Kommunikationssamling

A.P. Møller Maersk 1
   Menneskerettigheder 1
   Arbejdsrettigheder 2
   Miljø 2
   Anti-korruption 4
   Kommunikation i 2009 årsrapporten 5

Carlsberg 6
   Menneskerettigheder & Arbejdsrettigheder 6
   Miljø 7
   Anti-korruption 7
   Kommunikation i 2009 Årsrapporten 7

D/S Norden 9
   Menneskerettigheder 9
   Arbejdsrettigheder 9
   Miljø 12
   Anti-korruption 14

Danisco 14
   Menneskerettigheder 14
   Arbejdsrettigheder 15
   Miljø 16
   Anti-korruption 16
   Kommunikation i 2009 årsrapporten 16

Danske Bank 18
   Menneskerettigheder 18
   Arbejdsrettigheder 18
   Miljø 20
   Anti-korruption 23
<table>
<thead>
<tr>
<th>Company</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>DVS</td>
<td>23</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>23</td>
</tr>
<tr>
<td>Arbejdsrettigheder</td>
<td>24</td>
</tr>
<tr>
<td>Miljø</td>
<td>24</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>24</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>25</td>
</tr>
<tr>
<td>FLSmith &amp; Co</td>
<td>26</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>26</td>
</tr>
<tr>
<td>Arbejdsrettigheder</td>
<td>26</td>
</tr>
<tr>
<td>Miljø</td>
<td>28</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>29</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>29</td>
</tr>
<tr>
<td>Genmab</td>
<td>32</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>32</td>
</tr>
<tr>
<td>H. Lundbeck</td>
<td>33</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>33</td>
</tr>
<tr>
<td>Arbejdsrettigheder</td>
<td>34</td>
</tr>
<tr>
<td>Miljø</td>
<td>34</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>35</td>
</tr>
<tr>
<td>Jyske Bank</td>
<td>35</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>35</td>
</tr>
<tr>
<td>Arbejdsrettigheder</td>
<td>35</td>
</tr>
<tr>
<td>Miljø</td>
<td>35</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>35</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>35</td>
</tr>
<tr>
<td>NKT Holding</td>
<td>37</td>
</tr>
<tr>
<td>Menneskerettigheder &amp; Arbejdsrettigheder</td>
<td>37</td>
</tr>
<tr>
<td>Miljø</td>
<td>37</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>38</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>38</td>
</tr>
<tr>
<td>Nordea</td>
<td>40</td>
</tr>
<tr>
<td>Company</td>
<td>Menneskerettigheder</td>
</tr>
<tr>
<td>-----------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>40</td>
</tr>
<tr>
<td>Miljø</td>
<td>41</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>42</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>42</td>
</tr>
<tr>
<td>Novo Nordisk</td>
<td>42</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>42</td>
</tr>
<tr>
<td>Miljø</td>
<td>43</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>44</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>44</td>
</tr>
<tr>
<td>Sydbank</td>
<td>48</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>48</td>
</tr>
<tr>
<td>Miljø</td>
<td>48</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>48</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>48</td>
</tr>
<tr>
<td>Topdanmark</td>
<td>49</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>49</td>
</tr>
<tr>
<td>Miljø</td>
<td>49</td>
</tr>
<tr>
<td>Anti-korruption</td>
<td>49</td>
</tr>
<tr>
<td>Kommunikation i 2009 årsrapporten</td>
<td>49</td>
</tr>
<tr>
<td>Trygvesta</td>
<td>50</td>
</tr>
<tr>
<td>Menneskerettigheder</td>
<td>50</td>
</tr>
<tr>
<td>Miljø</td>
<td>50</td>
</tr>
</tbody>
</table>
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Arbejdsrettigheder
Miljø
Anti-korruption

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Miljø
Anti-korruption

Kommunikation i 2009 årsrapporten
At Maersk, security is first and foremost a question of employee safety. As such, piracy is presently our main maritime security concern. Piracy poses a threat to international trade and global growth and must be dealt with by the international community. Through the Danish Shipowners Association, we are involved in a number of UN, European Union and NATO working groups and meetings devoted to dealing with this threat. We back proposals such as establishing a regional maritime sea patrol to protect ships in the area from piracy attacks. With support from the international community, the nations in the affected regions also need to address the problem.

