



# COMMUNICATION ON PROGRESS

C.F. Møller



Cover:  
Energy, Climate and Environmental Park  
The climate and environmental park seeks do provide readily applicable solutions to the world's climate challenges, including extreme rainfall and flooding.

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# DECLARATION OF SUPPORT

As architects as per definition, are occupied with planning for people for the future, they also hold an implicit responsibility for building for good use and pleasure for man and his relations

It is vital to enclose this social responsibility again and again into the design of buildings and cities, as we are leaving these to future generations. For the last 20 years, environmental, social and economical sustainability have been at the architects agenda in an open and explicit way,- we strive for it and we talk about it, and we persuade our clients to abide by it.

The last 7 years we have also worked with principles for CSR, since joining the Global Compact family. We have come a long way, with our journey towards an increasingly systematic way of working with our “responsible behavior” and towards communicating and implementing CSR-principles.

We are again proud to confirm our support to the ten principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this Communication of Progres we will describe the actions taken within our own “Code of Conduct”, which was developed in 2013, thus explaining how we commit ourselves to the GC-principles.

We do it to remind ourselves of the importance of our role as “agents of change”, and as designers of society’s built environment.

We do it as a signal to our employees, our collaborators and our clients, that we take this responsibility seriously,- to make sure, that the architecture and planning of the future is ethically sustainable, - for the progressive use for people, planet and society.

Sincerely Yours,  
The partnership of C.F. Møller

  
Klaus Toustrup

  
Tørn Darnelsen

  
Mads Mandrup


  
Julian Weyer

  
Klavs Hyttel

  
Lone Wiggers

  
Michael Kruse  
(associate)

  
Anna Maria Indrio

  
Christian Dahle  
(associate)

  
Mårten Leringe  
(associate)





# C.F. MØLLER CODE OF CONDUCT : “ETIK I C.F. MØLLER”

## #1 We abide by the rules

### Policies:

In 2014, at top management level, we have established an internal risk assessment organization and -tool , in order to risk assess and -manage future contracts.

This tool and this organization systematically assesses our new contracts,- both national and international, in order to trap and discover

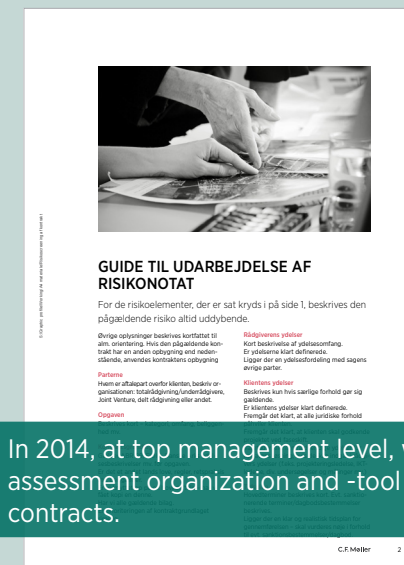
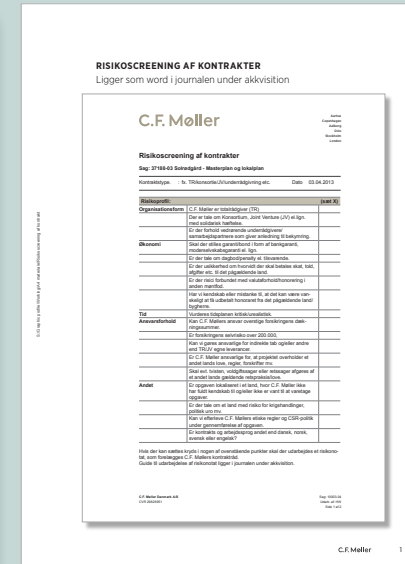
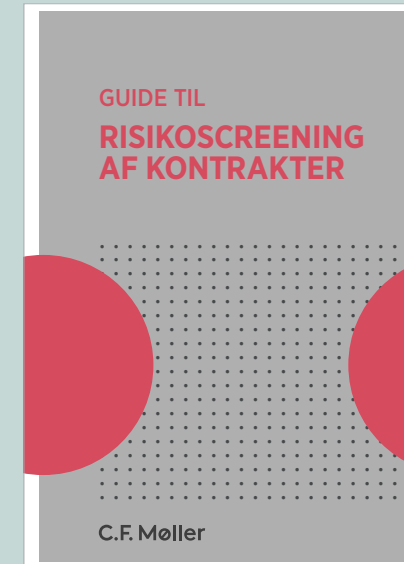
any discrepancies to our business principles and values,- including ethical issues such as potential human rights violations in clients and/ or countries of operation

### Cases:

Antwerpen Contract,  
Singapore Contract



Residential Tower Antwerp [2014-016] and Woodlands Integrated Healthcare Campus (Singapore) [2015]



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## #2 We communicate honestly and openly

### Policies:

Although being a private business, C.F. Møller places importance into communicating precisely and openly.

