# JuhlerGroup Corporate Social Responsibility Report 2018

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#### 1. The commitment of CSR (Corporate Social Responsibility)

At JuhlerGroup, we uphold our legal and ethical responsibilities while satisfying our economic responsibilities as individual to pursue profitability by the modal proposed by Archie Carroll. *(Kaplan Financial, 2012)* 

Philanthropic responsibility is our ultimate goal in becoming good global corporate citizens, having valued social impact on society and influencing all our stakeholders, including staff, suppliers, customers and competitors.

A chart clearly highlighting the structure of being a good global corporate citizenship. (*Safepc.info, 2015*)



Figure 1: Corporate Social Responsibility Pyramid

#### 2. CSR development of JuhlerGroup

Education World, UK and Principle People, Uk and Convision, Denmark are the companies either in the process of registering as member of UN Global Compact or practicing Corporate Social Responsibility at country level. Other than these three companies, all the operating companies within the group pledge their commitment as member of the UN Global Compact. They are active in the quarterly CSR meeting and the coming meeting in November 2018 will include all companies for the first time.

## 3. CEO statement

We are constantly improving relation with our stakeholders as well as with the surrounding society. Our regular CSR meetings are valuable in order to create new ideas for reducing our carbon footprint as well as for improving our relations to staff, candidates and clients.

We have policies in place to secure no tolerance in relation to harassment and to secure equal opportunities for all staff in regards to race, gender and age.

It is essential for us constantly to monitor the quality of our service to clients and candidates. We use Net Promotor Score internally and are active with external evaluating sites like Trustpilot.

Bi-annual staff surveys makes it possible for us to determine how our staff feel about a number of elements of their employment in the JuhlerGroup: Induction, Ongoing training, management's ability to support and motivate etc. This is valuable information that enable us to improve elements that score low in satisfaction.

Our ongoing investments in solar panel companies as well as our marketing activities involving campaigns where we support initiatives like planting trees.

Erik Dyrmann Juhler, Chief Executive Officer of JuhlerGroup

#### 4. CSR of JuhlerGroup

We support a set of core values in the areas of human rights, labour standards, the environment and anti-corruption from the 10 principles of the UN Global Compact. Due to culture and the impact of CSR varying from country to country, each operating company can decide and design its own policy.

# 10 principles of UN Global Compact

#### [Human Rights]

- Principle 1: Business should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: Make sure that they are not complicit in human rights abuses

#### [Labour]

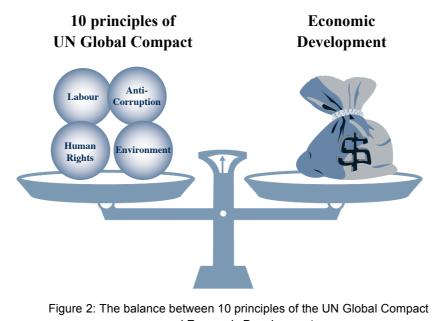
- Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: The elimination of all forms of forced and compulsory labour;
- Principle 5: The effective abolition of child labour; and
- Principle 6: The elimination of discrimination in respect of employment and occupation

#### [Environment]

- Principle 7: Business should support a precautionary approach to environmental challenges;
- Principle 8: Undertake initiatives to promote greater environmental responsibility; and
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies

#### [Anti-Corruption]

Principle 10: Business should work against corruption in all its forms, including extortion and bribery.



We, as a multi-national recruitment organization, feel that it is important for us to have our own human rights policy within our group to indicate respect and fair employment treatment. Again, we allow each operating company to make modifications based on the human rights policy of JuhlerGroup, according to local labour regulations. We expect each operating company to handle this policy seriously to optimise our business value and uphold a corporate citizenship consistency.