Attacks are on the rise
With an estimated 2,000 transits yearly under the Maersk flag in the Gulf of Aden and off the Somali coast – a strategic corridor between the Indian Ocean and the Red Sea – we work continuously to keep our crews and our customers’ cargo safe from piracy attacks. According to the ICC International Maritime Bureau, the record number of attacks in 2008 (111) was surpassed as early as September 2009. And while progress has been made on the legal framework for prosecuting pirates, the issue remains largely unsolved.

Furthermore, the area in which the pirates operate is expanding, with some attempts at piracy now spotted off the coast of Oman and in the Red Sea. Nigeria continues to be viewed as another risk area, and our ships operating in Nigerian waters and calling Nigerian ports are also subject to stringent procedures to help mitigate the security risks.

Protection through collaboration
Nearly all of our transits through the Gulf of Aden in 2009 were carried out as part of a navy convoy system, either under the direct protection of a designated navy ship or as part of a group transit where a number of ships sail under the protection of the European Union fleet. These same systems are not employed for the Somali Basin, where our ships are instructed to sail sufficiently far from the shore to impede most pirate attacks.

Continuously updated measures
To mitigate the risk of piracy attacks on our ships, we continuously update our comprehensive set of security instructions for ships that transit the Gulf of Aden or the Somali Basin. Based on the very latest best practices and often updated more frequently than once a month, these instructions include detailed reporting procedures as well as precautions to be taken on board the ship when transiting these areas. We maintain our policy of not arming crews or allowing armed guards onboard our ships. However, in certain instances when force protection is government mandated, we will work with and comply with government instructions. Occasionally, we still reroute certain ships away from the Gulf of Aden. Ships that have a low freeboard and/or low speed are required to sail around the Cape of Good Hope if they cannot be part of a naval convoy system.

Security on land
For a global company, keeping employees safe can also be an issue on land. Our security officers continuously monitor and assess the situation in areas where there is potential unrest. Decisions as to whether a Maersk office will remain open or be closed at times of unrest are made by local management.

Kilde: http://www.maersk.com/Sustainability/Pages/OurApproach.aspx
Arbejdsrettigheder

Health

All businesses benefit from having healthy employees. A healthy workforce is essential if a company is to carry out its work, and companies have a basic ethical duty to protect their employees from circumstances that could harm their health.

In today’s world, employee health is more important than ever. Human health is deteriorating in most corners of the globe, with incidences of infectious and chronic diseases growing at unprecedented rates. In addition, the psycho-social health of many people is being impacted by changes in social norms, life styles and demands for efficiency. Health issues are affecting corporate and public economies, the social fabric of societies, and obviously the quality of life for the people whose health is at risk and their families.

At Maersk, recent work to improve employee health has resulted in a “Group Health Manual”, which requires management programmes to be in place to assess, monitor and document health risks linked to chemical, physical, biological, ergonomic and psychological hazards at the workplace. This could involve air quality, noise, exposure to potentially hazardous substances, workloads and discrimination. Our policies also require us to monitor compliance with national statutory requirements in all areas of health management.

Safety

At Maersk, our 115,000 employees are the very lifeblood of our company. No work-related injury or death is ever acceptable to us.

Oil rigs, ships, container terminals, container factories and shipyards are all workplaces that pose risks in terms of employee safety. The work carried out at these sites requires heavy equipment and is often performed in harsh and challenging conditions. This requires us to go to great lengths to manage the health and safety risks our employees are exposed to.

In 2009, we finalised the implementation of our Group Health, Safety, Security and Environment Manual, a process we began in 2008. All our business units have a governance, management and reporting structure in place to ensure that our employees are protected at work.

