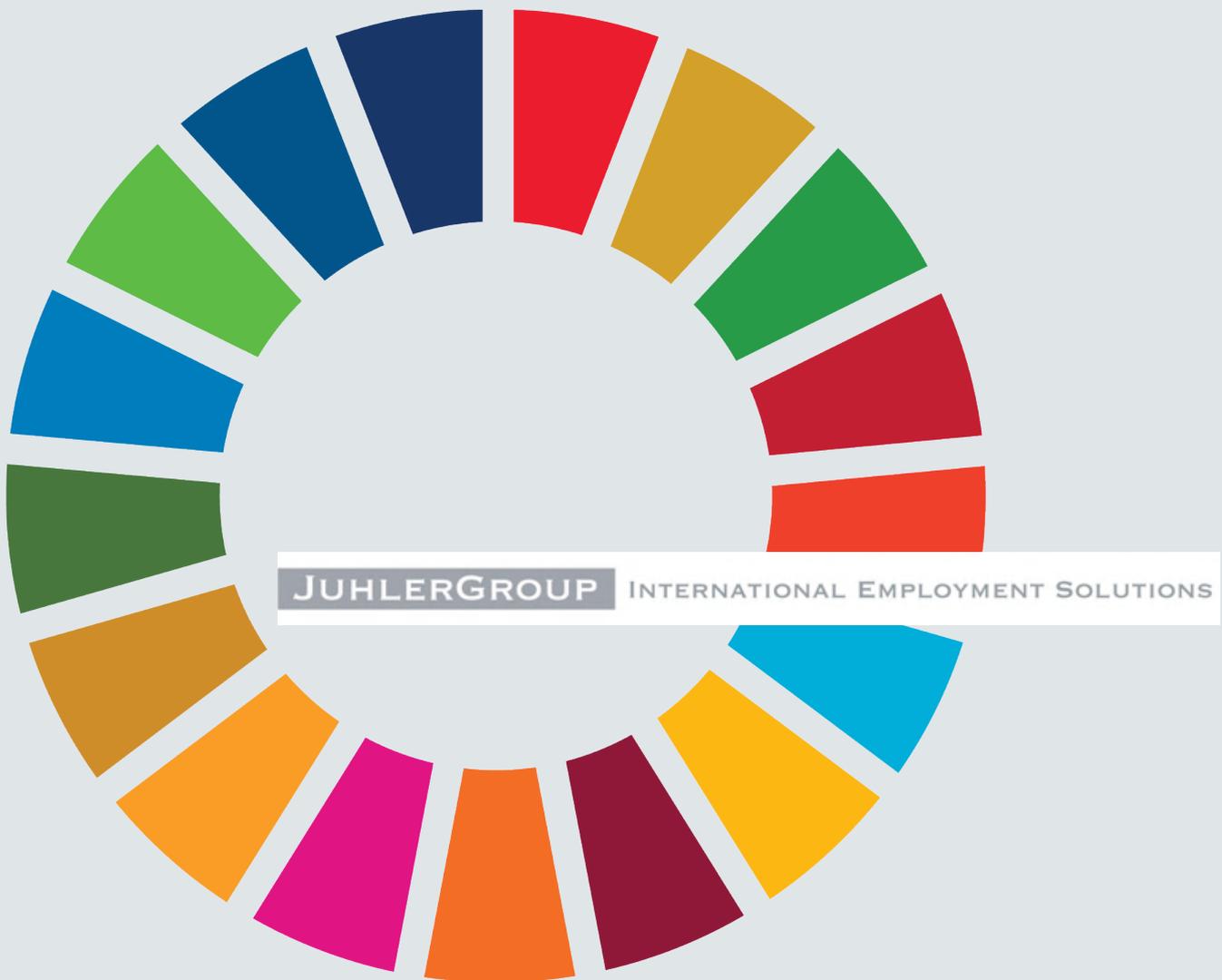


# SUSTAINABILITY REPORT: 2021

Juhler Holding A/S

April 2022



**temp-team**  
PERMANENT & TEMPORARY RECRUITMENT

**ft** TALENT-TEAM  
young talents recruitment

 Principal  
People

 EDUCATION  
WORLD

**convision**

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**JUHLERGROUP** INTERNATIONAL EMPLOYMENT SOLUTIONS

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# Letter From Our CEO

Dear Reader,

I am pleased to confirm that Juhler Group is renewing our support to the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption.

With this communication, we express our ongoing commitment to those principles and to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. Juhler Group is hereby making a clear statement of this commitment to our stakeholders and the general public.

People are at the heart of our company, which is why we deem it essential to positively impact their lives through bettering the world together.

We pride ourselves in wanting to improve on the aspects in which we lack and acknowledge that our efforts toward a sustainable future have been decentralized and somewhat deorganized. We strive to make a focussed, consistent and transparent effort towards improving our role in society and making sustainability a key value-driver going forward. This report is the first step towards that goal.

We acknowledge the fact that sustainability is ever-evolving field that requires our constant care and attention, and we have in 2021 been creating the framework for implementing a shadow board which will help us in the regard.

