



COMMUNICATION ON PROGRESS 2018

nordic

OFFICE OF
ARCHITECTURE



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Nordic — Office of Architecture joined the UN Global Compact on the 9th of november 2016. This is our first communication on progress on the implementation of the ten principles and the broader UN goals. It covers the wo year period since committing to the programme.

The report has been reviewed by our board and staff during production and is part of our framework for transparency and broad staff involvement in developing our company ethical standards and business.

Our COP can be downloaded from the United Nations Global Compact website and our website:
www.unglobalcompact.org
www.nordicarch.com

We welcome feedback on its contents.

STATEMENT OF CONTINUED SUPPORT

As one of Norways largest architectural practices and with international departments and projects, we feel a big responsibility in setting a standard for our business and in delivering on our ethical and sustainable ambitions in our project, towards our staff, our clients and society.

The global construction industry has a huge impact on peoples lives, the environment and the shaping of our future communities. We welcome the opportunity to contribute to a more sustainable tomorrow and to share our ongoing progress.

Our policy "We are committed." is founded in our office culture and includes our commitment to the UN Global Compact principles and our strive to always improve through a culture of transparency, democracy and quality management.

Over the last years, our office has experienced huge growth, with an increasing number of international staff and projects. This gives us new and valuable input to our practice and incentives to take further action towards sustainability. Our ambition is to further pursue international work, and strengthen and elaborate our quality standards.

Our business portfolio has a large proportion of complex projects like airports and hospitals - facilities that have large numbers of users and huge impacts both in their lifespan as buildings, as functions in a local and global community, and as physical frames for individuals in potentially pressed life situations. The potential for disseminating best practice through such projects is substantial and of our highest priorities, and we are proud of our achievements and the feedback we receive.

The coming period will be exiting for our office, as we recently have a new majority owner. Norconsult is Norways largest consultant firm, providing services in the fields of community planning, engineering and architecture. Our common business platform will be strengthened as a global contender, and we have the potential to profit from the best of our two companies in our further work. We both have high ambitions towards sustainability, and a common understanding of our role as a sustainable catalyst through our business. We hope this will give us a mutual chance to raise the bar and improve our efforts.

Nordic - Office of Architecture wishes to express our continued support for the UN Global Compact and hereby renew our ongoing commitment to the initiative.

Oslo, 21.12.2018

Yours sincerely,



Eskild Andersen

CEO of Nordic - Office of Architecture

WE ARE NORDIC

Nordic — Office of Architecture consists of 200 dedicated individuals from 27 different countries. Based in Oslo, with offices in Copenhagen and London, we are actively involved in projects on several continents. We aim to be an enduring and significant presence renowned for a culture of quality architecture.

Scandinavia is our base of operations, primary market, and a platform from which we aim to win international projects and acclaim. Our portfolio comprises the full spectrum of architectural projects, specialising in complex, substantial projects of civic importance. We are geared towards taking complete responsibility for projects with extreme complexity and high demands on logistics and efficiency.

Over the years, we have gained extensive expertise through a wide variety of projects ranging from large urban masterplans to furniture and interior fittings. We work in integrated multidisciplinary teams to achieve the most innovative and sustainable solutions. Our flexible, project based organisation is ideal for work on competitions and projects of all scales globally, and forms a platform for learning and sharing across disciplines, projects and localities.

Nordic covers the following fields:

- Masterplanning and urban planning
- Architectural design
- Interior, furniture and product design
- Visualisation and film, BIM- and design management

OUR VISION

POWERED BY COMMITMENT

We are Nordic, a community that have created a culture for beautiful and outstanding architecture – a culture Powered by Commitment.

> COMMITTED TO SOCIETY

We are committed to creating the society of tomorrow through architecture that makes a difference. From the grandest airport to a humble cabin; with the end user in focus, we design buildings & structures that are lasting and beautiful.

> COMMITTED TO OUR CLIENTS

We are committed to our clients; to always give our best advice, to provide the best solutions, in short – total dedication.

> COMMITTED TO OUR EMPLOYEES

We are committed to give all our employees the best possible opportunities to develop as creative and skillful individuals.