#### Human Rights policy within the JuhlerGroup

- We support and respect the protection of internationally proclaimed human rights. We adopt the guidelines from the UN Global Compact on fair employment practice.
- 2. We uphold the freedom of association and the effective recognition of the right to collective bargaining.
- 3. We want to respect each employee among our temporary and permanent staff equally, irrespective of race, sex, age, religion, family status or disability. We reward temporary and permanent staff fairly, based on their ability, performance, contribution and experience.
- 4. We do not tolerate bullying or harassment of any kind among our permanent or temporary staff.
- 5. We will not employ children under the age of 17.
- 6. We will not use suppliers that do not have a clear and acceptable policy in regards to human rights, corresponding to our own.
- 7. If one of our staff feels exploited, bullied, discriminated or harassed the person in question is obliged to complain to the managing director of the individual company and/or the HQ of JuhlerGroup.
- 8. We will check on a regular basis, that all companies in our group understand, accept and execute our policy in regards to Human Rights.
- 9. As a freedom to innovate, we encourage idea-sharing in order to create together a better work environment together.

#### **5.** Our Priorities



# 1. Environment

#### 1.1 Minimizing environment impact of our operations

Other than support the "Plant a Tree Campaign", we also promote the issuing of e-version of invoices to clients, encouraging clients to accept the e-version.

#### :: <u>"Plant a Tree Campaign"</u>



2018 is the third year we committed to the "Plant a Tree Campaign". We still commit ourselves to planting a tree for each assignment we fill.

Trees we planted are located in Southern Bahia and Northern Espírito Santo states of Brazil.

11,800 of trees in 2016

15,240 of trees in 2017

13,100 of trees as at 3Q 2018 **Total 40,140 of trees** 



(Source: WRI. Benefits of Tree-Based Restoration page 9 of 66 – Business of Planting Trees Report)

# 2017 Results shared by The Nature Conservancy

- Restored 175,000 native trees
- Supported the monitoring of an additional 10,000 acres in the states of Espírito Santo, Bahia, and Minas Gerais via remote sensing.
- Developed a methodology to monitor forest cover via high-resolution satellite images.
- Developed an economic study of the impact restoration has had on Espírito Santo state as part of the Strategic Restoration Business Plan.



Source: The JuhlerGroup Report July 2018 from The Nature Conservancy

- Worked to improve the PBT system to enhance management of the information on large-scale monitoring areas, as well as to automate data analysis, and indicate the corrective actions that are needed.
- Designed a national, long-distance restoration training program. The course will have five video lessons with step by step on decision-making and actions in the field. Currently in pre-production mode.
- Developed a pilot monitoring-evaluating system using images and technologies via unmanned aerial vehicles (UAV) in the state of Rio de Janeiro and are working to refine it.

# 2018 Results shared by The Nature Conservancy

- Ecological monitoring in the field on 1,500 acres of the 10,000 monitored by remote sensing.
- Develop a new version of the monitoring application for the Cerrado Biome.
- Improve TNC's monitoring methodology.
- As part of the implementation of the Espírito Santo Strategic Plan, we will carry out an analysis of the potential market for native forest species in the state.
- Monitor 10,000 acres in areas belonging to Fibria through remote sensing.

The full report can be found at the link below: (The Nature Conservancy)
<u>https://www.nature.org/en-us/what-we-do/our-insights/perspectives/the-business-of-planting-trees/</u>

# 1.2 Supporting environmental conservation initiatives

We realise that plastic pollution of the oceans is a serious problem, and hope to contribute further as good corporate citizens. We have been discussing the promotion of the movie "Plastic Ocean" as an internal event to promote awareness before organise the Garbage Collection campaign locally.

A beach cleaning activity is a part of the CSR campaign in our group. We encourage all companies to have the same activity during this summer. Those companies can organise this campaign together with a picnic or BBQ as a bonding exercise after the volunteer work. Very positive feedback was received from those who participated.