Additionally, we are working towards ensuring a group-wide Environmental, Social and Governance (ESG) database that lives up to international standardization, which will provide comparable metrics to all stakeholders. We hope to disclose this data on year 2023 and onward.

Our goals are ambitious and we vow to make sustainability an inherent aspect of our work-place culture and the way we conduct our business in general. We are very excited for the road that lay ahead and we look forward to disclosing our improvements for years coming.

Stay tuned and thanks for reading!

Sincerely yours,



-----  
Kim Pedersen, Group CEO Juhler Holding A/S

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# Introduction

We are amidst the process of modernizing JuhlerGroup and see sustainability as a key factor in this process. Sustainability is of great importance in shaping a better future, attracting talent and ensuring that employees and all stakeholders can be proud and feel inspired by their affiliation with the group. The purpose of this report is to give all stakeholders complete information on our progress towards a more sustainable future.

The entirety of JuhlerGroup adheres to the United Nations' Global Compact of 2009 and Sustainable Development Goals for 2030, as the pathway for our sustainable development.

## The 2009 UN Global Compact

“The UN Global Compact aims to mobilize a global movement of sustainable companies and stakeholders to create the world we want. That’s the vision. To make this happen, the UN Global Compact supports companies to: Do business responsibly by aligning their strategies and operations with Ten Principles on human rights, labour, environment and anti-corruption; and take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.”<sup>1</sup>

---

## The 2030 UN Sustainable Development Goals

“The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.”<sup>2</sup>



COMMUNICATION  
ON PROGRESS

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



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<sup>1</sup> <https://www.unglobalcompact.org/what-is-gc/mission>

<sup>2</sup> <https://sdgs.un.org/goals>

## Communication on Progress - The UN Global Compact

Because of the pandemic, we were very limited in our capabilities, which meant that our goals for 2021 were quite modest, yet solid and achievable.

The goals set out for the year 2021 was the development and definition of a centralized strategy including direction on how to implement the 2030 UN Sustainable Development Goals Agenda - as included in this report, as well as taking care of the mental wellness of our employees, as everyone has been deeply affected by the COVID-19 pandemic. We gauged our employees wellbeing through our COVID-19 pulse surveys which supplied us with data to back our efforts towards ensuring the mental wellbeing of our employees when working from home.

Additionally, we have also fulfilled our goal of investing in a new IT-Whistle-blowing system which currently is under implementation.

We feel confident that we fulfilled our targets satisfyingly and are ready to ramp up our efforts!

## The 10 Principles

JuhlerGroup has since 2010 committed itself to following the 10 principles established by the UN Global Compact in 2009. The principles are as follows:

### Human Rights

Principle 1: Businesses 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: Businesses 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: Businesses 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.