OUR APPROACH

SECURING QUALITY THROUGHOUT THE ORGANISATION

Nordic is one of the largest architectural practices in Norway, with several branches and subdivisions. With a wide range of projects, from small scale to extra large, and with a big variety in complexity, it is crucial to have a common quality control system that is robust and flexible enough to cover the whole range of our work. In the report period, Nordic has both revised our value framework and our quality framework and established a web based information- and collaboration platform for maximizing accessibility to our quality tools, in compliance with ISO 9001. We believe this prepares us for the challenges we want to take on in the future and for securing best practice quality throughout our organisation and our work.

KEEPING ON TOP OF OUR GAME

We depend on our expertise and supplying the knowledge and solutions of tomorrow to our projects and clients. Keeping at the forefront of architectural practice and promoting innovation is key to delivering provident solutions in long term, complex projects. To continue to achieve this, we work on all levels of our organisation to both increase our knowledge, share experience and best practice, and to promote creativity and innovation. Setting aside time to discuss important topics face to face across the organisation has proven a success. Using our online portal for everyday updates on what is going on in projects and across the company is an important information channel. Securing each individual a career plan and allocated time to pursue new knowledge is vital. We have developed the concept Nordic talks, where we once a month invite interesting external lecturers.

SHARING TO IMPROVE

We are proud of sharing the achievements in our projects with the public and with the building sector. We only improve by continuously raising the bar, and opening up for discussion and critique is a means towards innovation. Our work is part of the public realm, and we owe it to society to aim for the best we can achieve. We present our projects and our work in a wide range of media and forums, both professional arenas and of general public interest.

CHALLENGING AMBITIONS

Our experience and expertise form a fundament for advising our clients and partners on their possibilities and emerging trends. We are keen on taking on tasks that bring the architecture business further towards a more sustainable society, and add value for our clients.

TEAMING UP TO EXPAND OUR SCOPE

Architecture is a profession that increasingly overlaps with a range of adjacent disciplines and with growing complexity. We continue to partner up with companies and persons that expand our understanding, knowledge and methodology, fuelling the creativity and innovation necessary for delivering cutting edge solutions in our projects.

**TO TRULY UNDERSTAND OUR CLIENTS' NEEDS AND ALWAYS GIVE THE BEST POSSIBLE ADVICE,
TO CONTRIBUTE TO THE SOCIETY OF TOMORROW, TO NURTURE THE TALENT THAT MAKES IT ALL POSSIBLE —
THIS REQUIRES TRUE COMMITMENT, THIS IS WHAT DRIVES US.**

**NORDIC — OFFICE OF ARCHITECTURE
POWERED BY COMMITMENT**



Communication on progress 2016-2018

"Doing business with integrity is at the heart of what it means to be part of a sustainable company."

—Lise Kingo, CEO and Executive Director, UNGP

OUR VALUE FRAMEWORK AND THE TEN PRINCIPLES

ANTI-CORRUPTION

- 1 Businesses should work against corruption in all its forms, including extortion and bribery.



Nordic has zero tolerance for corruption. We always advise our clients without self-interest or third party advantage. We are open about everything we do, both in our work and in relation to our clients and partners. After an initiative from staff, we have started a more transparent line with reports to staff on office finances.

LABOUR

- 2 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.



Nordic supports the right to association and recognizes and encourages the right to collective bargaining. Salary of the first 15 years of seniority is secured through collective agreements. Rights and benefits are the same for all staff, and openly available on our intranet. Staff appoints a union representative that leads the collective bargaining processes. The representative is freely available to staff as support and mediator in issues or conflicts with the management. Staff is represented on our office board.

- 3 The elimination of all forms of forced and compulsory labour.



Nordic fulfils all its responsibilities on health and safety according to national legislation in our office locations. Specified work hours and corresponding regulations are according to The Norwegian Labour Inspection Authority. The office promotes regular work hours and avoiding overtime.

- 4 The effective abolition of child labour.



We have zero tolerance for child labour. Increasing focus on specifying building materials with certification, ensure ethical and sustainable production, including abolition of child labour.

