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# The Company's Policies on CSR and ESG

KHRS ApS is deeply committed to conducting business in a way that not only creates value for our customers and partners, but also for society and the environment around us. For us, a sustainable business is directly linked to responsibility towards the climate, society, and people throughout the entire value chain.

We have a collective agreement with 3F, ensuring that all our employees have fair working conditions and wages through their organization.

We believe in developing a sustainable business model that integrates environmental considerations, social responsibility, and responsible corporate behavior, and we therefore place great emphasis on Environment, Social, and Governance (ESG). Our overall objective for 2024 is to future-proof the company by measuring and validating impact and continuously working on improvement initiatives.

As part of this commitment, the company has joined the UN Global Compact and is in the process of obtaining B Corp certification.

B Corp serves as a holistic framework, providing a 360-degree assessment of our value creation for all stakeholders—employees, customers, the environment, suppliers, and local communities.

The certification is a marker of KHRS's commitment to achieving higher standards of social and environmental performance, transparency, and accountability. By pursuing B Corp certification, KHRS demonstrates its desire to be part of a global movement of companies striving to balance profit with respect for people and the planet. We are proud to announce that we are now a member of the UN Global Compact, the world's largest corporate sustainability initiative, which sets a global standard for corporate progress, reporting, and communication regarding sustainability. Through this, we commit to integrating the Ten Principles and the Sustainable Development Goals into our daily operations, and to contributing to a more sustainable and just future.



# **B Corp Certification**

KHRS is now officially a B Corp certified company. After a long application process that began back in March 2024, we finally received our B Corp certification on May 20, 2025. During the process, we scored an impressive 134 points, where 80 is the minimum requirement for certification. Naturally, we are very proud of this achievement.

## What is B Corp?

B Corp is a global certification for companies that meet high standards of social responsibility, sustainability, and transparency.

To achieve B Corp certification, a company must demonstrate a high degree of transparency and be willing to operate according to B Corp's guidelines and requirements. This involves a lengthy certification process, during which the company is evaluated based on extensive documentation.

The evaluation includes areas such as financial records, focus on sustainability, economic transparency, employee well-being, diversity, leadership, ownership, and customers. This makes us even prouder to have achieved such a high score in the certification process.

For us, this certification is a strong confirmation that our values and ways of working are in line with the standards required of companies that truly want to make a difference. We are very proud of this achievement and commit to continuing to take responsibility — for the environment, our employees, partners, and the society we are part of. We look forward to continuing the shared journey towards a more sustainable and responsible future.



KHRS has officially signed the Confederation of Danish Industry's (DI) Diversity Pledge, marking a strong commitment to promoting diversity and inclusion in the workplace. By joining this pledge, we commit to actively working to create an environment where diversity is valued and where all employees feel welcome and respected. This underscores KHRS's dedication to creating a diverse and inclusive environment that fosters innovation and growth.

We are additionally a member of Danish Industry (DI).

As a member of the HORESTA Facility industry network, KHRS is committed to actively working with the UN's 17 Sustainable Development Goals in accordance with the network's code of conduct.

We commit to complying with applicable legislation and the highest industry standards regarding integrity, quality levels, environmental considerations, working environment, employee relations, education, and the use of subcontractors.

The company's management currently works with the UN Sustainable Development Goals (SDGs) at several levels and has specifically identified the most significant and relevant goals that support our CSR and ESG work:

- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 10: Reduced Inequalities
- SDG 11: Sustainable Cities and Communities



# **Description of Our Business Model**

KHRS is a Facility Management company that has been providing various services within commercial cleaning and the hotel and restaurant industry since 1981.

Today, our customers are primarily 4- and 5-star hotels in the Capital Region, which we support with a variety of service functions, including housekeeping, kitchen assistance, dishwashing, cleaning tasks, and maintenance.

We are a diverse and multicultural company with 67 nationalities represented at both management and employee levels. We believe that all people have potential and valuable resources. The diverse backgrounds of our employees are a core element of our company, as we view diversity as a strength and use it as an asset in our business operations, especially in the training of new employees.

Our services comply with the "Service Norm" and are accredited by DS (Danish Standards), which guarantees our customers high quality, integrity, and good ethics.