### Cases:

During 2014 www.cfmoller.com has featured 5 news stories exposing our company's results as working with positive societal change. On 5 occasions C.F. Møller has received prestigious rewards on buildings, which have particularly opted for architectural quality beyond the normal framework of architecture.

Hospice Djursland for offering more than institutional design, Sæby Housing project for getting extra added value to the users on a very low budget, Henius House for particularly environmentally sustainable solutions, - Antwerpen Housing tower for inventing a vertical socially sustainable way of living in otherwise socially isolated high-rise buildings, and both Aalborg Havnefront and The Olympic Village, London, - both receiving the prestigious international prize "The Civic Trust Award" for highest architectural quality in combination with adding specific culturally, socially and or economic value to the local society, demonstrating sustainability and universal design.

In April 2014 the internal magazine of C.F. Møller- "Monthly Update"- featured a full issue of The C.F. Møller Code of Conduct, called "Ethics in C.F. Møller" for all employees

In the summer of 2014 www.cfmoller.com reported on our companies attendance at a political annual summer rally in Visby, Sweden, giving our international perspective on how educational environments can be developed in the modern society. Under the headline : "from kindergarden to university", C.F. Møller was speaking about the importance of having physical environments, living up to learning demands in schools and universities of the future.

Apart from the newsletters of www.cfmoller.com, and the "Monthly Update" internal magazine, the company also have monthly officemeetings in all our department, where office news are shared, both on social, HR, economical and quality issues, for an open forum discussions.

### MANAGEMENT CHANGES



11.12.2013 | C.F. Møller implement management changes.

By mutual agreement C.F. Møller's CEO, Susanne T. Nielsen, resigns her position effective immediately.

The new management for C.F. Møller will consist of partner Klavs Hyttel, partner Klaus Toustrup, CFO Birgit Møller and Group Head of Human Resources Helle Lehmann Staun.

### NEWS



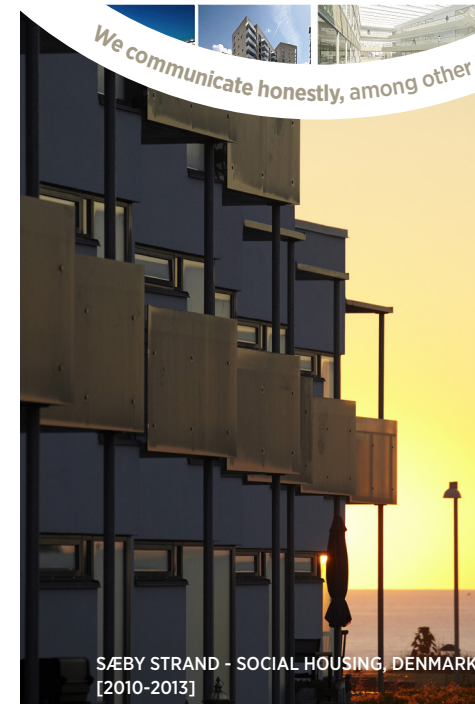
We communicate honestly, among other things via our website. Here are some examples from our news site.



HOSPICE DJURSLAND, DENMARK [2006-2011]



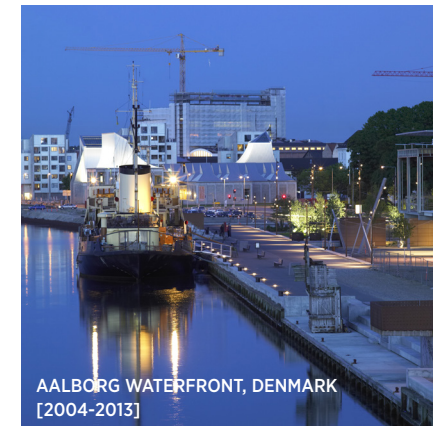
HENIUS HOUSE, DENMARK [2011-2013]



SÆBY STRAND - SOCIAL HOUSING, DENMARK [2010-2013]



RESIDENTIAL TOWER ANTWERP, BELGIUM [2014-2016]



AALBORG WATERFRONT, DENMARK [2004-2013]





### #3 We are independent

#### Policies:

Since 1931 C.F. Møller has worked as an independent company, free of political, religious or commercial interests. C.F. Møller has developed an anti-korruption policy, which states, that employees must not try to affect others – or themselves be affected – to take actions, that rests on anything other, than a architecturally professional judgement.

In our portfolio, we have worked with Christian churches and Muslim mosques, as well as with housing for private enterprises and for collective communal groups and governments. We employ by qualifications, but with an eye towards gender equality, and our 2014-gender mix in the office is 191 men to 137 women. We choose our own means of work, our tools and engage with the clients we want.

