable.

GLOBAL CSR will run a profitable business by:

- Performing 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 qualified by international principles.
- Maintaining high professional integrity while delivering innovative, cost-effective and simple solutions, which create value for our customers.



SOCIAL SUSTAINABILITY

With the UN Guiding Principles on Business and Human Rights (UNGPs) endorsed in June 2011, the world's businesses received an authoritative globally recognized 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 that are 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 that are about to do the same.

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

New Practices on Human Rights Impact Assessment

With the UNGPs, new practices around Human Rights Impact Assessments need to be developed. To our knowledge no pre-2011 practices or tools were aligned with the UNGPs. GLOBAL CSR has conducted extensive research in the area since 1996. The UNGPs require companies to assess impacts on all 48 human rights from the International Bill of Human Rights (UNGP 12). When conducting the Assessment on all 48 rights in all business units, we are expected to engage – as a minimum – with affected stakeholders (UNGP 18). GLOBAL CSR reviewed the few publicly available assessments. It appears that companies seek to meet the new requirements by applying pre-2011 approaches. As an example, some assessments seek to predetermine the scope to a few human rights only (typically including impacts on 8-12 human rights). Some assessments combined limiting the scope of rights with a preconceived notion of *typical* human rights impacts from a certain 'business function', in addition to assessing impacts from a limited number of business functions only. Finally, some assessments focus attention to pre-defined issues involving human rights aspects, such as migration, land issues, etc., rather than adopting a rights based approach.

Also GLOBAL CSR is concerned that very large corporations appear to outsource the entire assessment to experts like us. Considering that assessments have to take place in all operational units and with regular intervals such practice will not be sustainable; focus should be oriented towards local capacity development to conduct assessments. Companies need to develop capacity locally, empowering local management to take responsibility and ownership of the process. To support this purpose, GLOBAL CSR has developed a Human Rights Impact Assessment (HRIA) tool that companies can use to conduct assessments of their own. Thus, local capacity can be developed using this tool ensuring sustainability in corporate practices.

CSR COMPLIANCE

The basic human rights principles are essential for the dignity, well-being and development of all people. Dignity, well-being and development of people are essential for conducting and expanding business. Thus ensuring respect for human rights is good for business. "Respecting human rights" for business is now defined by having in place a management system that, as a minimum, meets the standards outlined by the UNGPs. In short the UNGPs enable all businesses to *know* their potential and actual adverse impacts and to *show* what they are doing to address such impacts.

All companies regardless of where they operate will have both potential and actual adverse human rights impacts. Additionally, all companies have experiences managing such impacts; e.g. in our efforts to create 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 just the right to safe and healthy working conditions.

In 2014 GLOBAL CSR created the Human Rights Impact Assessment (HRIA) tool. A new and technically improved version will be officially launched in 2015. A BETA edition has also been created for certain clients who will begin using it in 2015 and providing us with feedback for improvement.

GLOBAL CSR also implements the UNGPs. We have embedded a commitment to respect all human rights throughout our organization, and we continuously work with our customers and other relationships to enable them to do the same. We did not cause or contribute to any severe adverse impacts in 2014. We are, however, advising some of the largest companies in the world. Thus, we are directly linked to considerable potential and actual adverse impacts on human rights. We are using our leverage as advisors to establish solid systems implementing the UNGPs, and whenever we identify severe human rights impacts through our work or such impacts are otherwise brought to our knowledge, we provide confidential advice addressing such impacts. Our legal privilege enables us to keep such information confidential and our legal ethical commitments require us not to report about concrete impacts.

In addition we have identified a range of less severe, yet important, potential and actual adverse human rights

impacts and are taking action to prevent and mitigate such adverse impacts; where we do not fully prevent adverse impacts from occurring, realising we ensure access to remedy for the persons impacted.

This COP serves to communicate highlights about this ongoing work.

Policy Commitment

In all our activities we seek to identify potential and actual adverse impacts on all 48 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. Whenever actual adverse impacts are identified in our value chains, where we did not cause or contribute to such impacts, we intend to use our leverage to make the party or parties that are causing or contributing to such impacts act in accordance with the UNGPs.