- 5 The elimination of discrimination in respect of employment and occupation.



Nordic has zero tolerance for discrimination and sees great value in having staff from all over the world and with diversity in aspects like ethnicity, gender and religion. This greatly contributes to inspiring our office culture and our projects. We actively work to support the careers of minorities and women to disseminate diversity to all levels of our organisation. We see ourselves as a global office and regard our heterogeneous work force as one of our strengths in reaching our business- and architectural goals. We measure salary levels to ensure we offer equal salaries regardless of gender.

HUMAN RIGHTS

- 6** Businesses should support and respect the protection of internationally proclaimed human rights.
- 7** Make sure that they are not complicit in human rights abuses



Nordic is committed to the protection of human rights. We strive to improve our policies, procedures and project development to strengthen the position of human rights within our sphere of influence.



Nordic fulfils all its responsibilities on health and safety according to national legislation in our office locations. Through our work we shall contribute to building a better society in every country where we are engaged, including promoting human rights. **In the reporting period we have undertaken our first quick check Human Rights Impact Assessment to target areas of improvement.**

ENVIRONMENT

- 8** Businesses should support a precautionary approach to environmental challenges.
- 9** Undertake initiatives to promote greater environmental responsibility.
- 10** Encourage the development and diffusion of environmentally friendly technologies.



As individuals and professionals, we are responsible for how our actions affect the environment, society and our clients, colleagues and their families. We give our all for our clients and our colleagues – always. Through our collective efforts, we strive to create a better society, and sustainability is at the core of our business. We continue to pursue provident solutions for our business and our projects.



We have implemented a sustainability framework as part of our office project methodology. This is part of the development of every project. We also have an expert group on sustainable issues available to all projects and members of staff. They are involved in the continuous improvement of our practice and in disseminating knowledge across our organisation.



Nordic counsel projects and clients on the design- and business opportunities of sustainable solutions in their projects. We work on disseminating knowledge on sustainable design throughout the organisation. We are open to the opportunities offered by new environmentally friendly technology and encourage innovation and implementation in our projects and organisation when there is a possibility.

ACHIEVEMENTS IN THE REPORT PERIOD ON THE PRINCIPLES

INTRO

INHOUSE

The report period has been marked by rapid growth in staff and some restructuring, including changes in the central administration, partners / ownership and internal systems plus some new areas of business. Nordic has spent much time on establishing a new central vision, setting a direction for our common effort as an office. Growth is also a measurement for the quality of our systems, where new team members need support to find their way and align with our operations. We use the opportunity to learn and improve through our first COP process, where we are mapping ourselves from new perspectives. We also see the implementation of the SDGs as an opportunity to concretize our new vision in clear, provident goals to be reported on. This gives inspiration and direction to our efforts, hopefully resulting in even higher standards and innovation throughout our whole organisation.

IN OUR PROJECTS

Our project portfolio currently consists of several large projects on infrastructure and hospitals, but also a number of projects with a wide range of scale and programme, from mountain lodges to large urban area plans.

ANTI-CORRUPTION

INHOUSE

- Nordic practices a zero tolerance policy on corruption, clearly stated in our online office presentation.

IN OUR PROJECTS

- We have encountered no irregularities regarding corruption in the report period.

HUMAN RIGHTS

INHOUSE

We have started working on our policies and routines in relation to the EU GDPR-directive on personal information management in businesses.

We have recently undertaken a human rights impact assessment to evaluate our standings on human rights issues. Through this exercise we have identified areas where we want to improve.

In 2016 our Christmas donation went to Architects without borders, a network organisation for socially equitable architecture.

In 2017 our Christmas donation went to CARE, a major international humanitarian agency delivering emergency relief and long-term international development projects.

IN OUR PROJECTS

We have not undertaken any particular measures to improve human rights in our project development.

LABOUR

INHOUSE

In the report period Nordic has grown from 144 to 200 people and expecting further growth in the coming year. We currently have a 50/50 gender ratio and employ staff of 25 different nationalities. The management has focused on measures to improve the framework of our work environment and staff contentment, including annual online staff surveys. It has also given special attention to promoting the careers of staff of different nationalities and of its female staff, with a long term target of a differentiated leader group that reflects the overall company staff.