Diversity is the cornerstone of an inclusive and creative high performing workplace. Women currently make up 52% of our workforce and 60% of our managers in Denmark. C.F. Møller is continually looking for ways to safeguard equality and diversity in order to continue being an Equal opportunity employer. For example, we seek to have at least one woman among final three candidates for any management position. C.F. Møller adopts a zero-tolerance stance against discrimination of all kinds. We encourage employees to report any incidences that they come across. C.F. Møller did not

register any alleged discrimination cases in 2013. Our Board of directors consists of 6 members who are recruited from our group of Senior Equity Partners and 2 employee representatives

Currently our Board consists of all male Senior Partners. It is our goal to have 1 women member of 4 members by 2015. To reach this goal we require that one of our female Senior Equity Partners join the board, thus reaching the 60-40 mark which is requested by law in Denmark. C.F. Møller already comply with the 60-40 division between men (40%) and women (60%) on the senior managerial level and at the middle management level, and therefore the company is not required by law to have an equal opportunity policy for the managerial levels of the organization.

We choose not to donate work to political parties, but can choose to engage in volunteer CSR-projects. We value this independence highly and believe it to be the source of our development of our company.

#### Cases:

In 2014 we chose to donate architectural illustrations to the Danish non-political volunteer association, called “Somali Fair Fishing”, who are striving to turn Somali pirates into fishermen, by raising money for fishing stations, education and infrastructure in Berbera, Somalia.





# #4

## #4 We engage in dialogue with our customers

### Policies:

We have formulated a policy and a tool for the “first dialogue” with the client, where “difficult” issues such as human rights and labour are addressed, as well as the environmental screening of projects. Issues like social clauses on building sites, special contractors clauses on potentially problematic materials used in the buildings, as well as exploitation of sustainable potentials on site, are discussed, and levels of ambitions are formulated.

As consultants, we strive to refine our abilities to understand our client’s needs and wishes. With a +70% portfolio of public projects, C.F. Møller is working as the architects of public clients and essentially for the “welfare state”- or the tax-payer,- as a “client”. Dialogue and inclusion as well as confidentiality in transparent processes, are the foundations of a

successful building process, and our finest goal is to ensure, that functionality, architecture, sustainability and economy goes hand in hand, to ensure that the taxpayer gets maximum value for money in the welfare society

### Cases:

In May 2014, - as in previous projects- C.F. Møller conducted the systematic inclusion of more than 500 end-user interviews for the preparation of the programming of The New University Hospital in Køge, Denmark (USK). The user interviews will form the base of a democratic inclusion of ideas for change and efficient functionalities of the new hospital, ensuring that all good ideas are heard, understood and exploited for the good of society.





## #5 We believe in team work

### Policies:

In C.F. Møller Architects we strive to mix our teams with "the right person for each job", and to recognize, that ideas are results of development of creative inputs in a development of the design,- and not own by single persons in the teams. In striving for excellence ,we believe in a recognizing management and in protecting and developing a happy working environment. Every year we conduct an "employees satisfaction survey", and use this tool as a feed-back for new management to enhance employees satisfaction. The goal is to obtain top marks within management, and to achieve an accurate and equal level of expectations between management and employee, through frequent dialogue in general, and through individual, annual career-and development-talks, with every employee in the office. We believe in flat hierarchies and in collaboration and knowledge sharing , and we are working for a healthy work-life balance for all.

### Cases:

In 2014 C.F. Møller Denmark conducted an internal satisfaction survey regarding the psychological working environment amongst the employees in Denmark Research in psychological working environment points to a number of general dimensions, which are essential for the management to relate to:

These dimensions, which are called the "6 golden grains" are:

- Demands on own work
- Influence in own work
- Relevance of own work
- Social support in worklife
- Predictability
- Rewards

The 6 dimensions are, with Collaboration, Trust and Justice, the foundation of "Social Capital", which must be present to maintain competitiveness, productivity and a healthy working environment at any workplace. These dimensions were the basis of the 2014-employees Satisfaction Survey. The result of the survey showed a +85% rating on general employee satisfaction within areas such as influence, management quality, relevance, social support, predictability and rewards, whereas the management still has to work with - Work pressure in terms of deadline-pressures as well as the related issue of work-life balance.

The report concludes, that there is a need for supplementary information on where to go, if someone feels stressed, but that there is natural balance between feeling "busy" and "stressed" in a business with many deadlines as a natural thing in a project-based business and -organization

### C.F. Møller

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**Arbejdspladsens organisation og indhold**  
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Hvor ofte oplever du, at du får udviklingsmuligheder?