Our commitment to human rights is evident throughout the organisation. Following our identification process in 2013, we developed a formal Human Rights Commitment which was approved by our board in 2014. We have made some changes to this in 2014 and the final version will be signed in 2015. We specialize in business and human rights and all employees, from the 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 alignment with the UNGPs.

In 2014 we worked on improving our tools, which continue to provide invaluable knowledge to others about human rights and the UNGPs. GLOBAL CSR worked alongside BBI International and the EU Commission to create “My Business and Human Rights – a Guide for small and medium-sized enterprises” (SME). This guide aids SMEs to work with human rights and realise their full potential in this

area. It also helps them to understand better ways in which to implement the UNGPs into their business.

The publication [Human Rights Explained - for business](#) provides an accessible way to understand the 48 human rights from the International Bill of Human Rights in a business context. The publication aided the less experienced employees in acknowledging their rights and how they may be impacted. It is now used in all of our client relations and meetings to improve their general understanding of the full range of human rights that need to be addressed when implementing the UNGPs. Furthermore, we made our commitment clearer throughout our organisation in 2014, by using tools created for clients. We will continue this work in 2015.

Our strategic CSR focus is contributing to the realization of ‘right to work’. Innovation and cutting edge knowledge characterises our business and the competences of our staff; thus our best and most logical choice when contributing to fulfilling the objective of social sustainability is by focussing our proactive engagement on the ‘right to work’ – primarily in cost-effective capacity development of stakeholders; from students and peers to executives.

As we mentioned in our CoP in 2013 concerning our GLOBAL CSR's internal compliance activities, we have reassessed our employee manual, standard project assistants' contract, and the standard contract for permanent employees against all 48 human rights in 2014. In this process we identified conditions and requirements that could lead to adverse impacts if not properly administered. In order to create greater clarity for employees these terms will be clarified in order to prevent adverse impacts in the future. The analysis also revealed adequate procedures and needed measures for enhancing the implementation of our responsibility to respect.

Examples on findings from our assessment are presented in the next column.

Further elaboration on the implementation of processes to prevent/mitigate adverse impacts on health

In 2014 GLOBAL CSR has clarified how best to deal with potential adverse impacts on healthy working conditions in light of our financial capabilities. Measures for prevention and mitigation include the purchase of siesta beds for the office and the implementation of walking meetings as an alternative to sitting around a table. Every employee has an elevation table so they can change working positions regularly. The daily lunch is predominantly vegetarian, providing all employees with a healthy and ethical choice of nutrition. All employees are encouraged to go for a short walk to get some fresh air, and all employees are encouraged to invite their colleagues to join and thereby motivate them to take a healthy break. Common coffee meetings every afternoon have been institutionalised, i.e. put in everyone's calendars. As all this represents an improved focus on health at the work place, GLOBAL CSR acknowledged that creating a culture at the work place takes time. It is a work in progress and in 2015 GLOBAL CSR will continue the work of embedding this culture within the organisation.

As addressed in CoP 2013, employees at GLOBAL CSR may be subject to a stressful working environment. GLOBAL CSR is well aware of our sector challenges and in 2014 we have continued to improve our focus on causes of stress and general employee satisfaction. Our continued strategic focus on the right to education where we have scaled up our course activities helps create a more stable income thus minimising uncertainty for our employees.

A priority area is employee wellbeing, yet the employee handbook/contracts do not adequately advise employees how to raise concerns about this; e.g. ensuring that psychological well-being can be raised and acknowledged as an adverse impact on the right to safe and healthy working conditions, while ensuring that we best possibly avoid adverse impacts on the right to privacy. .

Due Diligence Process

The first step of the due diligence process is identification of potential and actual adverse impacts. In 2013 we involved all of our employees in the identification process. In 2014 we took further steps by including all employees in discussions on the actions that needed to be taken in order to prevent and mitigate the identified actual and potential adverse impacts on human rights. The Human Rights Impact Assessment was based on the **48** distinct human rights referenced by the International Bill of Human Rights following some training of new employees on the understanding of the rights. The list below provides for an overview of rights where potential adverse impacts were identified by our employees.