KHRS ApS has a collective agreement with 3F and is a member of DI (Confederation of Danish Industry) Employers' Association and HORESTA Employers' Association.

Read more about KHRS here.

# **Our CSR Policy**

Our CSR policy is approved by management and available on our website. It is communicated to employees through the employee handbook and is implemented in the company's daily operations during the training of new employees. Daily managers are responsible for ensuring that employees at the workplace comply with the instructions and standards they have been trained in.

Our CSR policy focuses on the following areas:

#### **Environment**

Cleaning is one of KHRS's core tasks, which inevitably affects the environment. However, we do everything we can to minimize our negative environmental impact, including:

- Using only certified cleaning products, either Nordic Swan Ecolabel or EU Ecolabel certified.
- Training employees during onboarding on the correct dosage of cleaning agents to avoid overuse.
- Implementing water-saving measures, such as using microfiber cloths and mops during cleaning tasks.

The types of cleaning products and standards to be used are agreed upon with the customer when entering into a service contract.

#### **Employee Relations**

Our employees are our greatest asset, and we take good care of them. They work under proper conditions, are unionized through 3F, and receive wages in accordance with the 3F collective agreement. It is important to us that our employees thrive in their daily work and operate in a safe and healthy working environment. Therefore, all employees receive training on what constitutes a healthy and safe workplace. Many of the job functions our employees perform are physically demanding, so we make every effort to prevent wear and tear, injuries, and workplace accidents by providing thorough training in:

- · Ergonomically correct working positions and lifting techniques
- Proper use of tools and machinery
- Use of personal protective equipment and work clothing adapted to specific tasks and environments

At KHRS, we comply with the Working Environment Act, which is why a written workplace assessment (APV) has been prepared. The APV is reviewed by management at least every three years and is available to both employees and the Danish Working Environment Authority.

In addition, all employees have access to safety data sheets and supplier instructions for the products they use, as well as instructions on what to do in case of accidents. All employees also receive first aid training. The psychosocial work environment must also be in order. Therefore, we do not accept bullying or offensive behavior, such as degrading treatment or sexual harassment of any employee. Such behavior may lead to employment-related consequences.

To prevent offensive behavior, bullying, and unwanted sexual attention in the workplace, all employees should observe the following guidelines:

- Show respect for your colleagues.
- Remember that people have different boundaries.
- Speak up immediately if you experience behavior you perceive as offensive or unwanted advances.
- Always respect if a colleague speaks up.
- Go to your manager or a union representative if you experience offensive behavior, bullying, or unwanted sexual attention.
- Intervene if you witness a colleague being subjected to offensive behavior, bullying, or unwanted sexual attention (e.g., by going to your manager or a union representative).

# **Training of New Employees**

New employees are trained through peer training with an experienced employee in the relevant work area. Every employee has a daily manager as well as a union representative they can turn to with questions of either a professional or personal nature.

#### **Human Rights**

In addition to maintaining a safe and respectful work environment where bullying and offensive behavior are not tolerated, we recognize basic human rights, particularly in relation to non-discrimination based on religious belief, sexual orientation, ethnicity, gender, or disability.

We also encourage our employees to show mutual respect and tolerance, as we are a multicultural company that embraces diversity.

#### **Anti-Corruption**

At KHRS, we do not have a formal anti-corruption policy, as we do not collaborate with subcontractors. However, we recognize that all forms of bribery and corruption are unacceptable in the relationship between KHRS and our partners or customers.

Similarly, disloyal or anti-competitive behavior among employees is considered unacceptable and may result in dismissal.

# Theme 1: Social Responsibility in Recruitment and Employment

In 2006, we expanded our foundation and set out to actively implement our core values and CSR policy into our business practices. Since then, we have maintained a strong focus on promoting integration by acting as a conscious stakeholder, a source of inspiration, and by expanding our networks and partnerships.

The target groups for our various projects have included vulnerable citizens with language barriers, lack of work identity, physical or mental challenges, lack of motivation, and more. Through our many years of experience with employment-promoting projects, we have gained fundamental insight into how cultural differences and language barriers can be addressed, and which solutions are best suited to each individual's situation.