# **1.3 Solar Panel and Forest investment**

JuhlerGroup decided to cover our total electricity consumption through green investments. Nordic Solar Energy – a Danish Solar Cell company is the partner in the project to calculate how much we need to invest in proportion to our energy consumption if we want to be CO2 neutral. The goal of JuhlerGroup is to cover 100 percent of our CO2 emissions within the group. In 2017, our annual consumption of electricity was equivalent to that of about 7,744 normal households in Denmark. It is our goal to be CO2 neutral in the long term. We want to invest not only for profit, but also to benefit the environment.



Figure 3: Certificate Climate Ambassador 2017 awarded to TEMP-TEAM A/S





Juhler Holding A/S invested in land and planting trees in Latvia for long term investment, can expect to receive a return from this project and also support our CSR goals.

### 2. Employee engagement

## 2.1 Ongoing training and survey

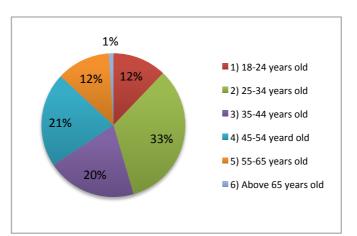
As CEO of JuhlerGroup, Mr Erik Juhler always asserts that our staff are the most important assets in the company, ongoing training and regularly survey feedback are the essential tools to the group.

Onboarding, a HR Ecosystem to ensure that the organisational integration of new hires is a necessarily structured Onboarding approach. We believe with an essential Onboarding program we can retain staff longer, not only saving costs on staff turnover, but also aiming to get staff to adapt to the company culture quickly so they can start to contribute efficiency.

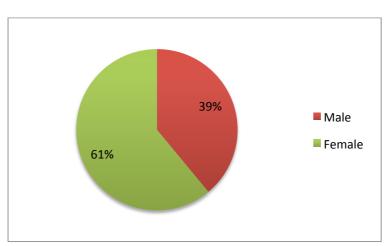
The measurement system across six dimensions – culture, compliance, connections, collaboration, competence and results, in order to demonstrate how far the new hires have come on in the Onboarding process.

#### Survey Analysis April 2018

We had 114 staffs out of 233 participated on Employee Satisfaction Survey in August 2018 in correspondence to the responses rate 49%.



#### Age Group (JuhlerGroup)

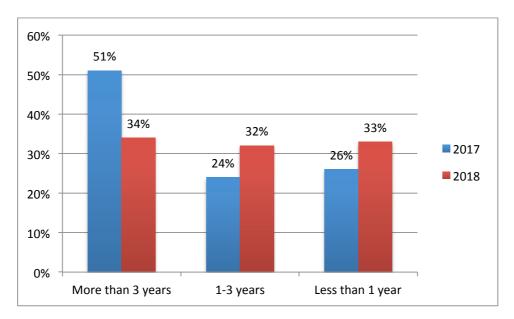


Gender (JuhlerGroup)

# Gender and Age Group

Organization seeks to create gender-balanced workplace, in order to promote outcome, such as enhanced empathy among teams, stronger sales performance, increase client satisfaction and better leadership development. Having a good mix of female and male consultant leads to a well-equilibrated approach and greater value delivery. Therefore, we will continue follow up on this data and promote gender- balance culture in organization.

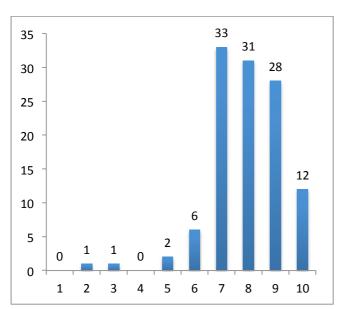
For a healthy organization has to create professional environments that people has rich with experience and maturity as well as youthful exuberance. Our organization is balanced on each age group shows in the chart. It's important to create multi-generational workforce, that will beneficial to the organization.



#### How long have you worked in our organization?

#### Work experience

The outcome shows that employees who worked more than 3 years in organization has declined in compare with 2017, however, more new employees joined company in 2018. It also reflects that we have to provide more training program to new employees in order to allow them to strengthen those skills that each employee needs to improve.