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<http://www.arbejdsmiljoforskning.dk/da/arbejdsmiljodata/arbejdsmiljoe-helbred-20>

### C.F. Møller

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### C.F. Møller

**Belønning:**  
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# #6

## #6 We invest in new knowledge

### Policies:

With the intension of investing in new knowledge we strive to stay at the forefront of world-class architecture. It is done by investing in development and research through new project ideas in cutting edge competitions, and it is done in investing more specifically in “human ware” ie employees, who’s post-education continuously is being developed. As an international business, we are constantly dependent on understanding new trends, legal demands, new process-demands within our field of working, and we strive to take in new ideas and influence new ideas for positive societal change. We try to constantly challenge ourselves, as we believe this is the road to excellence.

Furthermore, we strive to affect the standards of the building industry, by investing time in engaging in the debate for better influence and better societal fairness in the architectural business and – building industry in general.

### Cases:

In 2014 C.F. Møller invested 8,5 mio DKK in Architectural competitions, developing new ideas, new typologies,- applying new solutions to projects as well as strong learning curves for employees.

In 2014 we also educated 8 new Building Economists and 5 DGNB Sustainability Consultants, and spend time and investments in studytrips to Italy, Switzerland and United Arab Emirates to study Architectural trends and develop seminars for keeping up the architectural conversation of the company.

We spend time in engaging in dialogue with a private brick-company on the development of new lightweight concrete structural blocks, in collaboration with the Technical University of Denmark, and in 2014, we continued as a board member of The Association of Danish Architectural Companies (“Danske Arkitektvirksomheder”), and also became a seat-holder in The Special Building political Board of “DI”, - The Association of the Danish Industry with more than 10.000 Danish companies, as members.





# #7 We are the champions of quality

## Policies:

We believe in quality, and are working according to C.F. Møller’s own developed Quality Assurance Ssystem “One Mode”, following the principles of the DS/EN ISO2009 is in 2014 fully implemented and includes the systematical environmental assessment quality system as in the DS/EN ISO 14001.

The work with “One Model” ensures that we can deliver the same high level of architectural and process quality in all of our 6 offices in 4 countries. One model is a process and quality-tool, which helps C.F. Møller’s employees from the first client meeting to the end of the building process.

## Cases:

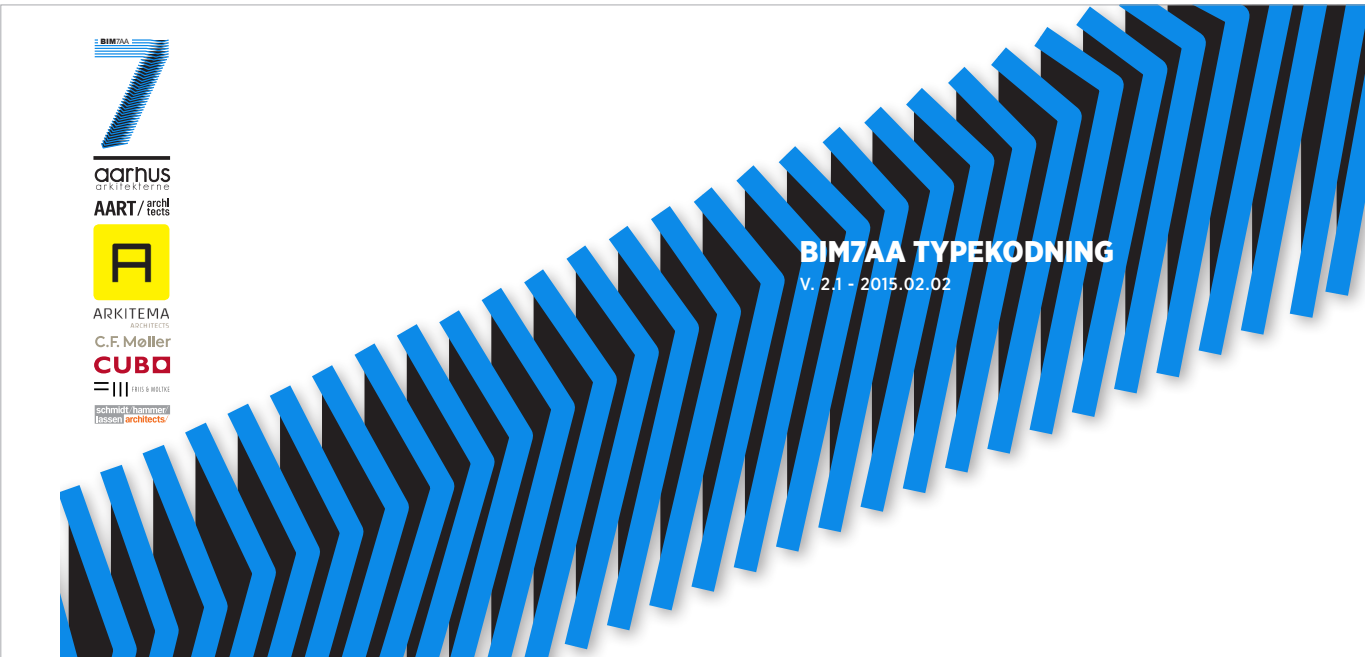
We have in 2014 conducted internal meetings in all of the 6 C.F. Møller-offices where implementation and coaching of using the “One Model”- Quality Assurance system, has been carried out.