Helping vulnerable and integration citizens gain a foothold in the Danish labor market and engage socially across networks has become a core driving force that we do not compromise on.

# **Examples of Completed Projects**

- The Gribskov Model A collaboration with Gribskov Municipality, focusing on helping non-Western immigrant women enter the labor market.
- New Resources Together for Integration A collaboration with Copenhagen Municipality and Jobservice Denmark (STAR), focusing on upskilling non-Western immigrants with the aim of bringing participants into regular jobs.
- Sporskifte (Change of Track) An internal project where KHRS employees with many years of seniority are retrained for other jobs to prevent wear and tear. The project is supported by STAR.
- Industry-Specific Danish Language Training A project in which Danish is taught directly at the
  workplace, with KHRS-developed teaching materials available in eight different languages. The
  project is supported by funding from SIRI.

# The Holistic Approach

When it comes to employing people with an integration background, KHRS uses a holistic approach. We view each person as a whole individual, and therefore take their unique situation as our starting point.

Some of the people we employ face barriers to entering the labor market. These may include language barriers, limited or no literacy skills (such as dyslexia or illiteracy), as well as cultural barriers like social control or patriarchal family structures. Others may have little or no work experience and limited knowledge of the Danish labor market.



## **Individually Tailored Programs**

As part of our holistic approach, we offer individually tailored programs adapted to each citizen's situation and competencies. These programs may include:

- An upskilling program, where the main objective is to assess whether the individual is suited for regular employment in the Danish labor market. It may also aim to motivate the person to remain in regular employment. Secondarily, the program may involve assessing whether the person can be referred for flexible jobs or early retirement.
- A mentorship program, where the main purpose is to identify the individual's resources and
  competencies. Prior to this, a screening interview is conducted to uncover any mental or physical
  challenges. The aim of the program is to strengthen the individual's connection to the labor market
  through company internships, educational programs, or small jobs, ultimately bringing the person
  closer to regular employment.
- A guidance program, targeted at individuals with various support needs due to language, physical, or social challenges, which make it difficult for them to enter the labor market. To ensure stability and continuity, the program takes into account learning difficulties—linguistic, social, or emotional—and proceeds at the individual's own pace, based on their circumstances. Throughout the program, the participant is assigned a dedicated contact person.
- An educational clarification program, which aims to identify the person's skills, goals, challenges, and needs. This is an upskilling program that provides formally recognized qualifications, creating more employment opportunities. The focus is on motivating the participant to take ownership of their life and improving their living conditions through education and employment.

#### **Relevant Sustainable Development Goals**

KHRS's work on social responsibility, aimed at helping more people on the margins or outside the labor market into regular employment, aligns closely with Sustainable Development Goal 8:

"Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all."

In particular, target 8.5 is relevant:

"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."

This target fits well with KHRS's initiatives, partnership agreements, and tailored programs, as our ultimate goal is to help as many people as possible into regular jobs, or alternatively to help them clarify their future life situation.

Our efforts to ensure a safe and healthy work environment for our employees, along with our focus on helping immigrant women into employment, align closely with target 8.8:

"Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, particularly women migrants, and those in precarious employment."

# Theme 2: Our Special Focus on Immigrant Women

Based on our many years of experience and interdisciplinary integration work, we assess that the following are real challenges and barriers to the successful integration of immigrant women:

- Cultural differences, including traditional gender roles and parenting patterns
- Language barriers and a lack of ability or motivation for learning and development
- Societal norms, including clashes between societal value systems, worldviews, and their own cultural values and/or religious beliefs
- Labor market attachment, including lack of work identity and/or lack of work experience

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

- Women with employment challenges only
- Women with both language barriers and employment challenges
- Women with social, cultural, and/or family-related challenges

## Method and Focus for Integrating Non-Western Immigrant Women into the Labor Market

In addition to training and retention efforts, we aim to help non-Western immigrant women become more independent and action-oriented.

Our use of empowerment as a pathway to a more self-sufficient life is sometimes necessary, particularly in cases where some of our female employees may be subject to social control or live within a patriarchal family structure.

