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The company's CSR and ESG policies

KHRS ApS is deeply committed to conduct our business in such a way, that not only creates value for our clients and partners, but also for the community and the environment with which we coexist.

For us, a sustainable business is directly connected to responsibility towards the climate, communities and people throughout the chain of value. We have an agreement with 3F and ensure all our employees proper working conditions and fair wages through the organisation.

We aim to develop a sustainable business model, that combines concern for climate, social relations and responsible corporate behaviour, and therefore focus a great deal on Environment, Social, Governance (ESG). The overall goal for 2024 is to future-proof the company by measuring and validating impact and simultaneously working with initiatives for improvement. Additionally, the company has joined UN Global Compact and is in the process of obtaining B Corp certification.

B Corp functions is a holistic tool, that gives 360 degrees perspective of the created value for all stakeholders, employees, clients, the environment, suppliers and society. Certification is a marker of KHRS' commitment to obtain a greater standard on a social and environment level, transparency and responsibility. By following B Corp certification, KHRS displays commitment to be a part of the global movement towards balancing profit, people and the planet.

We are proud to inform that we are now part of UN Global Compact, the world's largest initiative for corporate responsibility, which sets a global standard for the conduct of companies, reporting and communication regarding sustainability. We are committed to integrate the ten principles and the goals



in our daily conduct, and contribute to a more sustainable and just future.



KHRS has officially joined Dansk Industri's diversity pledge, which marks a strong commitment to promote diversity and inclusion in the workplace. Through this commitment, we are responsible for fostering an environment where differences are celebrated, and all employees feel welcome and respected. This highlights KHRS' dedication towards diversity

and inclusion, which encourages innovation and growth.

As part of the industry network HORESTA Facility, KHRS is obliged to actively incorporate the UN's 17 Goals for sustainability, in line with the network's codex. We follow the law and the industry's highest standard regarding order, quality, consideration for the environment, staff relations, education and use of suppliers.

The company's management works with the UN's Goals on many levels and has estimated that the most relevant goals are the following:

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 8: Decent work and economic growth
- SDG 10: Reduced inequality
- SDG 11: Sustainable cities and communities
- SDG 17: Partnerships for the goals

Our business model

KHRS is a facility management company, that has since 1981 provided services for corporate cleaning and the restaurant industry. Currently, our clients are mainly 4- and 5-star hotels in the capital, to whom we provide services within housekeeping, kitchen staff, cleaners and maintenance. We are a diverse and multicultural company with 67 nationalities across

management and employees. We believe that everyone holds potential and resources. The different backgrounds of our employees is a core element of our company, as we understand and see differences as a strength and use this actively in the conduct of our organisation when training new employees.

Our services live up to the service norm, and is approved by DS (Dansk Standard), which guarantees the client high quality, order and good morale. KHRS ApS has an agreement with 3F and is part of DI worker's union and HORESTA worker's union.

Our CSR Policy

Our CSR policy is approved by the management and is available on our website. It is provided to the employees as a staff handbook and implemented in the daily conduct of the organisation, during training of new employees. Managers are responsible for the proper conduct of employees on the working site, and that they adhere to the standards they were trained according to. Our CSR policy touches on the following areas:

Environment

Cleaning is a core task of KHRS employees. Therefore, it is inevitable for the organisation to affect the environment. We do, however, minimise our negative impact by only utilising certified cleaning products, that have the Swan Ecolabel, or are marked by the EU flower Ecolabel. Additionally, during training of employees, we guide the new workers on correctly dosing cleaning products to avoid overdosing, as well as to reduce water use, by using microfiber cloths and mops. The products to be used and standards to be followed are agreed upon with the client.

Working conditions

Our employees are our greatest asset, and therefore we take good care of them. They work under good conditions and are part of 3F, receiving a salary agreeable with 3F's arrangement. It is important for us that our employees are happy in their daily work and

work in a safe environment. For this reason, we train our employees to recognise what is healthy and safe in a workplace. Much of the work they do is physically demanding, which is why our employees are trained in ergonomics and proper posture while working, to prevent physical damage and work injuries. They learn how to prevent injury when lifting heavy things, correct use of machines and tools, as well as the use of protective equipment and proper clothing appropriate for each task, and their surroundings.