We also have introduced a systematical scrutiny and use of BIM (The Building Information Model), following the principles of

a new Type-coding, that has been developed between C.F. Møller and 6 other Danish architectural practice,- which was launched on the 28th of October I 2014,- as an Open Source tool.

This type-coding tool will support a simplified, operational codingstructure, supporting methodologies of 3D-modelling and division of scope-and responsibilities in design processes.

Since 2004, C.F. Møller has been at the forefront in Danish architecture, of defining how BIM can be put to use as a design tool, and we have been proactive and trendsetters in the development project known as “The Digital Building Industry”. Today all of C.F. Møller’s projects are BIM-projects, and all of our project managers are working with 3D modelling and -design. The new type coding is already implemented into C.F. Møller processes, and it gives us a much sought for overview and quality assurance, needed to design, project manage and build an optimized BIM building project of today



### TYPEKODEN

**Bygningsdelskoden**  
Kodningsstrukturen vil blive repræsenteret i vores byggeobjekter i vores software og vil følge objektet som en unik kode for netop den pågældende bygningsdel igennem alle faser.

**Egenskaber**  
Typekoden lægger en struktur fast, hvor udvalgte egenskaber er med til at angive en gruppe af bygningsdele. F.eks. 212 Udvendige pladstøtte vægge.

I projekterne bliver bygningsdelens egenskaber fastlagt på typeniveau allerede ved oprettelsen af nye bygningsdele. Dette kan være i modellen, i et beskrivelsesafsnit, i en tegningsnote eller i en evt. bygningsdels-database.

Afhængig af byggesag, objekttype mv. kan der være et eller flere felter, som skal udfyldes. Det kan være fx brandklasse, entreprise eller anden klassifikationskodning iht. bygherrens driftsystem. Derfra kan de bruges samlet og hver for sig – til annotering, filtrering, browsersortering, forespørgsler mv.

Typekoden indeholder følgende fagdiscipliner: Arkitekt/Konstruktioner/VVS/Ventilation/EL/Landskab.

### EKSEMPEL PÅ EN BYGNINGSDELSKODE

Basic Wall

224019 Skeletvæg Gips, 145, 95L-GG/GG-M95

Nedbrudt:  
224019 Skeletvæg Gips, 145, 95L-GG/GG-M95

Bygningsdelskoden i eksemplet fortæller os:

- at der er tale om en bygningsdel i Typekode 224 (Indvendige skeletkonstruerede vægge)
- at der er tale om type nummer 019 under Typekodningskategorien
- at Typeteksten systematisk beskriver den pågældende bygningsdelstype

Bygningsdelskoden består af 3 delelementer:

TYPEKODEN: 224  
Den operationelle gruppering af bygningsdelstyper – altid de tre første cifre

BYGNINGSDELSTYPER: 019  
Den operationelle gruppering af bygningsdelstyper – altid de tre første cifre

BYGNINGSDELSTYPER: 019  
Den operationelle gruppering af bygningsdelstyper – altid de tre første cifre

This type-coding tool will support a simplified, operational codingstructure, supporting methodologies of 3D-modelling and division of scope-and responsibilities in design processes.

Der henvises i øvrigt til de grafiske eksempler illustreret i dette hæfte samt i regnearket på [www.BIM7AA.com](http://www.BIM7AA.com)



# #8

## #8 We aim to be one of the best in Sustainable Architecture

### Policies:

C.F. Møller is a Members of Green Building Councils in all countries since 2008, and we support the principles and research developed in these councils.

We strive to give interpretation to international architectural and technical knowledge and trends, within sustainable architecture, and to “translate” those, into local characteristics and technologies, into our projects.

We also work to exploit the inherent potentials of every project to implement more social, economic and environmental sustainability in both landscape and buildings, and to defend and exploit the cultural heritage.

We strive to develop our insight into creating solutions for society, which will minimize the use of resources, and we do this, through systematic use of green design processes, green certification of buildings and by reusing, reducing and/or recycling building materials

### Cases:

- Our Environmental management system DS/EN ISO 14001-system is fully integrated, we are certified in all of C.F. Møller’s offices and C.F. Møller is continuously being awarded for highest standards within sustainable architectural and landscape projects.

In 2014 we have therefore decided to step down one level in the certification of DS/EN ISO 14001, because we consider our goal with the ISO 14001-environmental management system, to be fulfilled.