-The office has employed an HSE-manager to secure resources and improve facilities and routines for staff related issues. In the report period, we have improved routines for integrating and supporting new staff, including a buddy-program. The routine of annual individual appraisal talks has been revised to be a better tool for concrete actions to reach individual ambitions and goals. We also actively track the general percentage of sick leave, as an indicator on contentment and appropriate work load.

- The office continues to offer a solid labour framework for our staff, as stated in our office handbook. The document regulates all issues regarding formalities and benefits connected to employment and is common for all.

The salary of the first 15 years of seniority is secured in a ladder system, securing equal pay for equal work for all, which is particularly important in the start of the career.

All staff is offered insurances and pension schemes above the legal minimum and within the upper range in our field of business.

The office supports sports activities with a fixed sum per staff, as a health incentive. Nordic also offers annual health checks through an affiliated medical centre. We subsidize glasses for staff if needed at the workstation. We also offer annual adjustment of the personal workspace by an ergotherapist.

In cases of parental leave, Nordic supports staff financially by bridging the gap between public benefits and ordinary salary.

IN OUR PROJECTS

We follow all legislative regulation on HSE-related issues in our building projects, including having HSE-cards and protective equipment at hand for building site visits for relevant staff.

ENVIRONMENT

INHOUSE

Nordic is a member of the Norwegian Green Building Council (NGBC), and is committed to working for a more sustainable building industry through our line of business.

We continue to strengthen our staff with colleagues and training to provide our project with up to date know-how on sustainable issues. This includes our investment in the BREEAM methodology as our preferred tool for securing sustainable qualities in our projects. We have growing group of trained and experienced staff for both international and Norwegian BREEAM versions.

In the report period we have undertaken an effort to create a common methodology for implementing sustainable qualities in our building projects. This has resulted in an addition for securing sustainable qualities that has been included in the office methodology for project development.

We recently arranged a workshop for the whole office, addressing pressing issues on architecture and sustainability, such as sustainable urban design, social sustainability in housing projects and

Our main office location in the KPMG building was chosen partly because of its central position with excellent public transport opportunities. KPMG is certified under the environmental standard "Miljøfyrtårn". This regulates a large proportion of the running of our main location, ensuring a good environmental profile, including:

- routines securing low energy use, including zone controlled lighting, sensor-lit backoffice, energy saving equipment, use the currently most sustainable energy source
- good indoor climate with possible zone adjustment of air flow and temperature
- canteen with industrial kitchen advantages on energy use, waste reduction, meatless monday principle
- maximising sustainable share of purchases
- four fraction recycling: paper, plastic, food, electronics.

- indoor bike parking and changing facilities
- access to charging/parking for electric cars
- non-toxic and recyclable office supplies, including printer toner
- reduction of printouts, including default double sided printing and printer log in for starting printing jobs.

In addition, we reduce our negative impact with further measures, including:

- good video conference facilities to reduce the need for air travel
- staff access to public transport pass and city bike pass
- subsidy for train pass for our Gardermoen staff
- supervision of air quality in the modelling workshop

>: T2 OSL airport

>>: Dønski dementia village

v: Laksevåg verft



IN OUR PROJECTS

Infrastructure

Since joining the UNGC two years ago, we have worked with some remarkable projects, including the OSL T2 airport terminal, which has achieved the highest BREEAM rating for airports worldwide to date with an Excellent-rating.

In Bergen the Terminal 3 extension of Flesland Airport achieved a 20 % energy reduction through its innovative solutions.