In KHRS, we follow the work environment law, which is why a written workplace evaluation (APV) is conducted every third year for employees by the labour inspectorate. Additionally, all employees receive a first aid course. Mental health is also vital. We do not tolerate bullying or harassment, such as condescending behaviour or sexual harassment among employees. Such behaviours have severe consequences.

To prevent harassment, bullying or unwanted sexual attention in the workplace, all employees are to adhere to following guidelines:

- Respect your colleagues
- Be mindful that everyone has different boundaries
- Vocalise if any boundaries are crossed
- Accept that no means no
- In the case of harassment, confide in a manager or colleague
- In the case that you witness someone else get harassed, step in and/or go to your manager

Training of new employees happens through modelling by an experienced colleague within the working area. All employees have a daily manager, as well as a union representative to whom they can refer to should there be any questions regarding the work on personal issues that may influence the work.

Human rights

Aside from a good and safe work environment, where bullying or harassment is unacceptable, we acknowledge that human rights are fundamental, especially regarding differential treatment and discrimination based on religious beliefs, sexual orientation,

ethnicity, gender or disabilities. We also encourage our employees to show mutual respect and openness, since we are such a multicultural organisation.

Anticorruption

KHRS does not have a specific policy for anticorruption as we do not work with a subcontractor. However, we acknowledge that any form of bribery or corruption is unacceptable between KHRS, our partners and clients, such as disloyal and competitive driven behaviour among our employees is not tolerated and can lead to expulsion.

Theme 1: Social responsibility in relation to recruitment and hiring

In 2006, we expanded our basis of existence and aimed to implement our CSR policies in our organisational conduct. Since then, we have increased our focus towards improving integration by actively expanding our network and relations. The target group for the different projects has among others been citizens lacking resources with language barriers, missing work identity, physical or psychological challenges, lacking motivation, etc. We have years of experience with occupation promoting projects and have achieved insights to how cultural differences and language barriers should be handled and which solutions qualify the most for each individual's situation. To help disadvantaged citizens and integration citizens by facilitating them into the Danish job market and participate socially across network has become a driving force for us that we do not compromise on.

Honourable mentions of completed projects:

- *Gribskovsmodellen*, which was in collaboration with Gribskov municipality, where the focus was women from non-Western countries.
- *New Ressources – Sammen om Integration*, which was in collaboration with Copenhagen municipality and Jobservice Denmark (STAR), where the focus was upskilling of non-Westerns immigrants, efforts on getting participants into work.
- *Sporskifte*. This was an internal project where employees with many years of seniority in KHRS are re-trained for other jobs to prevent physical wear and tear of the employees. This project was supported by STAR.

- *Classes in industrial Danish.* A project taught in Danish in the workplace, where KHRS has developed course material in eight different languages. The project was supported by SIRI.

The holistic approach

Regarding employment of integration citizens, KHRS uses a holistic approach. We view the integration citizen as a whole human being, and therefore take a starting point in the unique situations of each individual citizen. Some of our employees have had certain barriers when it comes to entering the job market, such as language barriers, limited education/learning abilities (illiteracy or dyslexia), as well as cultural specific barriers, such as social control or patriarchal family dynamics, or even knowledge about the Danish job market.



Individually tailored course

As a part of our holistic approach, we offer individually tailored courses specific to the individual citizen's situation, skills and competences, but can be:

An upskilling course, in which the main goal is to clarify if the citizen is able to work in the Danish job market. This can also motivate the citizen to remain at a job. Additionally, the course can also determine if the citizen should have flexible hours or an early retirement.

A mentoring course, in which the main goal is to clarify what skills and resources the citizen possesses. A screening interview is taken prior to this, with a focus on uncovering the citizen's physical and psychological challenges. The target is to increase the citizen's connection to the job market through company internships, courses or smaller jobs, which would make the citizen more familiar with the job market.

A counselling course, in which the efforts are targeted at citizens with a variety of needs, due to linguistic, physical or social challenges, which makes it difficult for the citizen to enter the job market. To ensure stability and continuity, the citizen's learning abilities are taken into consideration and are the starting point for the course, determining the pace of the course. During the whole course, the citizen has an individual contact person.