We will step down from the certification, but as we have a 100%, inclusion of our green building design methodology, within our QA-systems, we will keep on working to this methodology, and in the future, further strengthen the focus on sustainable content of our projects. We will therefore keep on working to the principles of the DS/EN ISO 14001-standard, as described in our QA-system “One Model”.

For the last 7 years we have been trimming our CO2-operation emission level to a minimum level pr. employee.

We have made the possible changes to our own use of resources and waste, and we believe, that all the new and better habit, are fully integrated and satisfactory for a period of time forward.

In terms of the physical and psychological environment for our employees, we cover these areas with our annual employee satisfactory surveys and individual employee-career talks. All low-hanging fruits have therefore already been harvested.

**VIDENSBANK**

Indtast søgeord ...

**Akkvisition**

Dette er basen hvor man akkviserer opgaver.

**2.1.1 Indhold (PLK)**

Koordinere samarbejde til ... Koordinere bygherrets mål for ... Koordinere underbegrænsning.

**Andre ydelser**

0.5.2 Taster

**Indtast**

Tilbudsgivning Kontrakt Ydelsesforordning Bemærkning

Projektdisplan Dagsoverdragelse CPM\_LAB Partnerskema

Tilbagebetaling CSR Klienten Opdater projektdatabasen

SHL

**Indtast - KS**

KS: Tekstfelt

**Projektplanlægning**

Dette er en intern proces, der skal bruges for at hjælpe med at afklare interne forhold m.m. inden starten på sagen.

**2.1.1 Indhold (PLK)**

IT: Løst Koordinere underbegrænsning.

**2.1.2 Arbejdsplan**

Arbejdsplanlægning

**Indtast**

Opdaterede med oplysninger Autopilot planlægning Projektdisplan Huskeliste

IT: Eftale Opdater projektdatabasen Planlægning af beredtskab Følg op på gode projekter i din kalender

IT: Tilstand af arbejdsplaner Udsættelse Evaluering / Rapport Evt. review Evaluering

IT: Udgangspunkt for arbejdsplaner

**Indtast - BDR**

BDR

10006-03-2.25.636 Projektplanlægning, 2.1.1 Indhold (PLK) (Projekteringsledelse)

**Koordinerer underrådgivere/entreprenører**

**Sagspecifik**

Fremskribt

**Sagspecifikke kommentarer:**

Tilføje sagskommentarer

23.8.13 13:35 - Lars Christiansen (LCH) Husk at informere bygheren

**Beskrivelse**

10/17.06.2013

I de indledende faser skal samarbejdet med underbegrænsere og evt. entreprenører grundlæggende. Som Projekteringsleder har du ansvaret for at koordinere de parter du jf. kontrakten er projekteringsleder for.

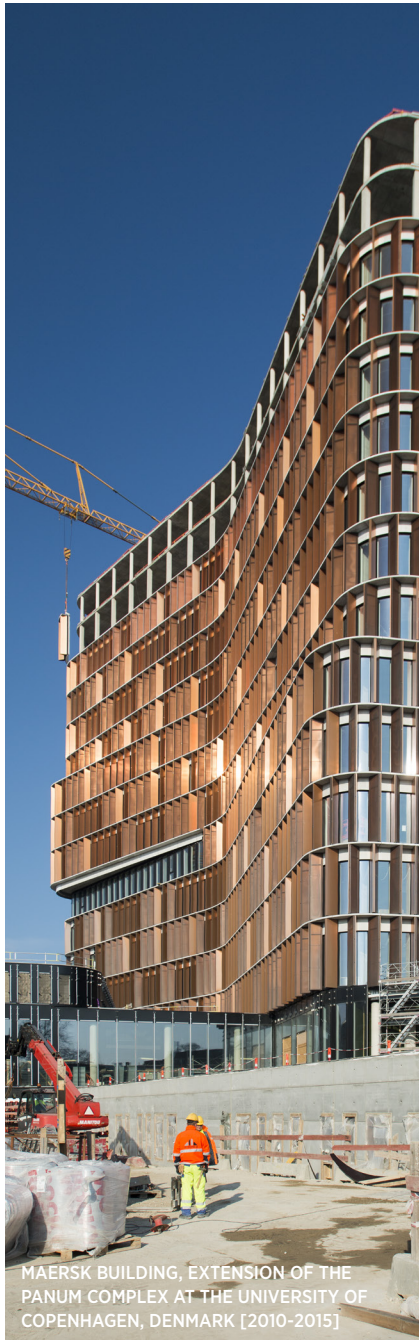
Projekteringslederen skal indledningsvis minimum koordinere følgende:

- grænseflader, f.eks. terrenforhold/funderinger (også leverandører og entreprenører primært i udførelsen)
- byggetekniske arkitektur
- Landskabet
- konstruktioner og installationer
- beredtskab (se selvstændige punkter i One-Model)
- klienten (færdigstillet godkendt forudgående faser, se bygherrens klædt på til beslutninger og event.)
- afgrænser rådgiverens ansvansområde iht. kontrakten med bygherren