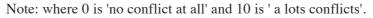
#### **Overall job satisfaction**

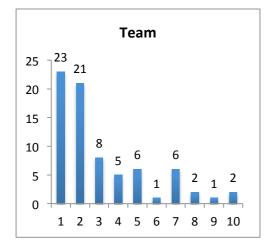
#### Satisfaction Level

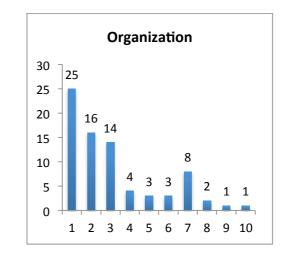
107 employees out of 114 rated 7 and above which shows that 94% of employees are satisfied with their jobs.

The data is important as its part of employee's lifecycle and motivation to remain the loyal to and employed with an organization.

#### **Conflict level**





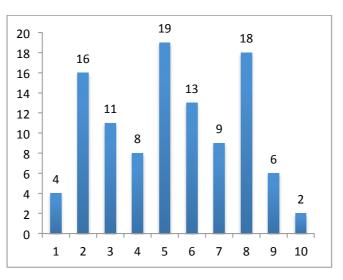


#### Conflict level

The conflict level on both team and organization is low. The JG average score on conflict level is 2, which illustrated the conflict level within organization is minimal.

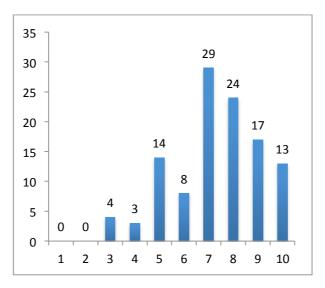
#### **Stress level**

Note: where 0 is 'no stress at all' and 10 is 'a lots stresses'. 8 persons have rated 0 stress.



#### Stress level

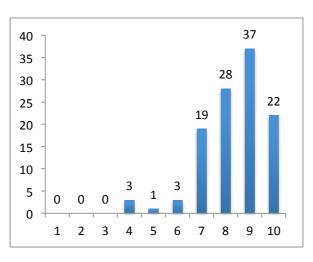
58% of employees has rated 6 and above on stress level. Excessive stress can interfere with employee productivity and performance, it also impact on physical and emotional health. Therefore, some operating companies provide the stress coaching in order to reduce the stress levels.



#### Work Life Balance Culture in our organisation

#### Work-Life Balance Culture

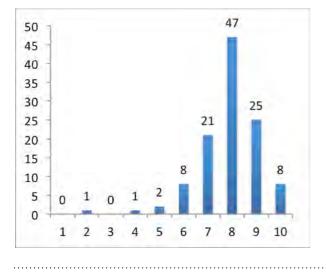
Organization encourages a healthy work-life balance for employees. The result shows that 83 out of 112 employees rated 7 and above, 74% employees satisfied work-life balance culture in organization. We will continue to promote this culture to reduce stress level at work.



#### **Satisfaction on Working Environment**

#### Working environment

106 out of 113 employees rated 7 and above, 94% employees satisfied the current working environment. The working environment impacts on employee job satisfaction. The outcome for both is the same as 94%.



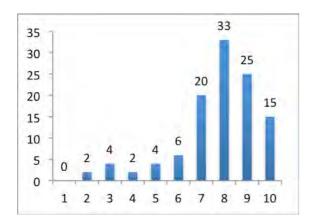
#### Satisfaction on Job Performance

#### Job Performance

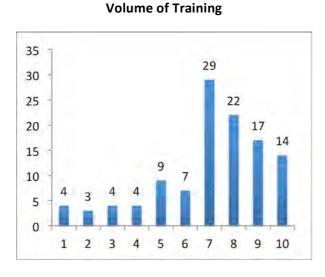
101 out of 113 employees rated 7 and above, 89% stated satisfied with their job performance.

We have to follow up on this data, as satisfaction on their job is important in driving growth and increases in productivity.