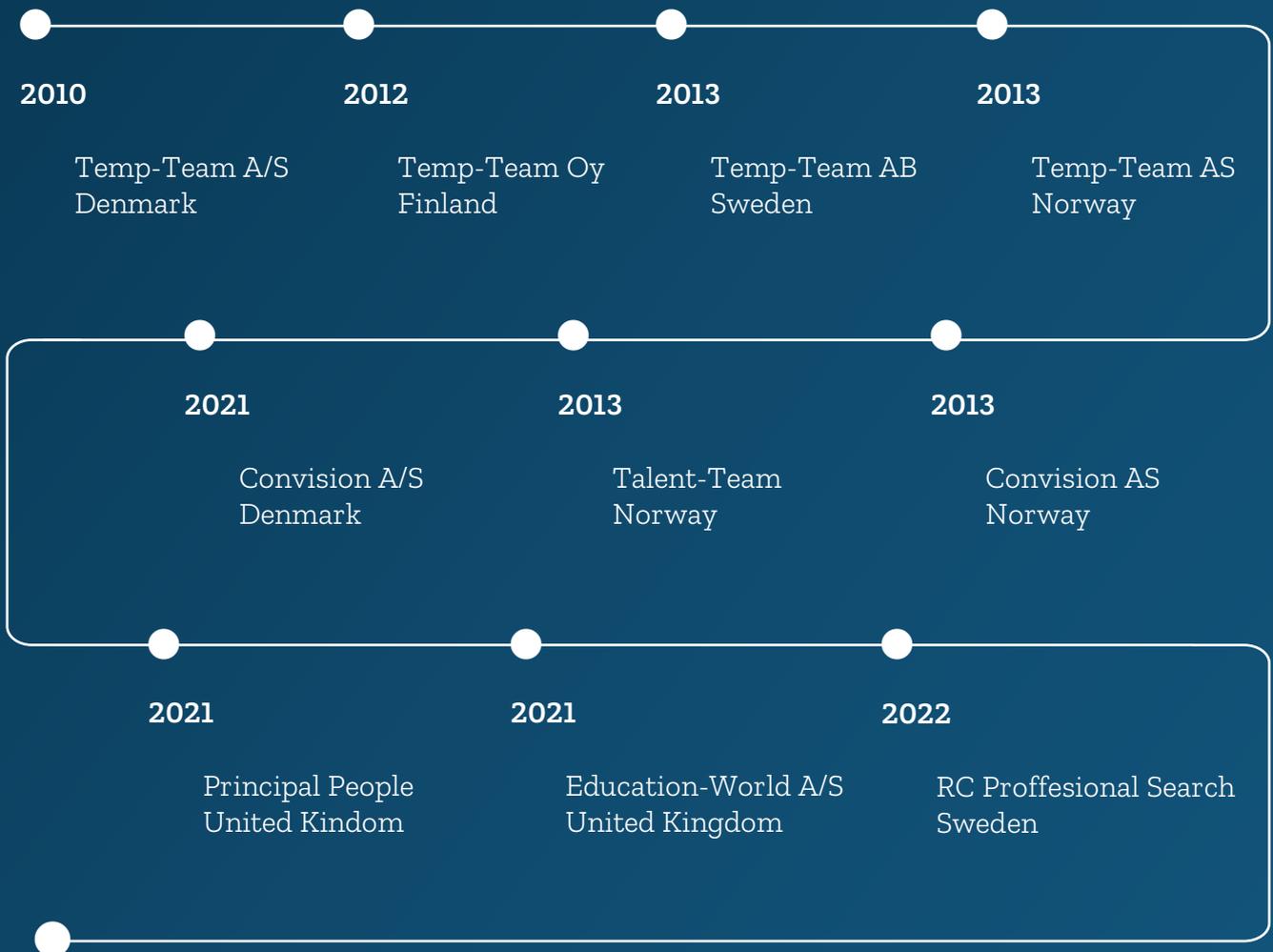
### Anti-Corruption

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

At JuhlerGroup we see our UN Global Compact membership as an important statement to all stakeholders - meaning that these 10 principles lay the groundwork for the way we operate our businesses. We have a responsibility to the world and do our part in upholding them by setting appropriate strategies and goals. We have implemented the 10 principles in our own Human Rights Policy within JuhlerGroup, which can be found later in this report.

## Our UN Global Compact Journey and Timeline

The dates marked below shows the year the given subsidiary joined as a member, which illustrates our long-term commitment to the UN Global Compact. We are proud to announce that as of 2022, JuhlerGroup brands in all countries members the 2009 UN Global Compact.



All JuhlerGroup brands in all countries members the 2009 UN Global Compact as of 2022



## The Current Situation in Ukraine and what we will do to help

### Donations supporting Ukraine

It has been a month since Russia invaded Ukraine and started an unlawful war on the Ukrainians. The war has created a flood of refugees into western Europe. We encourage everyone to support initiatives that aims to ease the suffering of the Ukrainians. We are proud to disclose that we have decided to donate a substantial amount to support different initiatives throughout the Group to support refugees. We will donate around 300.000 DKK (approx. 40.000 EUR) coming out of our UK and Nordic brands and with solid support from the board of directors.

### A warm welcome to our new Project Manager

It gives us great pleasure to have had the opportunity to employ Alina Protsyk, our first Ukrainian employee in Copenhagen. She will help Temp-Team and Convision fill positions with temps and IT freelancers coming out of Ukraine. A warm welcome to you, Alina! We contacted Alina to hear if we could play a part in helping Ukrainians through her network. Which resulted in her joining JuhlerGroup. She will help make a difference connecting Ukrainians with Danish companies.

+1000 contacts and 100 CVs

Alina is very close to the many refugees who come to Denmark every day from Ukraine. As of now, she has established contact with over 1000 Ukrainians. Thanks to her proactive attitude and extensive network, Alina recently managed to talk to Copenhagen's Mayor of Employment and Integration. She has already received more than 100 CVs from job-ready refugees aimed at Temp-Team jobs:

"People are very grateful for the Danish support but want to be able to fend for themselves as soon as possible. They are ready to accept work from all industries that lack hands. Many people at the refugee centers are willing to work anywhere in the country and are happy to move close to the employer who may be interested in hiring them."

Alina Protsyk, Project Manager



# Our Commitment to the 2030 UN SDGs

## Overall Strategy

As a group we are taking steps towards fulfilling the United Nations Sustainable Development Goals. We have committed ourselves to grow in accordance primarily with the goals that relates to our work in the group overall and our subsidiaries individually. We want to make a focused effort in our area of competence as well as environmentally - our strategy reflects this. Our plan towards a sustainable future commits us to the following seven SDGs:



### Commitment to the Environment

SDGs 12 and 13 provide the targets for our environmental commitment.



### Commitment to Humanity

SDGs 4, 5, 8 and 10 marks our commitment to humanity and the inclusion of all people no matter their sex, race, religion, gender or social status.



### Commitment to Partnerships

SDG 17 signifies our commitment to partnerships for the goals.

## An Overview of our Sustainability-Strategy

Below you can view our strategy from an overview perspective, all the included will be explained in further detail throughout the report.