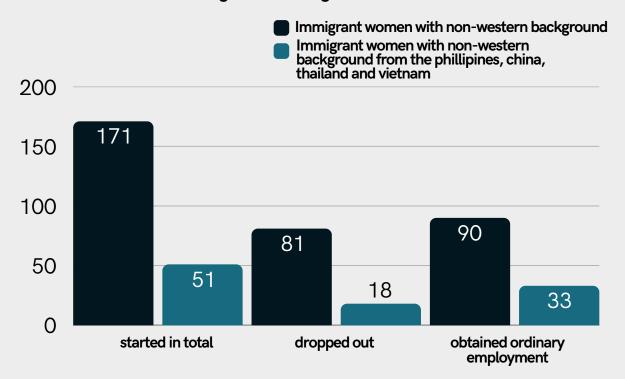
At KHRS, we use peer training (sidemandsoplæring) as a method to bring this target group into the workplace.

Where possible, women are matched with a peer trainer who shares the same cultural background and speaks the same language as the woman being trained.

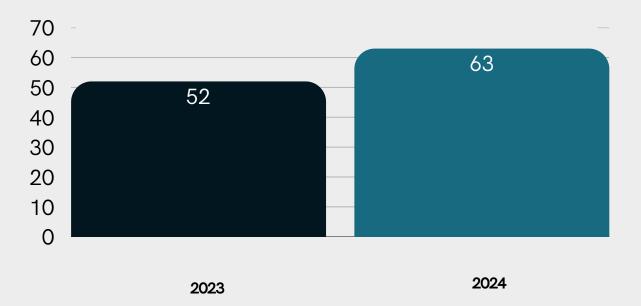
This creates a sense of belonging, security, and trust.

Below, you can see our remarkable efforts in helping immigrant women enter the labor market:

# KHRS's actions targeted at immigrant women between 2006 - 2019



Number of immigrant women employed in the period of 2023-2024



# Relevant Sustainable Development Goals

KHRS's work to bring more immigrant women into the labor market aligns closely with Sustainable Development Goal 8, in particular targets 8.5 and 8.8, as described earlier in this report. In addition, Goal 1 – No Poverty is also relevant. When these women gain employment, they transition from public benefits (cash assistance or integration benefits) to financial self-sufficiency, thereby moving out of what is considered poverty by Danish standards—even though Denmark does not have an official economic definition of poverty.

Gaining regular employment is a crucial prerequisite for their empowerment and for breaking negative social patterns, which financial independence is a central part of.

At the same time, enabling immigrant women to obtain regular jobs helps reduce social inequality, as immigrant women on public benefits can otherwise contribute to reinforcing these inequalities. Here, Goal 10, particularly targets 10.2 and 10.3, is relevant, as these aim to reduce inequality within societies.

From a gender equality perspective, Goal 5, and in particular target 5.5, is especially relevant, as economic independence and equality are prerequisites for immigrant women to gain greater influence over and improvement of their own lives, thereby increasing their opportunities for greater participation, influence, and engagement both in society and at home.

From a societal and sustainability perspective, it is also beneficial for immigrant women to enter regular employment, as society saves on public welfare expenditures. Furthermore, improved personal finances can give these women greater mental capacity to become active participants in civil society. Therefore, Goal 11 and target 11.3 are also relevant in this context.

# Theme 3: Learning and Education as Part of Employment at KHRS

KHRS Academy was founded with the purpose of offering language training and industry-specific courses to better equip people with an integration background for the labor market.

The courses are individually tailored, based on each participant's wishes, qualifications, and resources, both professionally and linguistically.

As part of a holistic approach, the participant's health status is also taken into account in order to identify their resources and needs in relation to taking on regular employment.

# A Combination of Practical and Theoretical Training

Participants with an integration background who join our programs typically follow a process that consists of practical training through a company internship, combined with language and industry-specific upskilling.

Throughout the program, the participant's level is evaluated both practically and theoretically at the beginning, midway, and end of the program.

The evaluation includes written tests and progression measurements, which indicate the participant's initial professional level, as well as progress between the second and third tests.

Based on the test results, quantitative measurements are made to identify the participant's strengths and weaknesses in the relevant professional areas.