- 2. Right to non-discrimination
- 3. Right to work
- 4.a Right to equal pay for equal work
- 4.b Right to a living wage
- 4.c Right to safe and healthy working conditions
- 4.d Right to equal opportunities for everyone to be promoted
- 4.e Right to rest, leisure, and paid holidays
- 5. Right to form and join trade unions and the right to strike
- 6. Right to social security, including social insurance
- 7.a Right to protection of mothers before and after childbirth
- 7.b Right to children's and young people's protection from exploitation
- 8.a Right to adequate food and its fair distribution
- 8.b Right to adequate clothing
- 9. Right to health
- 11.a Right to take part in cultural life
- 11.b Right to benefit from scientific progress
- 11.c Right to material gains from inventions
- 11.d Moral rights of authors
- 12. Right to life
- 23. Right to privacy
- 24. Right to freedom of thought, conscience and religion
- 25.a Right to freedom of opinion
- 25.b Right to freedom of expression
- 29. Right to protection of the family and the right to marry
- 31. Right to participate in public affairs

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

Our 2013 due diligence process identified a potential adverse impact in relation to the right to freedom of expression, using the **KnowShow™** tool.

When representing GLOBAL CSR publicly, members of staff are obliged to express the official opinions of GLOBAL CSR as well as behave in line with our commitment. Members of staff are asked not to publicly express an opinion that is not in accordance with the commitment. However when not directly representing GLOBAL CSR the distinction between public and private life is not always clear, especially when it comes to the use of social media.

GLOBAL CSR is well aware of these challenges and in 2014 we have maintained our focus on the employees' right to freedom of expression. In order to avoid any discrepancy in the understanding of the distinction between public and private life, we have on a regular basis addressed this issue through open discussion.

Even though employees are to some extent restricted from publicly expressing opinions that could undermine our work, there is an open door policy where questions and debates in-house are always welcomed. The CEO values the opinion of all employees and seizes a debate as an opportunity for feedback and improvement. Thus, the employees are acknowledged for their questions, rather than silenced, as a measure for preventing and mitigating the identified adverse impact on the right to freedom of expression. The CEO is especially aware of enhancing an organisational culture where questions and debates are an integral part of the organisational life, and this is a continued focus area for 2015.

As we witness rapidly developing technology we need to continuously address the question of what is considered private and what is not, so we can mitigate and prevent the adverse impact on the right to freedom of expression. We will maintain our focus on this issue in the future.

GLOBAL CSR conducted our Human Rights Impact Assessment by engaging the employees while accommodating the UNGPs criteria of meaningful participation of the potentially affected stakeholders in identifying adverse impacts. The Assessment also served to further develop employees' capacities on the UNGPs and human rights. Where potential adverse impacts were identified employees were asked to present ideas for addressing such impacts effectively.

The exercise of collecting identifications was performed by using GLOBAL CSR's own Human Rights Identification App; **KnowShow™**. Being fully aligned with the UNGPs, **KnowShow™** provides a tool to conduct Human Rights impact identifications across the organisation. **KnowShow™** offers a platform to collect, organise and process reported data from the informants holding the tablets. The exercise was introduced at a regular staff meeting and employees were given information on how to use the app along with 10 days to respond during work-hours. All of GLOBAL CSR's employees were guided through the identification of potential and actual adverse impacts on the full range of human rights. Through this exercise we identified 25 potential and actual adverse impacts. Furthermore the exercise enabled us to recognise that we could do better in guiding our employees on the difference

between actual and potential adverse impacts. In 2015, GLOBAL CSR will continue the internal due diligence process and work on qualitative and quantitative SMART indicators for tracking performance.

Development of practises regarding the use of social media

As discussed in CoP 2013, we have meet challenges concerning balancing the right to privacy, freedom of opinion and freedom of expression with employees' representing the GLOBAL CSR brand outside of the office and using personal social media (Facebook, LinkedIn etc.) for work purposes. This is also important for striking a work-life balance. Our review in 2013 made it clear that we needed to establish a practice and guidance on what management can anticipate from employees in relation to their use of social media; during office hours and spare time. A procedure on the issue was developed in 2014 - a Standard Operation Procedure on Social Media. This includes not tagging any employees in any posts by GLOBAL CSR on social media, and if pictures of any employee are posted on any social media platform, this has to be done with the expressed consent from that person.

Furthermore, in 2014 the manager has increasingly initiated an open dialogue about practises in regards to social media in order to avoid any misunderstandings and to support the right to freedom of opinion, freedom of expression and a good work-life balance. This issue constitutes a priority area for GLOBAL CSR and will continuously we revisited.