Our Mission is to prioritize sustainability as one of our key value-drivers while providing the high quality HR-services that we are known for.

As an HR-driven group, SDG 4, 5, 8 and 10 relates to our core business and thereby our area of expertise.

### Environmental Sustainability:

Every company must do their part in saving the planet. Therefore we have set out to accomplish four goals for our environmental sustainability by the end of 2022. The five goals are specified on pages 19-21.

We are also implementing a new policy for office spaces, that requires all new spaces to be environmentally friendly in regards to energy rating.

### Partnerships for the goals:

A vital ingredient in our sustainable development is forming partnerships with educational institutions and suppliers. These kinds of partnerships can facilitate our goals of giving young graduates job opportunities/educating our employees on an inclusive work environment and alleviating our environmental impact.

### Sustainability and our core:

Our primary area of focus is to improve upon our D&I (Diversity and Inclusion) programs. We will use our shadow board, use a data-driven approach and educate our employees to ensure that we maximize our capabilities as an employer for all, no matter their ethnicity, gender or beliefs.

We feel that we are up-to-date in regards to SDG 8 as we uphold the UN Global Compact, labor laws in the countries we operate in, as well as Industry Federation Guidelines.



The UN Global Compact of 2009 and the UN Sustainable Development Goals for 2030, Industry Federation Guidelines

Our sustainability policies, goals, surveys, reports and boards

## Employee Satisfaction Surveys

### COVID-19 Pulse Survey

In response to the COVID-19 pandemic, we developed pulse survey questions to gauge how our employees managed and experienced working from home. The survey focused on; employee satisfaction with working from home, management support and communication, workplace reopening, employee well-being, stress levels and confidence in organization’s future. The purpose being to better our understanding of the employee experience, concerns and thoughts, primarily to help improve employee wellbeing and secondarily to prepare our group for the post-pandemic business environment.

### Bi-annual Survey

We have conducted group-wide employee satisfaction surveys twice a year, up until now and with the exception of the year 2021. We instead chose to do our COVID-19 Pulse Surveys locally in response to the extraordinary situation.

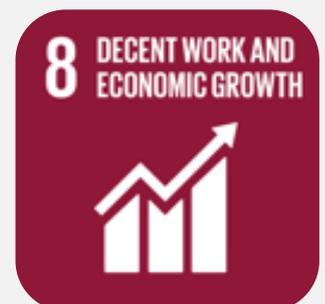
The Bi.annual Survey has been used to measure; job satisfaction, quality of training, motivation and conflict levels in our workspaces/offices. We are currently upgrading to a new tool that we expect to give us even greater insights into our organization, culture and employee satisfaction. This year, our brands have surveyed employees locally, but since the surveys are not standardized

and therefore without comparable metrics across the group, we have chosen to streamline this through the Gallup Q<sup>12</sup> tool.

### Gallup Q<sup>12</sup>

As a part of our modernization, we have, as mentioned, chosen to use the services of Gallup to perform our employee satisfaction and engagement surveys going forward. The Gallup Q<sup>12</sup> Survey is an organizational leadership tool that we expect to help us gauge our employee engagement which in turn will help us improve on the areas we might lack. Employees who has a sense of belonging and feel that their voices are heard, are about five times more likely to feel empowered to perform their best work.<sup>3</sup> It is therefore of utmost importance for us to provide our employees with an inclusive work-environment and the best pre-requisites needed to thrive at Juhler-Group.

The Gallup Q<sup>12</sup> has been used by countless businesses and is based on the research of more than 2.7 million workers across 100.000+ teams in 50+ diverse industries. The effects of the tool in relation to employee satisfaction, engagement, performance and turnover are well proven and we look forward to the full-scale implementation!



<sup>3</sup> <https://trailhead.salesforce.com/en/content/learn/modules/inclusive-leadership-practices/understand-the-business-impact-of-inclusive-leadership>



**17** PARTNERSHIPS  
FOR THE GOALS



**8** DECENT WORK AND  
ECONOMIC GROWTH



## Supporting Our Veterans and The Reserve Force

### The Welcome Home Organization (Velkommen Hjem)

Welcome Home is an organization that works to put the talents and skills of veterans to work in the civilian labour market. The organization is a collective of a line of companies who wishes to use their know-how to help veterans apply their military competencies and experience in a realistic and beneficial way - beneficial to the veterans as well as the companies who gain from the high-level competencies of their new employees. The skills of veterans are highly applicable in companies as the military experience acquired includes skills in areas like; project management, leadership, engineering, logistics, supply chain management, human resources, teaching, optimization of security systems, middle management etc. This is why they are an important and often overlooked asset to society and why the Welcome Home initiative is very close to our hearts at JuhlerGroup. Temp-Team plays a central role in helping veterans to employment through Welcome Home, we do this by applying our recruitment services as well as 1-on-1 mentoring. Our JuhlerGroup CEO Kim Pedersen personally mentored a veteran in 2021 which ended in a permanent placement at the Danish Tax Agency. If you are interested in reading the full story, you can find the link in the footnote.<sup>4</sup>

“In hindsight, I am in no doubt that if I hadn’t participated in Welcome Home and Kim was as

temp-team



signed to be my mentor, I would’ve still chased jobs as an assistant attorney without knowing that other alternatives existed, which would give me just as much joy as well as professional challenges.”