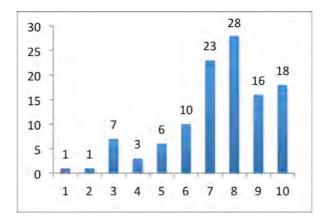
#### **Quality of Training**



**Quality of Induction** 

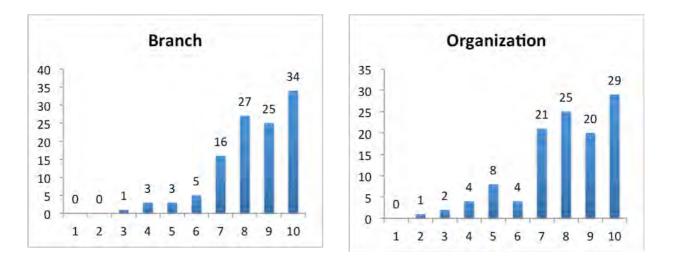


# Quality of Ongoing Training



#### **Quality of Training**

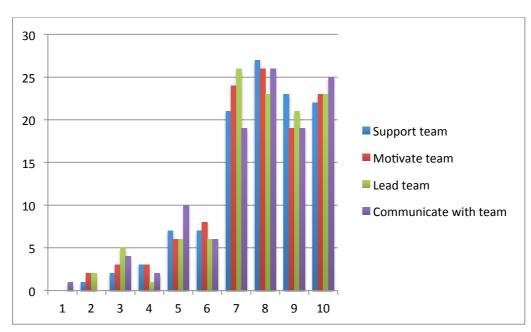
The result shows that 93 out of 111 employees rated 7 and above, as 84% on satisfaction of quality of Induction; 83 out of 113 employees rated same as 75% on satisfaction of quality of ongoing training; 82 out of 113 employees are satisfied on volume of training in correspond to 73% in total of participants. We follow up closely on the training for new and old employees, HQ send a questionnaire after each training program in different countries to ensure the quality. However, we have to improve the quality of training in the future.



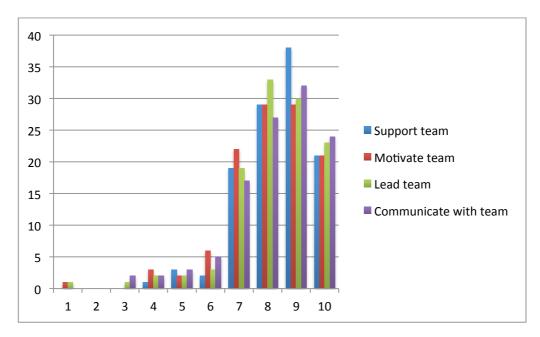
#### How satisfied are you with the spirit of teamwork within

#### Satisfaction on spirit of teamwork within branch and organization

In response to the result of the survey, 89% of participants satisfied and rated 7 and above on spirit of teamwork within branch; 83% of participants satisfied and rated 7 and above on spirit of teamwork within organization. Cohesion is an important byproduct of teamwork with an organization. Team members should support and elevate individual members so that all can contribute and be successful. Management has to continue to promote communication with each office and organization for improving the satisfaction level.



#### **Organization Management Ability**



#### **Team Management Ability**

#### Organization and Team Management Ability

Average score on both organization and team management ability is 8. The four elements – supportive, motivation, leadership and communication are important skills for measuring management staffs. HQ will continue to closely to follow up on this data and improve the management skills.

# Feedback of CSR survey by CEO in August 2018

Our recent staff satisfaction survey was answered by about half of all staffs. We hope that more staffs will participate in the next survey.

Overall satisfaction level increased to 8 out of 10 from 7 in 2017. This was quite positive.
However the survey clearly indicates that we must be better in a number of areas:
1. We, managers must be better in supporting, motivating and lead the team

2. Quality of introduction and on-going training must be improved considerably

It is positive that Conflict and Stress level seems to be quite low in our organisation. The individual comments are quite important for us in order to improve the situation. As I mentioned our strong performance during the remaining part of 2018 is very essential in order for us to reach as satisfactory result for 2018.