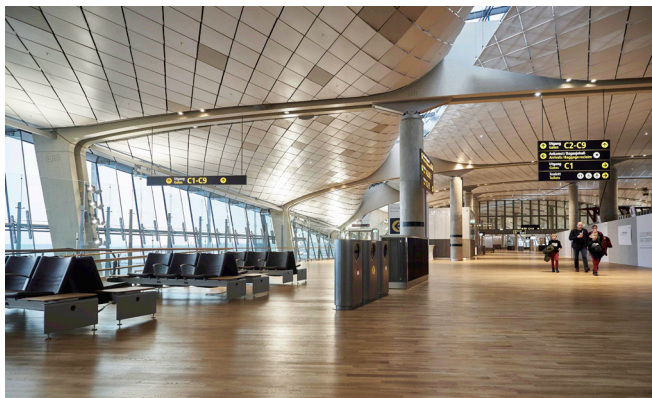
Health

We finished the LHL heart- and lung hospital, which has won prizes for its high environmental standards and innovative solutions.

The Aleris hospital extension boasts Energy Class A.

The Stavanger University Hospital works towards a BREEAM Very Good rating.

Our human rights focus on deinstitutionalizing health care, and using architecture for healing and belonging, empowers a group that is in a difficult life situation and that is challenged in advocating its needs. Three recent projects are designed with a particular sensitive approach, Carpe Diem Dementia Village, Østmarka Psychiatric Ward and Nesbru Nursing Home.



Commercial, hotel and education

In the New Government Quarter we work towards a BREEAM Excellent-rating, and are currently investigating even higher ambitions.

Sjetne School and Voss vocational school were built entirely in crosslaminated timber. Voss is furthermore heated with wood industry waste material.

Duevej Elementary School in Denmark achieved a DNGB Gold certificate.

The Comfort hotel Bergen Airport finished with a BREEAM Very Good rating.

Masterplanning

Oslo Airport City works toward a plus energy, smart city urban plan. An extensive green recreational strategy and mobility solutions bonds the business park to the surrounding area.

Laksevåg Verft in Bergen is part of a research program looking into new energy storage solutions for urban areas, is looking into smart city design and an ambitious energy profile, in addition to a strong focus on social sustainability and economic empowerment in urban design.



ESTABLISHING GOALS FOR THE NEXT PERIOD

GLOBAL BUSINESS OPPORTUNITIES IN OUR LINE OF INFLUENCE

UNGC annually highlights central challenges that needs special attention. This is presented as a business opportunity - where there is a gap between needs and available solutions and services. Nordic has grown to be a large architecture business, and increasingly have to widen the scope of issues to integrate in the running of our office and for developing our projects at the forefront of our discipline. The following describes tasks related to the issues we have chosen to focus on from the global business opportunities reports 2017/18 - issues that fall in line with our business, and where we see potential to contribute.

CITIES DISRUPTED BY CLIMATE CHANGE

Urbanisation and climate change threaten to be a dangerous mixture. More people are moving into urban areas, putting new stresses on already vulnerable infrastructure. At the same time, climate change threatens to disrupt basic components of urban life.

CYBER THREATS

In a more and more connected and digitised world, it is becoming increasingly important to address the threat of cybercrime. While the digitalisation of our fundamental infrastructure is providing huge prospects, such as the internet of things, it also poses a threat to everyday operations.

REDUCED INEQUALITIES

Inequality is on the rise around the world and economic growth is not sufficient to reduce poverty, especially if it is not inclusive, and does not involve the three dimensions of sustainable development. Goal 10 aims to empower those at the bottom of the wealth ladder, regardless of sex, race, or ethnicity.

RESPONSIBLE CONSUMPTION AND PRODUCTION

Today's consumption is unsustainable, and with a forecast global population of 9.6 billion by 2050, the equivalent of almost three planets would be required to provide the natural resources that sustain current lifestyles. Goal 12 is a global goal that touches on nearly all aspects of how we live our lives, and with global supply chains now the norm, the distant impacts of our consumption habits are difficult to perceive. There is an urgent need for solutions that rethink how we produce and consume.

CLIMATE ACTION

Climate change is now affecting every corner of the globe; disrupting economies and lives, especially in developing countries. After several years of plateauing, carbon emissions rose again in 2017. A 6% annual reduction in carbon intensity is required to meet the Paris Agreement, but in 2016 only two countries achieved this, indicating a need for accelerated action. Goal 13 promotes a path that both mitigates and adapts to future climate change, minimising the social, environmental and economic damage.