Educational clarification, in which the purpose is to clarify the citizen's skills, wishes, challenges and needs. The course is an upskilling course where the citizen gains competences and skills to secure opportunities in the job market. The focus of the course would be to motivate the citizen to take responsibility for their life and strengthen their living conditions through an education and eventually a job.

Relevant Goals

KHRS takes social responsibility and considers people's livelihood specific to the job market, and this is in line with SDG 8: *"promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"*.

Particularly, target 8.5: *"By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value"*, matches with KHRS' initiatives, collaborations and tailored courses, since the end goal for us is to help as many citizens find jobs as possible, eventually sustaining decent living standards.

Our work, ensuring that our employees are healthy and safe, as well as our focus on getting more immigrant women into employment, is in line with target 8.8: *“Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”*.

Theme 2: Our focus on immigrant women

Considering our many years of experience and cross-sectional integration work, we have evaluated that there are consistent problems that hinder a successful integration for immigrant women due to:

- Cultural differences, such as traditional gender roles and upbringing patterns
- Language barriers and lacking ability or motivation to learn and develop
- Societal norms, such as a clash of own cultural/religious values and those of the host culture
- Labour market attachment, including a lack of a work identity and/or a lack of work experience

Overall, immigrant women can be divided into the following three categories:

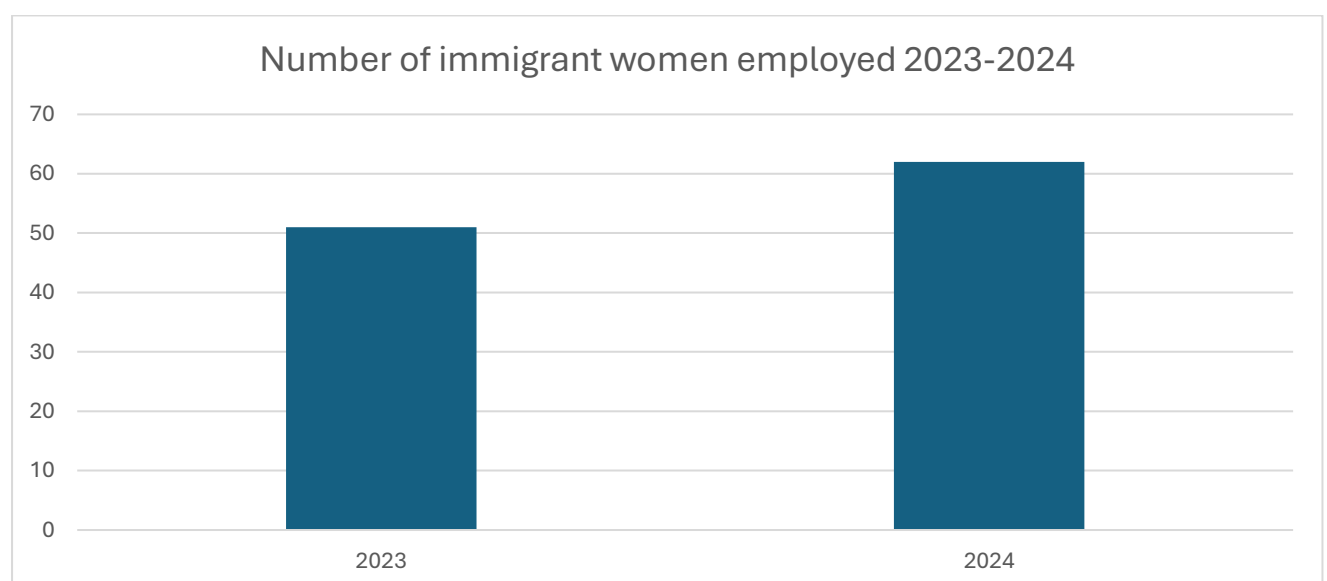
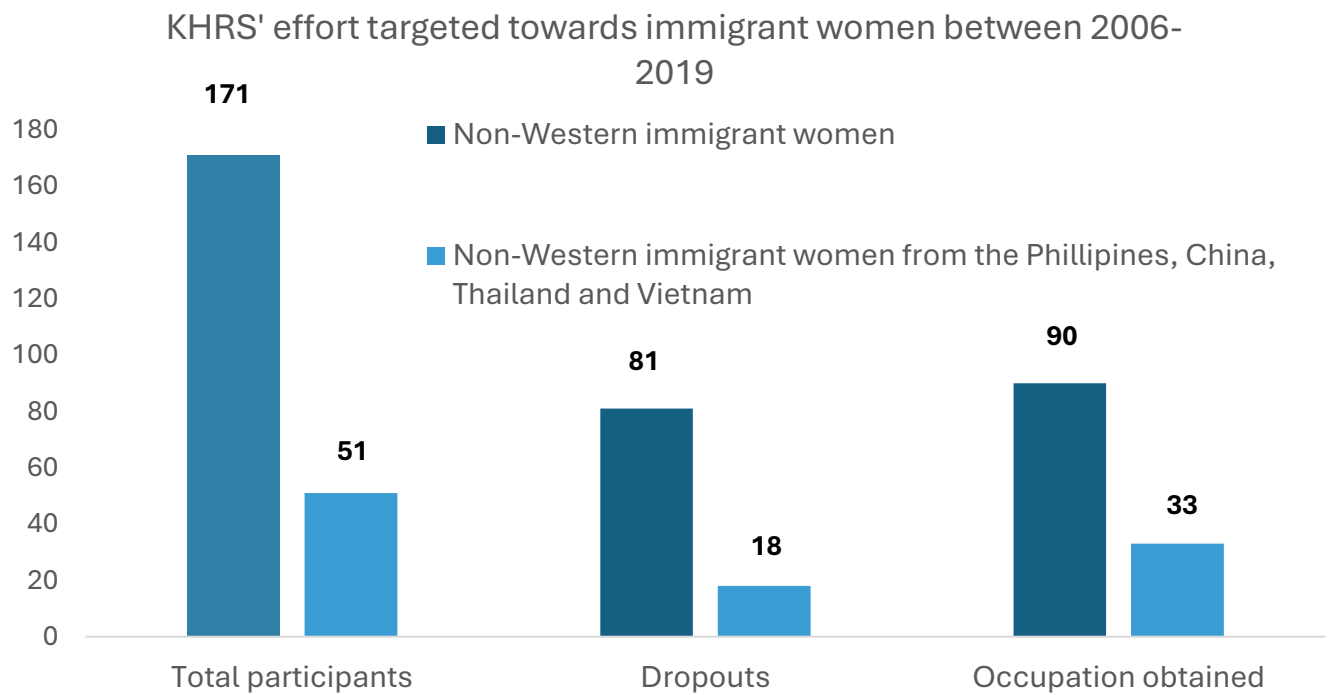
- Women with occupation challenges
- Women with language barriers and occupational challenges
- Women with social, cultural and/or family-related challenges