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

Being headquartered in Denmark represents a potential adverse impact on the right to non-discrimination; it is a fair assumption that Danish society has little focus on raising awareness on discrimination and societal patterns that uphold stereotypes and prejudices. Our identification process has pointed to potential adverse impacts on the right to non-discrimination - related primarily to nationality and ethnicity.

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 in 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 risks.

In 2014 we maintained our focus on the right to non-discrimination based on nationality and ethnicity and GLOBAL CSR is pleased to have engaged several nationalities and ethnicities.

Remediation

In 2014 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 2014 we strived to further develop grievance mechanisms and transparent information channels in order to facilitate an ongoing interaction regarding business-related human rights impacts. We agreed that employees should be able to contribute to the advisory board agenda, and will do this in April 2015. We will also send a member of our staff to the meeting as a representative.

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.

Examples of a grievance mechanisms for Project Assistants

Project Assistants at GLOBAL CSR are often university students and GLOBAL CSR is well aware of its potential negative impact on the right to education. Grievance mechanisms to prevent and mitigate that impact include prioritising university lectures, i.e. being absent from the office in order to attend lectures, and GLOBAL CSR allows Project Assistants to take two weeks off in preparation for exams.

Project Assistants at GLOBAL CSR have the possibility to get continuous feedback to help them develop during their internship. Assistants are encouraged to initiate talks on their development if needed, and in addition we formalise such possibilities for grievance by arranging regular meetings with the assistants throughout their internship. In addition, all employees are encouraged to raise grievances or potential impacts with management.

“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, downstream (distribution) and in investments. By assisting our clients to strategically focus contributions, while complying with the globally agreed upon minimum for social sustainability, we ensure that CSR efforts optimise shared value in the best way possible. We are experts in identifying both CSR challenges and opportunities through direct application of the universally agreed upon 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 development of CSR. In 2014 these efforts included 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, AIM Progress, the Danish Industrialisation

Fund for Developing Countries, Danish Ministries, and a range of civil society organisations.

Our greatest contribution is that we now offer work at reduced rates for civil society organizations. This includes our consultancy services and a five day seminar that we offered in late 2014 to improve the knowledge on business and human rights within the Danish NGO community.

Capacity development on UNGPs and human rights

One of the greatest challenges ahead in globally scaling up the responsibility to respect human rights among businesses remains to be 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, December 4th, 2012, UN Forum, Geneva**

In 2014 GLOBAL CSR gave presentations at numerous national as well as international seminars, workshops, trainings and debates on CSR with a special emphasis on developing capacity and awareness on the UNGPs. In addition GLOBAL CSR continues to invest and focus heavily on 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 2014 we informed and trained more than 500 individuals in the UNGPs, including 100 client representatives that received in-depth training.
- The guide “Constructive Campaigning” continues to provide information to clients and is used within the NGO community, who also contribute by distributing the guide to others to help spread our message further.
- GLOBAL CSR’s e-learning platform, learnCSR has continued to receive great feedback and has in 2014 been a popular tool for its ability to train many people in an effective, flexible and cost-efficient manner.
- In 2014 we continued to develop and improve our module on human rights in a business context, *Human Rights Explained*. This module allows users to develop an understanding of the 48 specific human rights from the International Bill of Human Rights. Developed with business in mind, users are enabled to identify business impacts on each human right through a mixture of learning resources, business scenarios, and testing probes. The tool can be accessed at www.learncsr.com.
- In collaboration with the International Marine Purchasing Association, GLOBAL CSR continues to support the IMPA ACT; the world’s first UNGPs based initiative on Responsible Supply Chain Management.
- The CSR Compass for the Danish Government – a simple tool for Danish SMEs offering practical guidance on how to conduct responsible supply chain management; now in alignment with the UNGPs.
- GLOBAL CSR continues to promote and sell our booklet, *Human Rights Explained – for business*. The booklet provides employees and managers with basic understanding of all 48 human rights contained in the International Bill of Human Rights. Concrete scenarios on adverse impacts, the application of the UNGPs and positive contributions demonstrate the relevance of all rights in a business context. *Human Rights Explained –*

for business is an important tool for businesses seeking to respect human rights and can be purchased from GLOBAL CSR.