While our performance doesn’t yet live up to our vision of zero fatalities and no injuries at our workplaces, we’ve made important strides in reducing the numbers of work-related incidents and fatalities.

Kilde: http://www.maersk.com/Sustainability/Pages/OurApproach.aspx

Miljø

At Maersk, we further understand that sustainable business practises go hand in hand with innovation and a constant care for the environment on which all of us depend.

The A.P. Moller - Maersk Group owns the largest container shipping company in the world and is a leading independent oil and gas operator. Activities of this scale obviously impact the environment – on global, regional and local levels. The main environmental impact of extracting and producing energy, and transporting goods across waters, is the emission of greenhouse gasses and other pollutants that can affect people and the environment.

Other activities that can impact the environment include the consumption and discharge of water, the generating and handling of waste, and activities that can entail a risk of spills.

Today, climate change and the ability to develop reliable and clean energy supplies are at the forefront of public and scientific debate. The growing importance of these issues is clear to us, and in recent years, we have devoted considerable resources towards understanding and minimising the environmental impact of our activities.
Environmental Strategy
In 2008, our Executive Board approved an ambitious group-wide environmental strategy we call “Eco-Efficiency”. The strategy requires all our business units to pursue greater efficiency through innovation and technological advances – with the aim of using natural resources more efficiently and with less impact on the environment.

The Group environmental strategy is the over-riding "umbrella" defining the scope and framework within which all environmental strategic articulations, actions and organisational behavior would have to be framed.

In view of that, we constantly aim to improve resource productivity in respect to energy, water and materials. The strategy contains the aspiration to go beyond compliance in order to build competitive advantage through a systematic approach to identify potentials for more efficient use of resources, lower emissions and optimise cost. As the strategy is implemented across our business, we expect it to result in substantial benefits, including:

- greater ability to meet customer requirements
- improved resource productivity (energy, water and material)
- lower environmental costs and regulatory burdens
- improved collaboration with governments and regulators
- greater ability to attract and retain talent
- better management of environment-related risks

Strategic Climate Change Initiative
The decision to choose Eco-Efficiency as our environmental strategy is an outcome of the A.P. Moller - Maersk Strategic Climate Change Initiative. This initiative focused on developing strategic responses to the emerging environmental agenda, and was divided into three phases.

Phase 1: The objective of Phase 1 was to assess the most important environmental issues facing us today. To do so, we conducted a materiality assessment by (i) identifying the main activities and environmental impacts of each business unit, (ii) comparing the impacts with the main concerns of each business unit’s stakeholders, and (iii) prioritising the issues into “high”, “medium” and “low” levels of concern.

Phase 2: The objective of Phase 2 was to elaborate different scenarios that could help us develop long-term strategic responses. This work involved (i) identifying main drivers linked to environmental issues (e.g., energy supply and demand, fuel technologies, public policies and regulations, energy prices, carbon prices), (ii) identifying main sources of uncertainty, and (iii) developing different scenarios as combinations of drivers over the next 10–20 years.

Phase 3: The objective of Phase 3 was to develop a number of long-term strategies for dealing with the future scenarios we had identified. These strategies reflect different attitudes to both threats and opportunities linked to environmental concerns.

Environmental Policy
We believe in sustainability and support initiatives that promote environmental responsibility. This can involve anything, from an individual employee’s idea for how to incorporate environmental awareness into day-to-day work, to high-level business decisions on ways to minimise our environmental footprint while remaining competitive. At Maersk, we want to incorporate environmental thinking into everything we do.

Complying with environmental legislation is important, of course, but our strategy calls on us to do more. We believe that individual contributions make a difference, and as the world’s largest container shipping company and a major player in oil and gas, we accept our special responsibility to promote sustainability.

Our ultimate aim is a balanced, sustainable and environmentally responsible approach to long-term economic growth and quality of life.

Legislation
Tackling environmental threats and global climate change is something the world needs to do together. That is why we
work with a number of organisations that deal with such matters, including the International Maritime Organization, the Danish Shipowners’ Association, Oil and Gas Producers, and the International Association of Drilling Contractors.