Method and focus to increase employment among non-Western immigrant women

Aside from training and retention, we try to help the group of non-Western immigrant women to become more independent and action oriented. Our use of empowerment, which paves the way for more independence, is necessary in instances where women may have a large social control presence in their lives due to patriarchal family pattern. In KHRS we use a hands-on approach, whereby those in training learn from experienced employees. Women are matched culturally as close as possible, in order to ensure comfort and better

understanding between the two, so there are less language barriers and a greater sense of security.

Below, our effort to increase employment among immigrant women can be seen:



Relevant Goals

KHRS' efforts to increase the employment of immigrant women is in line with SDG 8, where targets 8.5 and 8.8 mentioned above are relevant. Aside from these, SDG 1, *“End poverty in all its forms everywhere”*, is relevant as more women in the job market and their independence increases their living standard, thus reducing poverty for such women and their families. Moreover, women in work moderates cycle breaking.

Targets 10.2 and 10.3 are also relevant here, as more women in employment leads to lower inequality due to less poverty and more empowerment for women as they enter the job market.

SDG 5 relates to gender equality, more specifically target 5.5: *“Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life”*, as women participate in society and become more independent, they become more capable of making informed decisions in political, economic and public aspects.

From a societal and sustainable perspective, it is also an advantage for immigrant women to achieve occupation, as the state saves on social benefits and costs of joblessness. Women becoming active participants in the economy also promote sustainability, in line with SDG 11: *“Make cities and human settlements inclusive, safe, resilient and sustainable”*, particularly target 11.3.