Christopher Shaugnessy, Veteran



JuhlerGroup and Temp-Team (DK) member an organization called Interforce. The organization is a cooperative between the Danish private and public sectors and the Armed Forces / Civil Defence. Denmark needs a robust and flexible armed reserve, home guard, part-time fireman corps, and volunteer coastal rescuer service - all under one umbrella named “The Reserve Force”, which is only .

An Interforce member is expected to show understanding and exercise flexibility towards their day to day employees that may ask for periods of leave to serve in uniform. We are very proud to be members of Interforce and very grateful to our employees who take on the responsibility of being a part of our societal emergency preparedness - they have our full respect and support.

<sup>4</sup> <https://velkommenhjem.net/fyld-skattekisten-med-veteraner/>

## Quality Education at JuhlerGroup

### Education World (UK)

The core business of the JuhlerGroup brand Education-World (UK), is helping schools with staffing and temporary staffing solutions. We offer schools a simple, stress free staffing solution which ensures that every child's education has a positive impact each day. The fundamental ethics of EducationWorld (UK) is the prioritization of the right to a good education for all children. That is why we only utilize the candidates we genuinely feel can add value to a child's education.

### Principal People (UK)

Principal People (UK) offers programmes to every member of staff to enhance their continuing professional development through courses and degrees. These range from apprenticeship level to degree level.

Through partnerships with educational bodies such as the Institution of Occupational Safety and Health (IOSH), we frequently partake in their educational webinars and have collaboratively worked with them on projects such as "Inside Safety". The IOSH is the most prominent professional membership body for Health and Safety professionals in the UK.

Through the Safety4Good Future Leaders Mentoring Programme that we run, we also

encourage, facilitate and support the mentoring of H&S professionals by industry leaders. Offering educational material and sessions in which a group of up and coming

industry professionals can enhance their skills and industry awareness.

### The AWS re/Start-program and Convision

In collaboration with Amazon Web Services, Aarhus Business Academy and the Danish job-centers, we run a pilot-program called AWS re/Start. This program takes place through Convision over a 12-week program and is under ongoing revision. The purpose to get unemployed to employment - learners include; young people, IT-technicians who need to update their skills or people in general who needs the skills to assume a entry-level cloud role. One aims of the AWS re/Start program is to support inclusion, diversity and equality by providing the cloud-skills demanded by the labor-market. When the course is finished, we help the newly educated cloud-specialists to employment.<sup>5</sup> The course is free, and learners are eligible for unemployment benefits from the Danish government while taking it. The standard AWS re/start program is also running at Convision Norway without a third-party.



<sup>5</sup> <https://www.convision.dk/kurser-og-certificeringer-fra-mentorix/aws-re-start/>



James Branch Cabell · BREWER

4 QUALITY EDUCATION



17 PARTNERSHIPS FOR THE GOALS



## Providing Decent Work Across the Group

### The Group

In addition to the Global Compact, JuhlerGroup complies with all local labor laws, rules and union-regulations. To further heighten our standards, we are registered members of industry federations in some of the countries we operate in. We believe that employees, no matter the type of employment they hold, shall be treated rightly and respectfully - and this begins locally with upholding the standards, laws, rules and regulations that set out to protect our employees.

### Temp-Team and the Federation of Staffing Agencies in Denmark (VB)

Temp-Team (DK) has been a member of the Federation of Staffing Agencies in Denmark (Vikarbureauernes Brancheforening (VB)) since its beginning in 2011, it is the most representative industry federation for staffing agencies in Denmark and is the only Danish staffing federation acknowledged by the World Employment Confederation. Our Temp-Team CEO Birgitte Sørensen has been on the board of the Federation of Staffing Agencies (VB) since its beginnings.

As a member we are subject to random controls conducted by their external controller, PwC. In collaboration with VB we guarantee, that if you choose to work with us – either as a temp or as a client – you will find a

professional staffing agency in compliance with Danish rules and regulations.

### Temp-Team (DK) and the Confederation of Danish Industry

Temp-Team (DK) members the Confederation of Danish industry, the confederation caretakes the political interests of its membering companies through the fair negotiation of collective bargaining agreements as well as providing market-data and other valuable information.

### Juhler Group (NO) Talent-Team (NO), Temp-Team (NO), Convision (NO) and the Norwegian Federation of Service Industries and Retail Trade (NHO)

Our memberships with the NHO heightens the standards of our companies in much the same way as the membership we have in Denmark with the VB. The NHO has since 2014 quality-stamped its membering companies from the staffing industry through the Audited Employer program (Revidert Arbeidsgiver). The Audited Employer Program obligates membering staffing firms in Norway to document its quality through approved external audits performed every other year. It includes the auditing of (not exhausted): employment contracts, working hours, wages and overtime pay, sick pay and the follow-up of employees on long-term sick leaves. The purpose is to uphold the standards of membership in the NHO as well as the labor laws of Norway. We are very proud to be a member of both the NHO and the Audited Employer Program.