- GLOBAL CSR has in 2014 developed an online Human Rights Impact Assessment Tool. It was initially based on our Excel version, developed in 2012, as one of two basic tools. One tool enables business to assess processes needed to implement and ensure compliance with the UNGPs. The second is used for the concrete local operation to assess impacts in light of each human right. These tools are designed for internal use in companies or in collaboration with corporate relationships. Furthermore the tools are used in our two basic UNGPs courses – ‘CSR Compliance Lab’ and ‘Human Rights Explained’. The more technical and advanced Human Rights Impact Assessment tool can be used online by clients from April 2015.
- Additionally GLOBAL CSR continues to develop the world’s first Human Rights Identification App. **KnowShow™** provides for an empowering, solid and scalable identification process and software for tracking identified adverse impacts. This will be launched in 2015.
- The EU guide is another publication developed by GLOBAL CSR that continues to contribute by extending our knowledge on respecting human rights further. The

EU guide supports small and medium sized European enterprises in their CSR and human rights efforts and helps them to realise their full potential in this area.

- An ILO Project, similar to the EU Guide in that it offers assistance to small to medium sized businesses on how to start implementing the UNGPs was agreed in 2014, and will be written and published in 2015. This guide will take the work from the EU publication one step further.
- In 2014 a Discussion Brief on the Global Minimum Standard for Socially Responsible Investments was developed by GLOBAL CSR in collaboration with DanChurchAid. The brief intends to stimulate a debate on how public and private investors can ensure and promote responsible investment in alignment with the UNGPs.

GLOBAL CSR regularly participates in 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, the UNGPs and CSR. We devote time to engage in debates as we believe this brings added value 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

A known country risk in Denmark is the right to non-discrimination. Since GLOBAL CSR is based in Copenhagen this country risk becomes a potential adverse impact for our company. Turning this obvious risk for potential adverse impacts into an opportunity by working for increased diversity is a focus area at GLOBAL CSR. We believe that diversity enables organisations to improve abilities 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 make.

As an example our internship programme develops students' knowledge about applying the principles-based approach to CSR in practice, while GLOBAL CSR benefits from the fresh input and the extended network.

International Covenant on Civil and Political Rights and International Covenant on Economic, Social and Cultural Rights, Preamble.

"...The State Parties to the present Covenant undertake to guarantee that the rights enunciated in the present Covenant will be exercised without discrimination of any kind as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status..."

We also recognise that all people are prone to reducing 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 seeks to address and promote the right to non-discrimination, identified as a potential adverse impact

- We teach anti-discrimination (direct, in-direct and structural) at universities – all employees are asked to participate
- Several employees participating pro bono in public debates about discrimination in order to create awareness about this particular country risk in the public
- We conduct research on structural discrimination
- We promote a workplace environment where it is encouraged to address stereotypes and prejudices immediately

THE FUTURE CHALLENGES AND WORK WITH SOCIAL SUSTAINABILITY

In 2015 we will continue implementing the UNGPs in the organisation. In our work we are involved in establishing avenues for access to remedy and grievance mechanisms to apply our knowledge regarding such mechanisms internally as well.

We also will continue our work with the tools mentioned, and find ways to further contribute to an overall global understanding of human rights for business and the UNGPs. We will continue to look for ways in which these tools can be improved and implemented in better and more productive ways.

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 services, course activities and our e-learning modules. We will continue to develop and refine tools for companies, organisations and public authorities enabling them to implement the UNGPs and assisting them in respecting human rights.

In particular we will focus our efforts to continue developing and communicating about our approach to responsible supply chain management and responsible investments in alignment with the UNGPs; in addition we will seek to promote our operationally centred, cost-effective and manageable human rights impact assessments.

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 best practice working 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 impacts on the environment 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

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

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 2013 we participated in several meetings through teleconferences with clients in Asia, Americas, Europe and Scandinavia. Using online technology to meet with clients brings both economic and environmental benefits and contributes positively to our employees' right to rest and leisure (work-life balance).



Our e-learning platform, learnCSR has allowed us to decrease the environmental impact of our company and our clients even further, since our consultants and course participants can avoid travelling to specific locations to participate in lessons, but can enjoy the latest learning technology and knowledge regarding social sustainability and anti-corruption regardless of time or space. Several thousand employees have already been trained through learnCSR constituting a significant CO₂ abatement.