## E-asylearn - Job-Oriented Courses in Multiple Languages

As a result of COVID-19, we have been developing an e-learning platform, "E-asylearn," in the form of an app since 2020. The idea was to make learning easier and more flexible for our users. Our learning platform offers a range of industry-specific courses combined with language training. All courses are available in Danish, but the app has a built-in audio function that allows the user to choose between 10 different foreign languages to have the Danish material translated into their native language.

Currently, users can choose from the following languages: Ukrainian, Tigrinya, Somali, Urdu, English, Swedish, Norwegian, Turkish, Pashto, and Arabic.

The idea behind the translations is to make the courses easier to understand for users, while also making it easier for them to learn and understand Danish.

It is important to us that the participants in our programs also learn to understand and speak Danish or English, as this is one of the key prerequisites for functioning in a Danish workplace. The text material in E-asylearn is supplemented with a range of images and instructional videos, and the exercises contain elements of gamification. This is intended to make learning more fun, easier, and more accessible, especially for users with dyslexia or low literacy skills.

#### **Future Perspectives for E-asylearn**

In the long term, our goal is for the industry-specific courses offered via E-asylearn to be approved and used on par with AMU courses (Adult Vocational Training).

Therefore, in the summer of 2022, KHRS began a collaboration with TEC (Technical Education Copenhagen), which already offers a range of AMU courses. In this collaboration, E-asylearn is used alongside AMU courses that match the content available on the E-asylearn platform.

#### **Relevant Sustainable Development Goals**

KHRS Academy — our development and launch of the E-asylearn learning platform — is closely aligned with Sustainable Development Goal 4 on Quality Education. The goal is to: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."

In particular, targets 4.3, 4.4, 4.5, 4.6, and 4.7 are relevant, as they outline a commitment to ensuring that by 2030, all people, regardless of gender, have equal access to education, including technical skills and vocational competencies, which significantly increase access to employment, decent jobs, and entrepreneurship (target 4.4).

# Theme 4: Cooperation Agreements / Partnerships

KHRS works primarily with job centers and other actors responsible for helping people with an integration background enter the labor market.

Since 2006, KHRS has been involved in a number of projects and collaborations with various municipalities, the Danish Agency for Labour Market and Recruitment (STAR), and the Danish Agency for International Recruitment and Integration (SIRI).

The common objective of many of these projects has been to help people with an integration background find employment or enroll in upskilling programs, such as industry-specific Danish language training.

In addition to our collaboration with TEC, we have also entered into a partnership with Andersen Control in connection with the launch of two specific cleaning courses (Insta 800 and NIR).

Since autumn 2021, KHRS has also had an ongoing collaboration with Nordens Velfærdscenter in Stockholm, a knowledge center under the Nordic Council of Ministers.

In October 2022, KHRS participated in a seminar on tackling long-term unemployment among immigrants after COVID-19, where we presented the methods we use to help immigrants enter the labor market, as well as E-asylearn as a learning and upskilling tool.

# Theme 5: Diversity and Inclusion

We work actively to promote diversity, inclusion, and equality in Danish society and are guided by DI's 16 Diversity Pledge principles, which we have signed.

We prioritize creating an inclusive environment, ensuring that all employees—regardless of background or identity—feel welcome and respected, and that no one experiences discrimination on the basis of gender, age, sexuality, religion, ethnicity, or any other factor.

Over 95% of employees at KHRS ApS have an ethnic background other than Danish.

Our philosophy is that diversity works and adds value, and we are therefore proud to have such a diverse and multicultural representation in our company.

We recognize diversity as a key strength in our competence profile, and we are proud of the significant diversity in age, gender, and ethnicity represented at KHRS.

In terms of age diversity, employees under 24 and over 50 together make up 34% of our workforce. We aim to recruit more broadly and actively counteract bias and prejudice in the recruitment process. At KHRS ApS, women in leadership roles account for 70%, which is a positive achievement of our goal to increase female representation in leadership. At the employee level, the distribution is fairly balanced, with 51% men and 49% women. Among our employees, there is also a group of women with special needs and challenges, often characterized by long-term unemployment, limited work experience, and language barriers. As mentioned earlier, we work in a targeted and holistic way with this group.