**VIKARBUREAUERNES**  
BRANCHEFORENING  
FREM TIDENS FLEKSIBLE ARBEJDSMARKED

## National Membership - International Standards

The Federation of Staffing Agencies in Denmark (VB), is a member of Danish Chamber of Commerce, which in turn is a member of the World Employment Confederation (WEC). The WEC is internationally recognized by organizations such as the UN-branch; the International Labor Organization (ILO), as a global representative for the industries related to HR and staffing. For Temp-Team Denmark this means that we ensure compliance with the broadest recognized international code of conduct related to our industry.



Dansk Industri



REVIDERT  
ARBEJDSGIVER



DANSKERHVERV



**8** DECENT WORK AND  
ECONOMIC GROWTH



**17** PARTNERSHIPS  
FOR THE GOALS



temp-team

## Initiatives and Green Investments at Group Level

### From Local Efforts to Group-Wide Strategy

Our subsidiaries have taken measures locally to reduce our environmental footprint which we have highly encouraged, the measures include: prohibition of plastic bags and bottles in the office, investing in greener modes of transport such as bicycling and electric company cars, as well as nature clean-up initiatives. We want this development to accelerate substantially, which is why we have chosen to improve on this aspect from a more cohesive strategic standpoint.

We have developed a clear-cut strategy that focus on five goals we will seek to fulfill as soon as possible! The strategy and goals applies to all of our subsidiaries, encouraging them to be more environmentally conscious of their actions and lowering our carbon footprint as a whole. Our strategy is based on changing our actions to benefit the environment. The goals are as stated on the page to the right.

### The “Plant A Tree” Campaign

JuhlerGroup has been acutely aware of the issues related to deforestation. In 2016 we joined The Nature Conservancy’s “Plant a Billion Trees” campaign. We are committed to plant a tree for every position we fill throughout the group - this goes for temps as well as permanent employees. Since 2016, we have planted 82,059+ trees. We find it important to plant trees for the sake of combatting deforestation - not for the sake of offsetting our carbon emissions as we are aware that offsetting is not a viable solution to climate change.



deforestation as well as giving a return on investment.

### Investment in Nordic Solar Management

JuhlerGroup attempts to cover its total electricity consumption through green investments. Nordic Solar Energy, a Danish solar cell company, has partnered with us in the task of calculating how much we need to invest, in proportion to our energy consumption.



### Office-space policy

We have decided to create a policy for when we move to new office-spaces, the new office spaces quite simply must be able to:

### Investment in Latvia

Juhler Holding A/S is still invested in land and the planting of trees for 79,07 hectares in Latvia as a long term investment. This investment benefits the mission to combat



provide us with green electricity, environmentally efficient heating and ventilation, as well as accomodating for people with disabilities and providing us with all-gender restrooms.

## Environmental Goals:

1. Reducing business travel to 50% of pre COVID levels.
2. Banment of single-use plastics
3. Streamlining, implementing and upholding of policies on waste, recycling and business travel.
4. Shifting energy usage to renewable sources where possible.

---

## The Shadow Board:

At group-Level, we have since the beginning of 2021 been creating the framework for establishing a shadow board to help us in our journey towards a greener future. The shadow board functions as an advisory-board on many aspects of our group - one of them being environmental sustainability.

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## Environmental Data:

We are also working towards ensuring a group-wide Environmental, Social and Governance (ESG) database that lives up to international standardization, which will provide comparable metrics to all stakeholders and lay the foundation for our sustainability efforts going forward.

**17** PARTNERSHIPS  
FOR THE GOALS



**13** CLIMATE  
ACTION



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



# Environmental Goals at Group Level



Goal 3: Streamlining, implementing and upholding of policies on waste, recycling and business travel.



Goal 4: Renewable energy for offices



Goal 2: Banment of single-use plastics.