Nonetheless, 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 quality service often requires that we perform onsite assessments of clients' operations and branches. Change management and capacity development are essential components of our work and both require interpersonal communication and presence. Examples of GLOBAL CSR's engagements in 2014 that have required physical presence of our experts includes work in Nairobi, Kenya where both our CEO, Sune Skadegaard Thorsen and Director, Signe Andreassen Lysgaard helped to train Danish and Kenyan defence forces in the UNGPs and environmental and economic sustainability. GLOBAL CSR was also involved in client training in Canada.

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 CO₂ emissions stems from international air travel.

In 2014, GLOBAL CSR continued implementing the environmental action plan developed in 2010, which promotes green purchasing options e.g. new energy efficient office supplies. As an example we use recycled paper, reusable printer cartridges and strive to print only when strictly necessary and using both sides of the paper. We also hope to install better waste disposal in our new office headquarters with new recycling initiatives.

Remediation

In 2014, we witnessed an increase in our CO₂ emissions from air-travel. Due to great uptake on the UNGPs globally the demand for face to face training is increasing, and as mentioned previously we had two colleagues go to both Kenya and Canada for training purposes. Being a consultancy that works with clients on human rights in more than 80 countries makes it difficult to foresee air-travel

needs. An increase in the use of paper is directly linked to an increase in our course activities.

GLOBAL CSR will collaborate with public authorities and other partners, if we identify any major adverse impacts on the environment. No such events were identified in 2014.

Environmental Impact

	2012	2013	2014
CO2-emissions from air travel in tons	8,37	4,71	13,5
Electricity in KWh	4094	3809	4071
Paper (sheets)	2500	2500	2800

BEYOND CSR COMPLIANCE

GLOBAL CSR works to promote environmental protection and efficiency policies with our clients. In 2014, 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 2013, we assisted our clients in meeting the growing environmental challenges, requirements and expectations that they face today.

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

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

THE FUTURE CHALLENGES AND WORK WITH ENVIRONMENTAL SUSTAINABILITY

It is our goal for 2014 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 CO₂ neutral in our operations and increasingly generate a positive impact on the environment beyond our indirect contributions through the actions of our clients.

Efforts to reduce our environmental impacts

In our continuous effort to reduce our environmental impacts we are focusing on the meals provided at GLOBAL CSR. Lunches are primarily vegetarian and to the extent possible also organic. Furthermore, we strive to reduce our food waste as much as possible. In this effort, employees are encouraged to plan the weekly grocery shopping efficiently and to eat what has already been opened before opening something new. By thinking about the way we buy groceries and by eating left overs, we avoid wasting food.

While we mostly eat our meals at the office, once a week the office enjoys take-out meals or meals out of the house. On these occasions, we choose vegetarian as well as organic alternatives.

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 UN Global Compact principle 10, we work against corruption in all its forms, including extortion, and facilitation payments. We are committed to apply definitions from internationally recognised instruments, such as the UN Convention referenced by the Global Compact principle 10.

Due diligence

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 relationships based on trust and common understanding.



Remediation

The risks of being involved with corruption and bribery vary from one business culture to the next. GLOBAL CSR has developed two e-learning modules on anti-corruption, '[Anti-corruption for employees](#)' and '[Anti-corruption for managers](#)'; as a tool to build capacity with businesses and 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 good corporate governance and the up-coming issue of sustainable 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 unanimous endorsement of the UN Guiding Principles, we witnessed great interest in our competences from businesses, governments, organisations and sectors initiatives. The increase of CSR initiatives in the private and the public sector appear to be on the increase in 2014 leading to greater financial results for our business as well as for social, environmental and economic sustainability. The impacts of GLOBAL CSR on sustainable development are best measured through the actions and results of our clients.

THE FUTURE CHALLENGES AND WORK WITH ECONOMIC SUSTAINABILITY

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 Socially Responsible Investments (SRI). The UNGPs provide a standardised reference point, thus reducing costs for investors while contributing to 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 and on unglobalcompact.org. For feedback or further information, please contact us at info@global-csr.com or +45 44 99 55 06.