Erik Juhler CEO of JuhlerGroup

# 2.2 Anti-harassment policy

Zero tolerate of any type of harassment within our organisation, even towards temp candidates employed in our clients' workplaces. The employee handbook and contracts for temp candidates shall highlight this clearly, especially the procedure for reporting any cases of such behaviour.

The Positive Work Environment Policy from Temp-Team UK is essential as a reference for the others.

#### Statement of "Positive Work Environment"

The organisation is committed to creating a harmonious working environment, which is free from harassment and bullying and in which every employee is treated with respect and dignity.

It is committed to ensuring that individuals do not feel apprehensive because of their religious belief, gender, martial/civil partnership status, sexual orientation, race, age, disability or as a result of being subjected to any inappropriate behaviour.

Harassment and bullying are unacceptable behaviour at work and will be treated as misconduct, which may include gross misconduct warranting dismissal. All employees must comply with this policy.

#### 2.3 Workforce diversity

Juhlergroup is committed to diversity and the inclusion of all individuals. We want to ensure that individuals are selected, promoted and otherwise treated solely on the basis of their relevant aptitudes, skills and abilities.

All JuhlerGroup employees have a responsibility to assist the Organisation in achieving:

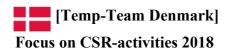
• Not discriminating in the course of their duties against fellow employees, candidates or temporary workers.

• Not including or attempting to include others to practice unlawful discrimination. In addition, all managers are responsible for:

- Creating an environment of open dialogue at all times.
- Bringing to the attention of all employees that they will be subject to disciplinary action for failure to adhere to this policy.

The board also showed concern for diversity in gender and age for internal staff throughout the group. They urged each operating company to hire new employees by following the new diversity goals, especially those companies who have not meet the diversification balance in staffing.

#### 6. CSR overview of each operating company



- Temp-Team Herlev was the only branch which handed out the leftover 1,500 Refleks from last year. The event went well but hey have a hard time to see how it benefits the business vs the time they spent. From the feedback of passengers, they were grateful to receive the Reflek but some thought they were a bit of an old school item. A young people does not even know what this Reflex can be used for. Overall, this is still a meaningful activity.
- This year, we donated the amount of DKK15,000 to "knæk cancer" an organization which is doing research for cancer-treatment.
- "Stress Coaching" the morning meeting for a small group of clients still carry on. Herning also organised a seminar relate to stress coaching with their expertise to connect with clients with extra miles.



 This year, Odense with a team of 28 people including families, another team from Kolding/Esbjerg with 17 participants, took part in the "Collect Trash on the Beach Day". Everyone had a good time during the activity. Copenhagen office did the "sort out trash within the office". Next year we expect more offices to join the garbage collection campaign.



Sustainable merchandise

A candy called licorice is very popular in Denmark, and is sugar-free. This will replace our ongoing corporate item of normal candy, and the packaging is also FSC-certified. We also using paper folders instead of plastic folders when we go for client visit.

We are also working on getting more sustainable bags for fairs and client visits, from a supplier who has SA8000 certification, a high standard of sustainable production.

At the same time we propose not to order too many materials and try to order at least partially-sustainable products. We hope to achieve the goal of only order environment- friendly product in the near future.





# **Focus of CSR activities Oct 2017 to Nov 2018**

 As the Privacy Act law will be implemented in May 2018, everyone - starting from July 2017 must have "a clean desk". This means using even less paper than we do today.