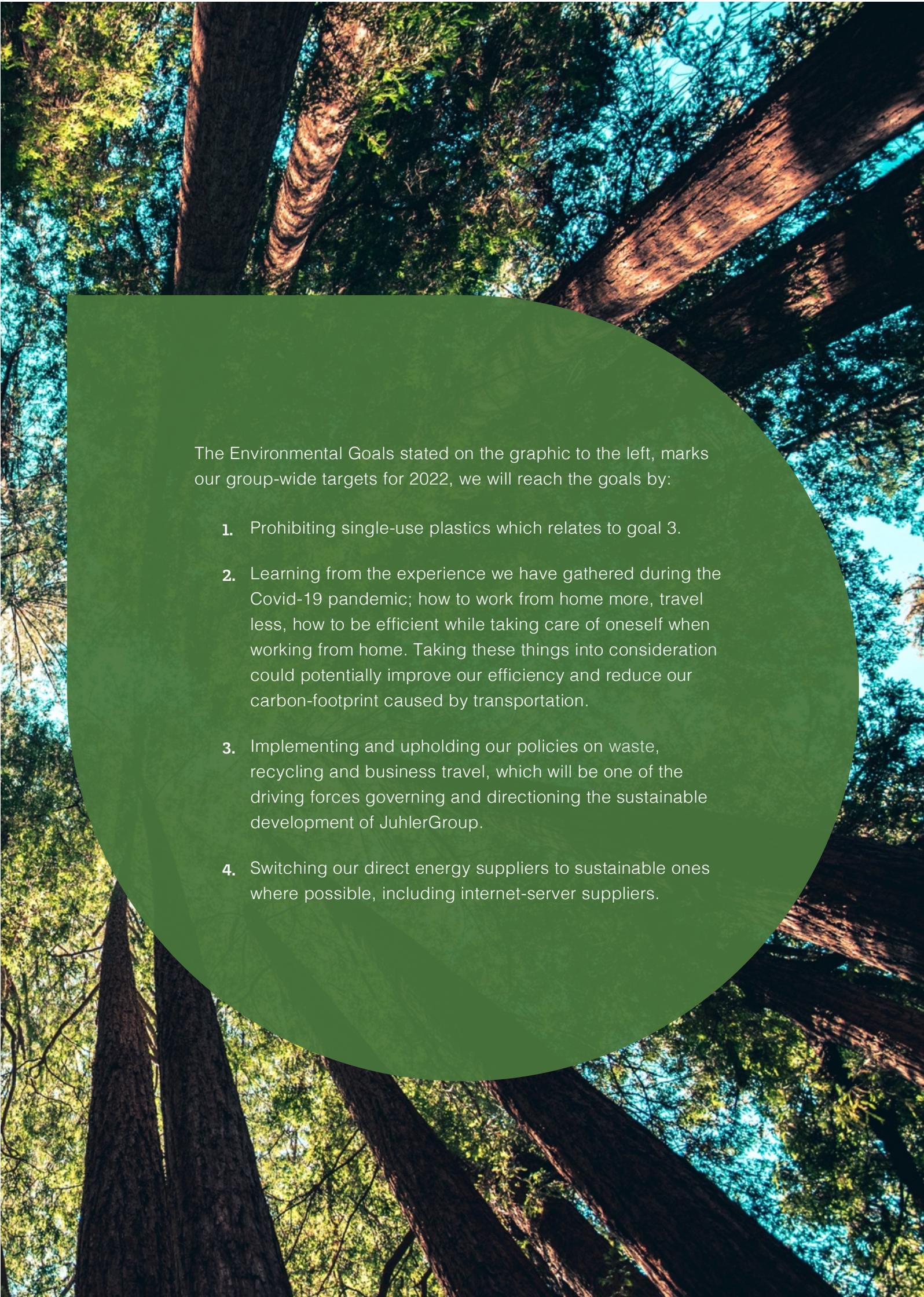
Goal 1: Reducing business travel to 50% of pre-COVID levels

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION





The Environmental Goals stated on the graphic to the left, marks our group-wide targets for 2022, we will reach the goals by:

1. Prohibiting single-use plastics which relates to goal 3.
2. Learning from the experience we have gathered during the Covid-19 pandemic; how to work from home more, travel less, how to be efficient while taking care of oneself when working from home. Taking these things into consideration could potentially improve our efficiency and reduce our carbon-footprint caused by transportation.
3. Implementing and upholding our policies on waste, recycling and business travel, which will be one of the driving forces governing and directioning the sustainable development of JuhlerGroup.
4. Switching our direct energy suppliers to sustainable ones where possible, including internet-server suppliers.

## Diversity and Inclusion at Group Level

### The Shadow board in regards to Diversity and Inclusion

In 2021 we have been creating the framework for establishing a shadow board consisting of employees of all ages, shapes and sizes. The board has several functions, one of them as an advisory-board in regards to diversity and inclusion (D&I).

### Policies and Whistleblowing

Through our UN Global Compact commitment (p.7) and our own internal human rights policy (p.9) we value diversity and our differences. We take discrimination very seriously and encourage all employees to whistleblow any and all discriminatory acts by emailing to [csradmin@juhlergroup.com](mailto:csradmin@juhlergroup.com). We are also now invested in a new whistleblowing system which is currently being rolled out.

We support anyone who raises genuine concerns for any wrongdoings, and will take the necessary actions to find the best possible solution.

### Executive Boards Diversity Policy

As earlier stated, we are in the midst of modernizing and restructuring the group. As a part of this restructuring, each subsidiary will have their own executive board. This brings us an opportunity to set a policy for gender diversity requirements which we will exercise.