We have a close collaboration with the Nordic Council of Ministers and have participated in several events as speakers and examples of best practices.

As one of the few Danish private partners in EURES (the European Employment Services Network), we now provide three trained EURES advisors as sparring partners for employers and job seekers. We consider it valuable to contribute to the integration of vulnerable groups into the labor market through knowledge sharing and exchange of experience, which strengthens partnerships for action. We are a regular corporate sponsor of Save the Children Denmark, the Danish Cancer Society, and the Danish Society for Nature Conservation. Our goal is to participate in more value-creating networks and support additional organizations with humanitarian and environmental purposes. The company's management is highly dedicated to running the business in a way that not only creates value but also contributes positively to society and the environment. We closely follow developments in the areas of CSR and ESG, and the company's management, together with customers and suppliers, will focus on continuous improvements.



#### Relevant Sustainable Development Goals

It is crucial to integrate this specific target group into the labor market in order to reduce inequality, in line with Sustainable Development Goal 10, as well as to strengthen social cohesion and sustainability, as described in Goal 11.

Our overall objective is to include even more marginalized individuals in the labor market, thereby creating positive impacts for both individuals and local communities.

As an extension of this goal, we also focus on employing people with physical and/or mental disabilities, as we believe that everyone has unique potential, regardless of their circumstances and needs.

Our long-term collaboration with ministries, agencies, organizations, job centers, and municipalities aligns with Sustainable Development Goal 17, which aims to strengthen global partnerships and increase resources to achieve the goals.

# **Summary**

At KHRS, we have for many years focused on the whole person, and we believe that everyone has potential and something to contribute to both the labor market and society.

Today, we are a diverse company with 67 nationalities employed.

For many years, our goal has been to help people with an integration background enter the labor market. Since 2006, we have done this in collaboration with municipal job centers and relevant government agencies through a range of employment-promoting projects.

We use a holistic approach when individuals participate in our programs—whether it involves job clarification, upskilling a job seeker, or retaining or retraining existing employees. We take each person's individual life situation as our starting point and therefore do not only focus on resources and competencies during their time with us.

At KHRS, immigrant women have always been a particular focus, as we know it requires extra effort to support some women with immigrant backgrounds in entering the labor market. However, we have also seen that it is possible to succeed in helping this group gain employment. When it happens, it brings significant changes to these women's lives—not only economically, but also socially and within their families.

We know that education and upskilling combined with practical training can be a pathway to employment. That's why KHRS has developed an app, "E-asylearn," to provide an easy way to access training and education within specific industries. Currently, the app offers 24 industry-specific courses that users can choose from based on their interests, abilities, and experience. The app also serves as a tool for practicing Danish alongside the user's native language. It offers 10 different foreign languages, allowing users to translate and listen to the Danish course materials and exercises in their own language. In addition, the app includes visual materials and introductory videos, making it more accessible to users with dyslexia or low literacy levels.

Over the years, KHRS has been involved in various partnerships and employment-promoting projects. Knowledge sharing and exchanging experiences with similar organizations are important to us—not only for our own development but also because we want to contribute our expertise to others.

We currently collaborate with Nordens Velfærdscenter in Stockholm and Technical Education Copenhagen (TEC).

As part of the launch of E-asylearn, we conducted a pilot project with several municipalities, and there has been great interest in whether the app can be a fast track to employment for refugees and immigrants.

A crucial factor for better integration into Danish society is access to the labor market, and this is exactly what our initiatives aim to support.

We are not obligated to report on our corporate social responsibility, but in this report we have described what we do to help people with an integration background and other vulnerable groups enter the labor market. We have selected six Sustainable Development Goals (SDGs) and corresponding targets, to which we strive to contribute positively in various ways through our business operations and employment-promoting initiatives. For this reason, social responsibility is the main focus of this report, as it has been one of KHRS's key characteristics and driving forces for many years. We hope that the reader has gained a better understanding of who we are as a company, why we are so passionate about social responsibility, and what both we and society gain from these efforts.



# We are part of **The UN Global Compact**

The world's largest corporate sustainability initiative, and Denmark's biggest network and learning environment for sustainability in the private sector