< Our office has recently established a dedicated urbanism group, to target current and future urban challenges and integrate best practice in our urban planning projects. A broad understanding of sustainability in development is at the core of our project development.

< Being a large office with extensive collaborative work, we increasingly rely on digital sharing- and working platforms. With several high security projects, competition work and cutting-edge expertise, we take cyber threats very seriously. Designated IT-staff continuously monitor and improve our security profile, with several measures introduced in the reporting period. This includes improving cyber security on hardware and systems, staff user interface and training all staff on detecting threats.

< Equal opportunities is a core value in Nordic, and we strive to run our office by the highest standards. Projectwise, particularly our urban projects have the potential to make big impacts, and we currently work on implementing BREEAM Communities in more projects, including using methodology and knowledge also in projects not undergoing certification. We want to influence our clients to take greater responsibility in the construction phase. Trainee or internship programmes for challenged groups is one response.

< We have extra focus on sustainable infrastructure in our projects, as this dictates the resource consumption in a project for the overseeable future.
< We have focus on sustainable and ethical aspects when specifying materials in our projects. We also put great emphasis on flexible solutions.
< Our groups on housing and urbanism work with emerging housing and sharing economy trends, and how this opens up for a more sustainable and flexible consumption.

< Focus on reducing waste generation through our projects and in our office
< Specify no alien invasive species in our projects.. Take precautions steps in our projects to prevent the further spreading of invasive alien species.
< Contribute to reducing emissions from the building industry.

NATIONAL CHALLENGES AND OUR RESPONSE

The Norwegian prime minister is, together with the president of Ghana, leading the UN advocate group for the UN sustainable development goals (SUDs). Since 2016, Norway produces annual reviews on the SUDs progress on national level. The work on identifying goals and progress is executed in the ministries, and presented to parliament as part of the annual presentation of the state budget. Of the currently identified challenges, we target the following issues:

- Reducing the proportion of young people not in employment, education or training
 - > Offer training and internships to challenged youths. www.giensjanse.no?
- Ensuring sustainable infrastructure
 - > Focus on sustainable infrastructure and mobility solutions in our projects. Promote sustainable mobility through our company and to our clients. Work towards maximizing sustainable mobility options for staff and visitors.
- Sustaining income growth of the bottom 40% of the population at a rate higher than the national average
 - > Increase our focus on relevant measures for social and economic empowerment in area planning.
- Improving urban air quality
 - > Focus on improving urban air quality in our projects
- Halving food waste and reducing waste generation
 - > Focus on reducing waste generation through our projects and in our office
- Reducing the impact of invasive alien species
 - > Specify no alien invasive species in our projects.. Take precautionary steps in our projects to prevent the further spreading of invasive alien species.
- Reducing all forms of violence and related death rates and combating organised crime.
 - > Design for security and crime prevention.
- As for the crucial area of climate change, national follow-up of the Paris Agreement will constitute the main basis for action to fulfil SDG 13. Norway is committed to reducing emissions by at least 40 % by 2030, compared with the 1990 level.
 - > Contribute to reducing emissions from the building industry
- > In addition, municipalities like Asker are starting to implement the sustainable development goals in their planning and running of the municipality services.
 - < Go into dialog and identify how we through our projects and collaborations can contribute to reaching the municipal goals on the sustainable development goals.

IDENTIFYING RELEVANT SDG-TARGETS AND IDEAS FOR ACTION

The UN global Compact has elaborated the 17 Sustainable Development Goals with a number of indicators. These reflect action that can make major impact. The indicators target different levels of influence and a wide range of contexts and arenas. The list of indicators is not exhaustive, and can be expanded where relevant. We have narrowed down the indicators where we believe we can make the biggest difference, and elaborated with our initial ideas of how to target the issues. We have also connected the national challenges to link to our main context.

To secure that our office goals are rooted through our whole organisation, we continue to involve both staff and management in the process. Presentations at office wide meetings, invitations to workshops and to forward ideas to the GC team plus setting up a physical GC status board for information and allowing for staff input are some of the initiatives in the report period. We have also initiated a sustainability forum to better link knowledge and initiative across the office.