### The Future of Diversity and Inclusion in the Group

As a step towards modernization and fulfilling the chosen SDGs, we have set out to focus our efforts on the areas stated below:

1. The education of our employees about being a part of and promoting an inclusive culture in the workplace through partnering with organisations that carry the necessary knowledge to help us going forward.
2. Surveying our employees anonymously to find out what their views are on the D&I programs currently running, what they think the future of our D&I should look like, as well as data-mapping the current diversity across the group to help us make status of our current situation.
3. Working towards ensuring a group-wide Environmental, Social and Governance (ESG) database that lives up to international standardization, which will provide comparable metrics to all stakeholders and lay the foundation for our D&I efforts going forward.

## Diversity and Inclusion at Principal People (UK)



### Principal People and D&I

Our brand, Principal People, has been very successful in sustainably developing their D&I, and we will use their experiences for the betterment of the Group.

The Principal People (UK) Internal Executive team of three is comprised of two minority ethnic individuals and one female. D&I is evident through the relationships created with the diverse network of health and safety, housing and sustainability leaders, in addition to collaborations with organisations and associations who support the

development of diversity and inclusion.

A team of advocates leads the diversity and inclusion strategy within Principal People. Through the strategy the team has created, two key internal outcomes have come about: the execution of unconscious bias training to expose assumptions and eradicate discrimination for all resourcing partners, consultants and the support team.

### Partnerships For Diversity and Inclusion

Principal people is active members of the Women in Sustainability network, which is a thriving community of people who support gender equality in the profession, along with the Principal People Safety4Good Future

Leader programme. This has allowed us to identify prospective individuals, of interest for our clients, from a range of different ethnicities and backgrounds. Within our last 12 months of Executive search mandates, the results show: 28% of shortlisted candidates have been from a minority ethnic background, 45% of short-listed candidates have been female, 16% of appointed individuals have been from a minority ethnic background and 48% of appointed individuals have been female.

The experience gathered through the good work of Principal People is a great inspiration to the rest of the group and will help us ensure that we meet our goals in respect to diversity and inclusion.



## Our Policies for General Conduct

The following policies outline our workplace-culture and general conduct across all offices in our multinational and multicultural group. We will not tolerate behaviour outside the boundaries of our policies and have committed ourselves to upholding them as the standards for our conduct. We expect all employees, executives, partners and customers to hereby abide and thereby fulfill their individual responsibility of ensuring a safe working environment for everybody.

### Our Human Rights Policy

Our human rights policy is based on the guidelines set by the UN Global Compact as well as the values inherent in our group.

1. We support and respect the protection of internationally proclaimed human rights.
2. We adopt the guidelines from the UN Global Compact on fair employment practice.
3. We uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. 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,
5. contribution and experience.
6. We do not tolerate bullying or harassment of any kind among our permanent or temporary staff.
7. We will not employ children under the age of 17.
8. We will not use suppliers that do not have a clear and acceptable policy in regards to human rights, corresponding to our own.
9. 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.
10. We will check on a regular basis, that all companies in our group understand, accept and execute our policy in regards to Human Rights
11. With the freedom to innovate, we encourage idea-sharing in order to create a better work environment together.

## Our Anti-Corruption Policy

Our anti-corruption policy is based on the guidelines set by the UN Global Compact as well as the values inherent to our group. The right to equality and freedom from discrimination in a fair working environment is very dear to us as an HR-driven group. We aim to encourage openness and will support and accommodate anyone who raises concern for wrongdoings of any kind.

1. JuhlerGroup has a zero-tolerance approach towards all forms of bribery and corruption, and is dedicated to incorporating strategies that combat these. We act ethically and professionally in all our business activities across the group.
2. This policy applies to all JuhlerGroup employees on all levels, wherever located. As well as others who act on the behalf of JuhlerGroup, including agents, representatives or freelancers, vendors, clients and other service providers.
3. The prohibition on corruption applies to the giving of anything of value - not only money - if it is at the cost of the company:
  - Cash, cash equivalents (e.g. gift cards, sales discount, under the table commission)
  - Payments for improper gifts, meals, travel and entertainment
  - Promises to pay or give anything of value
  - Favours, including hiring an employee due to a special relationship with one of the key personnel within the group, rather than the talent of the candidate
  - Engaging a vendor or supplier from related parties without disclosing that relationship to the company or comparing the quotation in the market
4. We shall ensure that corporate gifts are given without any intention of benefitting in business. A written record of all hospitality and gifts accepted or offered should be kept for amounts of more than 10€ per item.
5. We should never create any record or transaction that is false or misleading, and should strive to maintain proper and accurate accounts accordingly to the Accounting Standards and Compact Act.
6. Donations or sponsorships made by the company should always be legal, ethical, and approved by the Charity Committee as well as the local director.
7. The prevention, detection and reporting of all kinds of corruption are the responsibility of the local management team. A written statement highlighting anti-corruption, should be signed by the local management team.
8. There is a confidential process for anyone wishing to report or show concern regarding anti-corruption within JuhlerGroup. An anonymous email or letter can be sent to [csradmin@juhlergroup.com](mailto:csradmin@juhlergroup.com).



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PERMANENT & TEMPORARY RECRUITMENT

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For contact, visit our webpage on the following link: [www.juhlergroup.com/contact-us/](http://www.juhlergroup.com/contact-us/)