- The company cars are all Hybrid, and we recommend everyone to use public transport as often as possible.
- The 20<sup>th</sup> of October 2018 is Refleks Day in Norway. This year we handed out about 12,000 Refleks early in the morning to those rushing to work or school. Refleks improves visibility and saves lives by highlighting road safety. Refleks were also given to kids and teachers at a primary school, patients and nurses at a hospital.
- In May 2017, we donated NOK380,000 for the education of young people in Syria, through The Norwegian Refugee Council. This education is a 'mini program' to make young people able to support themselves and their families, and if possible to start small businesses in different areas for example dressmaking, carpeting, building.
- In October and November 2017, we wrapped candies with pink and blue ribbons to support breast and prostate cancer. In addition to this campaign, we have made a donation to The Norwegian Cancer Society.
- 2018 is the second year we have made a donation to Redningsselskapet a company whose mission is to save boats at sea.
- We are in the process of planning an internal campaign to involve everyone in starting to exercise, similar to the "Sykle til jobben" campaign from April to June 2017.
- We have a Treatment Insurance will provide our employees with faster treatment than through the public sector.
- We have a corporate health service "STAMINA" that can advise on problems at work, such as seating positions, psychosocial problems and other workplace challenges. A physiotherapist from STAMINA will be invited to give us a speech about how we can prevent damage caused by too much sedentary work.
- 2019 we will provide a service for all our employee where they can contact an economic advisor in case any difficulties surrounding their own finances. The contact information will be available on INTRA together with information regarding who to contact in case of drug abuse, alcohol abuse and gambling problems.
- Temp Team Norway invested NOK150K this year with the partner named Scatec Solar. http://www.scatecsolar.com/



# **Focus of CSR activities Apr 2017 to Mar 2018**

# Human Rights

We care for the people around us and we want to do what we can to keep them safe in the traffic. We conducted a 'Refleks-campaign' where we handed out refleks to commuters and pedestrians in Malmö and Gothenburg in October 2018. This activity was an appreciated event and we ran as a fun team activity.



#### Labour

We fulfilled the requirements for becoming an authorized recruitment company as well as being re-authorized as a staffing company.

Internal Staff underwent employment and labour law training with Almega – the Employers' Organisation for the Swedish Service Sector.

#### Environment

Temp-Team Sweden organised the garbage collection on 7<sup>th</sup> and 8<sup>th</sup> of June 2018, several bags of trash handled to the recycling center. The Gothenburg and Malmo teams had a good time doing the volunteer work in nice weather.







# TEMP-TEAMs SKRÄPPLOCKAR DAG!

Med alarmerande ökning av plast i våra hav vill vi som en del av vårt Global Compact engagemang göra en direkt insats på våra svenska stränder och kanske inspirera folk i vår närhet att göra det samma.

Under Juni månad tar vi med oss picknickkorgen och åker ut till en strand i vår närhet. Vi rensar upp det vi ser och njuter sedan av en god lunch tillsammans.

Ingen kan göra allt men alla kan göra något! Vi hoppas du följer med!

## SKRÄP I HAVET

Mellan 4,8 och 12,7 miljoner ton plastavfall och plastskräp från land beräknas hamna i havet varje år.

Sju av tio skräpkategorier på tio-i- topplistan från skräpmätningar på stränder år 2017 är av materialet plast. På första plats finns plastfragment, följt av fimpar, plastpåsar och förpackningar från godis, glass och snabbmat. På tredje plats i listan hamnar plastpåsar. Under 2017 hittades i medeltal drygt sex plastpåsar per 100 meter strand, vilket innebär en plastpåse pt 16:e meter. Det kan jämföras med året innan, då vi hittade en plastpåse per 38 meter strand

Plastskräp som hamnat i havet försvinner inte. Stora plastskräp fragmenteras till mindre och mindre bitar och blir så småningom till så kallad mikroplast, som finns kvar i haven i hundratals, kanske tusentals, år.

För marina djur och fåglar är små bitar av plast den farligaste typen av skräp eftersom de kan missta skräpet för mat. Större skräp utgör också en fara, eftersom de kan trassla in sig i det.

Källa: Skräprapporten 2018



Plastic Bank (https://www.plasticbank.org/) is an organization pledge by enabling the exchange of plastic for money to help people living in poverty and stop the flow of plastic.