Our value framework sets the standard for how we approach the process. We have analyzed both our project portfolio and our administrative framework to set our benchmark.

The UN GP library of reports has been a valuable asset both for establishing understanding of the process at hand, outlining the necessary scope and for adding in-depth knowledge on the goals and targets.

Our first set of goals will challenge us both in how we work and the concrete solutions that we develop. Our ambition is that our effort to strengthen officewide collaboration on the goals will contribute to better projects, a stronger office culture and an increased sustainable impact on society.





It is our ambition to involve the entire office in the Global Compact work, making it part of our office culture. Our staff is our biggest asset, and we see mutual benefit in raising knowledge and promoting innovation on sustainability across our company. Image is from an open GC workshop on setting goals for the next period.

HUMAN RIGHTS IMPACT ASSESSMENT

BACKGROUND

In the report period, Nordic has undertaken a Human Rights Impact Assessment quick check, published by The Danish Institute for Human Rights, to get a general overview and identify areas of improvement. The quick check contains 28 main questions and a total of 240 corresponding indicators. The suggested indicators are guidelines designed to help determine if the company complies with the main question. There are three types of indicators: policy, procedure and performance. The policy indicators seek to determine whether a company has policies or guidelines in place to address the human rights issue of concern in the main question. The procedural indicators inquire whether a company has appropriate and sufficient procedures in place to effectuate the policies, and the performance indicators request verification of company performance.

The impact assessment help us identify where our policies and procedures can be strengthened, and further how we can take concrete action to advocate human rights through our business.

Issues covered in the impact assessment:

A. EMPLOYMENT PRACTICES

1. Forced Labour
2. Child Labour and Young Workers
3. Non-Discrimination
4. Freedom of Association
5. Workplace Health and Safety
6. Conditions of Employment and Work

B. COMMUNITY IMPACT

1. Security
2. Land Management
3. Environmental Health and Safety
4. Corruption and Bribery
5. Company Products

C. SUPPLY CHAIN MANAGEMENT



POTENTIAL FOR IMPROVEMENTS

The analysis is a general questionnaire made to fit a global audience. Hence, some of the questions are less relevant in our context, although they help broaden our understanding of the issues at hand in a wider perspective. Nevertheless, the exercise has identified points of improvement for both general office policies and procedures and also the framework for our projects, giving potential for better performance in our full line of business regarding human rights. We take these findings with us in establishing goals for the new report period and our continuous improvement effort.

Key findings regard:

- Establish procedures for grievances.
- Clarify and expand policies on anti-discrimination and cultural sensitivity. Appoint responsible staff on relevant issues and identify need for training. Establish grievance guidelines.
- Clarify and expand documentation routines on health and safety issues. Verify new routines with workers' representatives. Establish grievance guidelines for HSE issues.
- Clarify and expand routines on preventing bribery and corruption, including identifying risk in projects, establishing investigation and precaution measures, and establishing grievance guidelines for corruption and bribery issues.
- Complete work on procedures for gathering and maintaining staff and client personal information, according to the EU GDPR directive.
- Clarify routines in projects on land use in terms of securing local/indigenous peoples' interests.
- Monitor pollution output related to our industry sector.
- Establish procedures and contractual framework for securing human rights in our supply chains, both in our direct project development and through our associated suppliers.

GOALS

Our goals for the coming COP-period evolves from the 2017 office-wide process of establishing a clear vision and value framework for the years to come. Through analysing our current standing and our potential within all the ten principles, we have established eight main goals. In addition, we have elaborated these goals with secondary goals, to give a clearer scope of the tasks we hope to complete within the coming report period. The goals have been reviewed by the office management, and our staff has been invited to contribute.

ANTI-CORRUPTION

We want to strengthen our efforts against corruption and bribery in every form.

INHOUSE

- Improve our contractual framework to include values on zero tolerance on corruption in all our line of business.
- Establish guidelines for staff suspecting irregularities, to make it easier to take action.