**Verktøjer/Dokumenter**

**Løb**

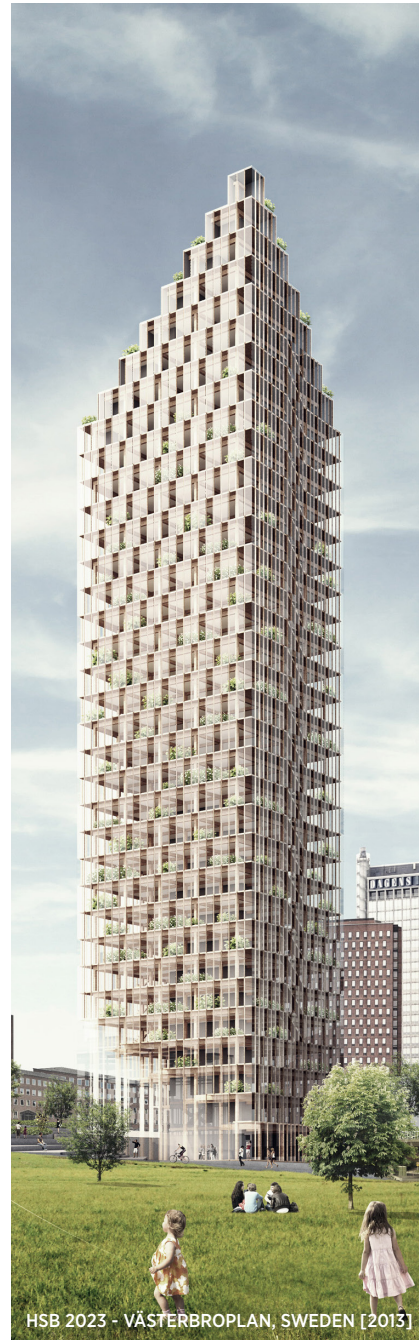
We will keep on working to the principles of the DS/EN ISO 14001-standard, as described in our QA-system “One Model”.



MAERSK BUILDING, EXTENSION OF THE PANUM COMPLEX AT THE UNIVERSITY OF COPENHAGEN, DENMARK [2010-2015]



RESIDENTIAL TOWER ANTWERP, BELGIUM [2014-2016]



HSB 2023 - VÄSTERBROPLAN, SWEDEN [2013]

Our goals for green building- design were fulfilled in 2014: 95% of all projects are now with screening and done through the systematical use of our well established environmental management system. 95% of all projects are done with particular goals and documentation of sustainable design.

We believe, that the 9 year long transformation from a non-green design business to a 100% green design business, by the end of 2014, and in terms of implementation of a green design methodology, is concluded, and we wish to use our new green-design platform to open into further new knowhow,- the 2015 goal being a research based approach to new green materials in our projects, as well as investing in new knowledge and studies in this particular subject.

#### Sustainability Project Cases 2014:

- Henius House,- Social and economically sustainable housing,- award winning design. Aalborg Municipality Architectural Award 2014, Danish Concrete Award (2015)
- Social Sustainable Housing in the 1st prize competition project "Vertical Social Living" in a housing block in Antwerp, Belgium, which is trying to deal with social isolation in high rise buildings, a project, which along with the 2013 award winning

C.F. Møller wooden skyscraper project from Stockholm, earned us the title of "The 5th most innovative architectural practice in the world" in the US business magazine "Fast Company"(2015)

- In 2014, the use of a copper facade in "The Mærsk building" was questioned in an architectural blog, but green documentation from our environmental project- and process methodology, made it clear, that C.F. Møller has been working very meticulously from a sustainable point of view, from the very beginning of the project in 2008, looking at and exploiting the copper as a resource of a future architectural,- but yet also sustainable, material.
- Communication on Green Design has been growing in C.F. Møller in 2014. On more than 30 occasions the partners or employees have been holding talks about C.F. Møller as a sustainable and evidence-based design office, and on how we consider sustainability as a holistic foundation for our work as the architects of the welfare state for more than 90 years. All lectures supported by our many examples of green projects.
- Finally C.F. Møller has educated 5 DGNB certification-consultants in DK in 2014





## #9 We focus on Social Responsibility in all of our corporate processes

### Policies:

We believe it makes more sense to get involved in dialogue, and try to better things and relations, rather than withdrawing from collaboration. We choose to work form project to project with evidence as well as analysis as starting points for our suggested design solutions.