Theme 3: Learning and education as a part of employment in KHRS

KHRS was founded with a goal of offering linguistic upskilling and industry targeted courses, preparing integration citizens for the job market. The courses are tailor-made and takes a

starting point in the citizen's health condition to determine their resources and needs to take on a job.

A combination of practical and theoretical training

Integration citizens that we take on typically start out with practical training in the form of corporate internships, combined with linguistic and industry specific upskilling. During the course, the citizen's practical and theoretical skillset is evaluated in the beginning. There is also a midway evaluation that occurs, as well an evaluation at the end of the course.

Evaluation is through written tests and progress measurement, that initially indicate the citizen's level, as well as the development from second and third test. Based on the test results, quantitative measures are taken, which indicate the strengths and weaknesses the citizen may have.

E-asylearn job targeted courses in several languages

Following COVID-19 in 2020, we developed an e-learning web platform, "E-asylearn", which is also available as an app. The intention was to make learning more accessible and flexible for our users. Our learning platform offers

an array of industry targeted courses combined with linguistic upskilling. All courses are available in Danish, but the app has a built in speaker function, in



which the user can choose between 10 different languages and thus get the Danish equivalent translated to their mother tongue. As of right now, the users of our app can choose between the following languages: Ukrainian, Tigrinya, Somalian, Urdu, English, Swedish, Norwegian, Turkish, Pashto and Arabic.

The intention is for the translations to make the courses clearer for the user, simultaneously while improving the Danish language skills of the user. It is important for us that the citizens doing our courses learn Danish or English to minimise difficulties when entering the job market.

The text material in E-asylearn is supplemented with a range of pictures and instructional videos, and the practise activities have elements of gamification. This makes the learning more fun and easy, and more accessible for users that might have dyslexia or be illiterate.

Long-term plans for E-asylearn

In the long run, our goal with the industry specific courses we offer through E-asylearn is for them to be approved by and utilised in line with AMU-courses. In this vein, KHRS, since summer 2024, has joined hands with TEC (Technical Education Copenhagen), that already offers a variety of AMU-courses. E-asylearn courses are used in collaboration with AMU-courses.

Relevant goals

KHRS Academy, our development and the launching of our learning platform, E-asylearn, is in line with SDG 4, regarding quality education. Here, the goal is: *“Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”*.

Targets 4.3, 4.4, 4.5, 4.6 and 4.7 are relevant, since these involve a time specific goal, that by 2030, everyone, regardless of gender is entitled to an education to achieve specific skills and job competences, which would increase employment on a larger scale.

Theme 4: Collaborations / Partnership

KHRS mainly works with job centres or other parties that take on the task of increasing employment for integration citizens. Since 2005, KHRS has participated in an array of projects and collaborations with, among others, municipalities, labour market authorities (STAR), international recruitment and integration (SIRI). The common ground for these projects is the goal of increasing employment for integration citizens and/or upskill education in terms of industry-specific Danish language skills. Aside from collaboration with

TEC, KHRS has also collaborated with Andersen Control to launch two specific cleaning courses (Insta 800 and NIR).

Since autumn 2021, KHRS has also teamed up with Nordic Welfare Center in Stockholm, as a knowledge center under the Nordic Council of Ministers. In October 2022, KHRS participated in a seminar where the theme was reduction of long term unemployment among immigrants after COVID-19. KHRS presented the methods we use to increase employment among integration citizens. We also presented E-asylearn as a learning and upskilling tool.

Theme 5: Diversity and inclusion

We actively work with increasing diversity, inclusion and equality in the Danish society and lean on DI's 16 principles of their Diversity Pledge, which we have joined. We prioritise the a culture of inclusion, in which we ensure that all employees, regardless of background or identity feel welcomed and respected, without facing discrimination of any sort based on gender, age, sexuality, religion, ethnicity or any other identity factor.