IN OUR PROJECTS AND SPHERE OF INFLUENCE

- Promote the GC principles and our ethical standards. Clearly communicate our line of no tolerance for corruption.
- Establish efficient means of corruption risk assessment in our projects, including corresponding measures, and make generally available and present to relevant staff.

LABOUR

We want our HSE-systems to represent best practice in our line of business.

INHOUSE

- Further develop our work on HSE, including clarifying and expanding our documentation routines, ensuring optimal working conditions for staff and establishing grievance guidelines in cases regarding HSE-matters.
- Look into supporting further aspects of diversity, for instance evaluating our integration of staff with health challenges or recruiting trainees with a challenged background.

IN OUR PROJECTS AND SPHERE OF INFLUENCE

- Ensure that national legislative standards are being met by our partners and subcontractors.
- Develop guidelines on responsible specification in design. Educate more, both inhouse and in our projects.

HUMAN RIGHTS

We want our office routines to reflect that the rights, safety and well-being of our staff is a core value.

INHOUSE

- Continue our Human Rights Impact Assessment work with annual revisions of our standings, looking into ways to improve our framework and our concrete impact.**
- Closer collaboration with workers' representatives on verification of office policies and routines.**
- Complete work on procedures for personal information, according to the EU GDPR directive.**
- Clarify and expand policies on anti-discrimination, harassment and cultural sensitivity. Appoint responsible staff where relevant and identify need for training. Establish grievance guidelines to make it easier to take action.**

We want to promote and secure the human rights in our line of work and sphere of influence, and support human rights-initiatives both through donations and active participation.

INHOUSE

- Develop guidelines on promoting the human rights to partner companies and clients, particularly in the international projects. Involve project teams from our international projects on experiences and potential learning from former and current tasks.
- Establish long term support and engagement in charitable organizations or -initiatives that offer humanitarian aid beyond our direct line of work.

IN OUR PROJECTS AND SPHERE OF INFLUENCE

- Establish procedures and contractual framework for securing human rights in our supply chains, both in our direct project development and through our associated suppliers.
- Establish routines for early identification of local and indigenous land use-interests, and facilitate consulting processes that seek to safeguard their needs.

ENVIRONMENT

We want to continuously strengthen and disseminate state of the art knowledge and methodology in our organization and our area of influence.

INHOUSE

- Continue to train staff in best practice sustainable project development for different phases and programs. Further disseminate inhouse knowledge and hands-on methodology to staff through the departments, the office sustainability group and our internal web. Increase presence and availability of inhouse expertise, and promote more discussion and reflection on both inhouse and project quality improvement.
- Strengthen the effort to implement high environmental standards through improving methodology, access to knowledge and support in the projects.
- Monitor and improve our office environmental profile, and seek to further reduce waste, energy use, unnecessary travel and other resource consumption. Improve indoor climate, sustainable mobility options and choose sustainable options where possible.

IN OUR PROJECTS AND SPHERE OF INFLUENCE

- Contribute with our knowledge on sustainability externally by actively engaging in the public debate, and sharing data and experience through events like public lectures, exhibitions and conferences.
- Update our website project section with more comprehensive information on sustainable features.

We want to raise the bar in the building industry, by challenging ambitions, multi-disciplinary collaboration, and pursuing innovative solutions.

INHOUSE

- Improve our contractual framework to always include optional services for securing best practice environmental standards. This can include BREEAM certification, plushouse design or other relevant frameworks or services.
- Pursue an innovative and sustainable approach to tasks at hand, for example through initiating early multi-disciplinary collaborations and research initiatives, or joining research programmes.
- Spark the commitment of our staff and increase possibilities to engage and influence the office sustainable agenda.

IN OUR PROJECTS AND SPHERE OF INFLUENCE

- Support project leaders in the client dialogue on establishing the sustainable profile, and securing it through all project phases.
- Promote principles for enabling communities and challenged individuals reach both social and economical prosperity. Influence our clients to take greater responsibility in these respects in the construction phase of building projects. Promoting trainee or internship programmes for challenged groups or communities can be one response.