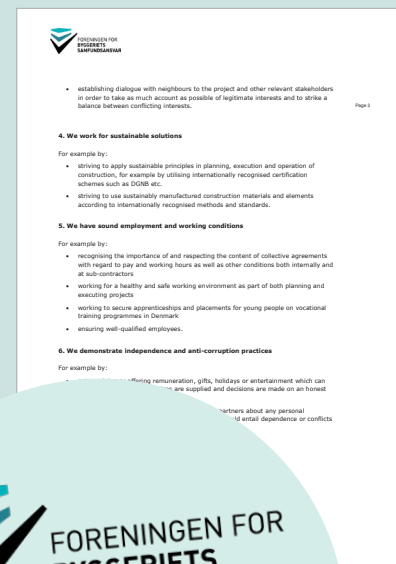
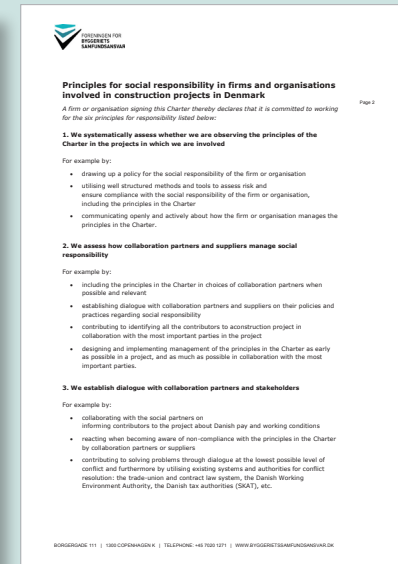
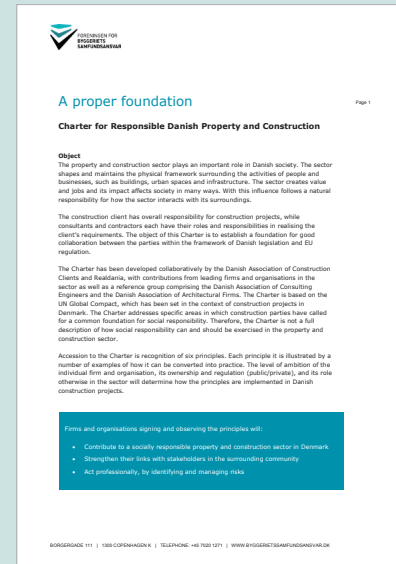
We have signed off on the principles of the UN Global Compact, and report publically and annually about our policies and actions within our Code of Conduct-principles. We focus on corporate social responsibility in all of our business, and we have developed a series of tools to support this focus:

- We ensure, that all our employees are working within a legally agreed employees agreement framework.
- We analyze our projects to assess, whether they can entail specific risk for breaching the principles of the Global Compact.
- We recommend our clients, where we can experience the breaching of Global Compacts principles, to take action, which will avert the breaking of principles.
- We offer clients to investigate the risk of building project breaching the principles of Global Compact
- We offer the clients to take randomized tests on building sites or in the production of building materials, if there is a risk of breaching of the principles of Global Compact

- We ask all contractors and suppliers, who are acting on behalf of C.F. Møller in building projects, to sign that the principles of Global Compact are upheld, if we assess, that there is a risk of breaching of the principles of Global Compact.

### Cases 2014:

- In 2014, C.F. Møller was nominated the Nr. 1 in Corporate Social Responsibility in the Architects section of Building Industry in Denmark for 2013,- in 2014 we were nominated nr. 2.
- C.F. Møller showed continued support and membership of the Global Compact in 2014
- Continued focus on "C.F. Møller as the architects of the Welfare State", meaning a deliberate focus on striving for our architecture fulfilling societal needs. This holistic approach to our company and to our corporate set of values, has continuously been communicated in 2014 in lectures , articles, extern communication, and general internal communication (Office meetings, Monthly Updates, Board meetings within the mother -and daughter companies of C.F. Møller)
- Signing of the new 6-point charter of "The Social Responsibility of the Building Industry" 2014
- Founding member of the Board of the new Association "The Social Responsibility of the Building Industry", Denmark 2014



# #10

## # 10 We ask each other for advice

### Policies:

We strive to becoming better at tackling dilemmas in an ethical and a social responsible way, so we want to encourage our employees to take action and contact the management in our company, if they witness actions within our organization, or within the projects they work on, which are not compliant to our Code of Conduct.

To support this self-critical assessment of actions, we have developed a set of simple questions for the employees use of (self-)assessment, if and when in doubt:

- Is there an obvious alternative, which will not cause doubt...?
- Is the action affecting other parties - partners or clients – in a way, that they would not wish to be affected..?
- Would it be possible, without problems, to talk about the action openly to colleagues and friends from the same industry..?
- How would this action look in the news media..?

### Cases:

In 2014, there has been no internal or external actions to this point, other than the partners have discussed and agreed to the policies and tools, which have been developed.

We are now working on an internal implementation plan for a systematic implementation and communication to the employees of the self-assessment tool, - typically through communication at office meetings and in the internal Magazine “Monthly Update”.



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