More than 95% of our employees have a foreign ethnic background. Our philosophy is that diversity adds value, and therefore we are enthusiastic about inclusion and representation in our organisation. We acknowledge the diversity as an essential strength in our competence profile and are proud of the significant diversity in age, gender and ethnicity, as the face of KHRS. In terms of age diversity, 34% of our employees are between ages 24 and 50 (and above). We have a goal of recruiting a broad age range and actively resist bias and prejudice in the recruitment process.

Women make up 70% of management, which is a positive contribution to the goal of greater representation of female leaders. On an employee level, representation is divided nearly equally, with 51% male and 49% female employees. Among our employees, we also have a proportion of women with special needs and challenges. These women are often characterised by long term unemployment, limited work experience and linguistic challenges. As mentioned, we are determined and holistic about this target group.

We work closely alongside the Nordic Council of Ministers, and have participated in several events as presenters and example of best practise. As one of the few Danish private partners

in EURES (the European Employment Services), we avail three expert EURES-consultants as sparring partners for employers and unemployed. This is valuable to us, as we contribute to integration of vulnerable groups on the job market through knowledge and experience sharing, which strengthens



partnerships for the goals. We are long term business sponsors of Save the Children, The Danish Cancer Society and the Danish society for Nature Conservation. The goal is to endorse and participate in more value adding networks and support more organisations with humanitarian and green goals. The organisation's management is dedicated to conducting business in a way that not only creates value, but also contributes positively to society and the environment. The development in the area of CSR and ESG are closely linked and the management will, along with clients and suppliers, focus on constant improvement.

Relevant Goals

It is a determinant to incorporate this specific target group on the job market to reduce inequality and, in relation to SDG 10, also strengthen community and sustainability as described in SDG 11. Our overall goal is to include more marginalised individuals on the job market to mutually benefit the individual and the community. In this vein, we also aim to be more inclusive towards individuals with physical/psychological disabilities, to help them unlock their full potential in a more inclusive way.

Our long term collaboration with ministers, authorities, organisation, job centres and municipalities is in line with SDG 17, that aims to increase partnerships and resources to reach the goal.

Summary

In KHRS, we have through the years focused on people as whole individuals and believe that everyone has potential to contribute to society. Currently, we are a diverse organisation with 67 nationalities on board.

Our aim through the years has been to help integration citizens integrate into the Danish job market. Since 2006, we have collaborated with municipalities, job centres and relevant authorities, participating in an array of initiatives to increase employment.

We utilise a holistic mindset, whether it concerns job clarification, upskilling of a citizen, or retention or re-schooling of existing employees. We take a starting point in each individual's unique situation and take this into consideration, not only looking at resources and competencies.

We have always had a focus on immigrant women, as this target group often requires a different sort of effort when it comes to entering the job market. When done successfully, a great deal of change occurs for the women, economically, socially and familywise.

In KHRS, we know from experience that upskilling combined with practise can pave the way to a job. Therefore, we have developed the E-asylearn platform, as a simple way to upskill and education within certain industries. Currently, there are 24 industry specific courses available on the app, that the user can select based on interest, abilities and experience. The app also allows improving Danish language skills combined with the user's mother tongue. The app gives the user access to 10 different foreign languages so the user can get the Danish learning material translated to their mother tongue, as well as learn the pronunciation in Danish using the speaker function. Additionally, the app also incorporate an array of images and instructional videos, making the material more accessible for users with dyslexia or users that are illiterate.

In KHRS, we have worked and partnered with several initiatives to promote employment. Sharing knowledge and sparring with similar organisations is important for both us as an organisation, but also for our contribution to the community. For this reason, we have collaborated with the Nordic Welfare Center in Stockholm and Technical Education Copenhagen.

E-asylearn, since its launch, has been pilot-tested in a few municipalities and has been of great interest where employment of refugees and immigrants is concerned. A determining factor of better integration into the Danish culture, is a spot in the job market.

We are not obliged to report our community responsibility, but in this report it has been described how we contribute in terms of integration citizens and otherwise challenged citizens, and to get them into the job market. We have selected six SDGs, as well as their targets, that we aim to contribute towards positively, through our business conduct and promotion of employment. Therefore, social responsibility takes up a great proportion of this report, as this has been our trademark and driving force for many years. We hope that you, as a reader, have gained insights to who we are as a corporation, why we are passionate about social responsibility and how we can contribute to society.