The average person uses 84 kg of plastic per year.

On the base of plastic consumption/per internal staff TEMP-TEAM will support this organization to compensate the pollution.

#### Earth Hour

We put our lights out for a bright future. We promote the event on social media to encourage people to join.



#### Anticorruption

After the annual audit, TEMP-TEAM Sverige AB has been approved for 2016.

We received Bisnods top AAA rating.



# [Temp-Team Finland]

Focus of CSR activities Dec 2017 to Nov 2018

#### Environment:

In 2017 we continued to promote the "Plant a-Billion Trees" where we plant on tree in the Amazon for every successful recruitment we conduct in Finland. Internationally our group has now planted more than 40,140 trees since the beginning of 2016.

To reduce our carbon foot-print the staff is encouraged to travel efficiently by using public transport and bike when possible.

Digital invoices are almost exclusively used within the company today to further reduce the use of paper in our operation.

Temp-Team Finland also organised the "Refleks-campaign" where we handed out the left over Refleks from last year. We embrace equal opportunity and diversity. Managerial career opportunity can be applicable at local level.

We prefer sending promotional messages electronically instead of printing, and we give gifts only when it matters, with no mass postings.

# [Temp-Team UK]

Temp-Team UK has been actively involved in specific strategy and policies since 2010.

#### CSR Activities 2018:

- We select a charity each summer and support it for twelve months. In 2017 and 2018 we supported CHUF, which is the Children's Heart Unit Foundation a hospital for children with heart conditions. We raised nearly GBP4,000 by carrying out sponsored events, bake sales/raffles, a World Cup sweep.
- In June quite a number of employees took part in the Three Peaks challenges to raise funds.
- In August we started to support our chosen charity for 2018 and 2019, Pancreatic Cancer Action. We have a number of events organised to raise cash including dressing down day, a pool competition we are charging our neighbours and clients to take part in the pool competition. Many male staff have volunteered to have their legs waxed to raise funds too.
- Other initiatives we have running also help to raise funds for instance football cards, sponsored events, as well as Body Shop Party online, the organiser has agreed to share profits from all purchases made with the charity.
- We organized a Beach clean activity with a team of 14 peoples included kids on 19<sup>th</sup> May 2018. Very positive feedback was received from them.
- We carry out the employee survey every year in the UK in October or November.
- Temp-Team UK purchase fresh fruits every week for our internal staffs.
- With the Modern Slavery, we have a confidential hotline set up for our temporary workers so they contact us for signposting if they think themselves or anyone they know are victims of modern slavery.

# [Temp-Team Singapore]

Joined Singapore Compact in 2012 but only involved in paper recycling campaign within the company, and encouraging clients to receive electronic documents.

- In support of "Plant a Tree" campaign, the information and logo added at the E-marketing and letterhead and invoice. After we receive feedback from client regarding e-invoice, we intend to implement them by stages in 2019. This will only happen after we finish two last boxes of paper and ink.
- In 2019, we plan to invite temp candidates to join the clean beach activity. This year the campaign been postponed due to a shortage of sales persons in the company.
- We informed clients that the mouse pads we promote in our campaign every year are made of recycled plastic.
- Following up on the feedback of the survey even is anonymous, we improve from the weaknesses spot by staff.
- The employee handbook was completed, to include PDPA, anti-harassment and equal opportunities.

# (JuhlerGroup Asia Pte Ltd, Singapore)

Joined Singapore Compact in 2012 and actively participated in the events they organized.

#### 7. CSR Goal

The CSR focus in 2019 will be to ensure the compliance of data protection in each company, and internal training and workshops have to be arrange to make sure all employees are aware of their responsibilities as an individual or a member within the organization. Each company puts a lots of effort in preparing the documentation and sharing it within the group to help the small-sized companies. We believe in investing in people to bring new heights of success in the future and share the contribution of positive social impact with the society we are operating in. Most of the companies already in the plan of organising more training locally for the development of a career path for everyone.

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