We believe that globally aligned, standards-based solutions are needed to really slow the rate of climate change, and we are firm believers in international agreements. That is why we are involved in legislative work in the field – especially in areas where we have unique knowledge and insight to share.

It’s an approach that is directly linked to our environmental strategy – which encourages a proactive approach to legislation. Instead of waiting for new laws, regulations and standards, we want to be ahead of the game. And this applies to both our transport activities and our energy business – where we aim to meet or exceed all applicable legislative or regulatory requirements. Where there are no requirements, we believe in applying responsible standards.

**International Maritime Organization (IMO)**

As a specialised agency of the United Nations, the IMO has worked for 71 years to develop regulations for shipping, one of the most international industries in the world. Under the slogan “Safe, secure and efficient shipping on clean oceans”, the organisation addresses a vital need for acceptable regulations in an industry where vessel ownership and management often involve multiple countries and jurisdictions.

Traditionally, the IMO has worked to ensure a level playing field for shipping worldwide. We support the work of the IMO, contributing to the political process with input on proposals and new regulations.

One example is the current work to come up with a mandatory CO2 design index for new ships, where Denmark has served as a key driver behind the initiative.

**Other regulations**

Our oil and gas activities have to comply with local legislation in the jurisdictions where they are carried out. For example, CO2 emissions produced by Maersk Oil North Sea UK are regulated by the European Union Emissions Trading Scheme. Other emissions are covered by the Offshore Combustion Installation Regulations 2001, the UK Government’s response to the Integrated Pollution Prevention and Control Directive. To support the goals of this legislation, Maersk Oil has developed programmes to improve energy efficiency at offshore installations.

Other Maersk Oil UK activities that can impact the environment or involve water and chemicals are subject to OSPAR recommendations, established in Europe to protect the marine environment of the Northeast Atlantic.

Kilde: [http://www.maersk.com/Sustainability/Pages/OurApproach.aspx](http://www.maersk.com/Sustainability/Pages/OurApproach.aspx)

**Anti-korrupation**

Our anti-corruption policies are intended to help our employees who find themselves having to deal with difficult situations where ethical choices must be made.

Any company with 115,000 employees operating in 130 different countries will occasionally encounter unsavoury situations, including bribe demands. But how should an employee actually handle a situation where a business opportunity is coupled with undue external pressure?

Our legal department has established a set of policies, compliance tools and training programmes to answer this question. Known as the Group Anti-Corruption Compliance Programme, these initiatives include:

- A Group anti-corruption policy and set of comprehensive guidelines
- In-person and online training sessions
- Use of due-diligence materials in selecting certain categories of business partners, e.g. agents, JV partners and large-scale suppliers
- Use of risk-based standard compliance contract clauses
• Ongoing internal monitoring as implementation proceeds, including gathering feedback on necessary improvement.

The programme incorporates elements from other companies’ programmes, standards proposed by various NGOs and enforcement agencies, as well as significant practical input from our stakeholders.

Kilde: [http://www.maersk.com/Sustainability/Pages/OurApproach.aspx](http://www.maersk.com/Sustainability/Pages/OurApproach.aspx)

**Kommunikation i 2009 årsrapporten**

**Sustainability in a new climate**

2009 was a year of major changes and for the A.P. Moller - Maersk Group the global financial crisis set a new stage for the world’s rising demand for resources. The efforts to make the business more sustainable intensified and at the same time, the Group faced a historically difficult financial situation. The Group’s objective is to be a sustainable enterprise – financially, socially and environmentally – and in 2009, new programmes were developed in relation to employee conditions, responsible purchasing policy and anti-corruption. At the same time, the work carried out so far relating to health, safety, the environment and climate continued.

Climate and environment efforts were intensified in 2009. The Group’s total emission of greenhouse gas emissions fell by 6.9% partly related to lower activity. In addition to the positive effect on the Group’s environmental impact, these energy savings also led to significant fuel cost savings.

The Group will continue its efforts to limit emissions and across business units a relative objective has been set to reduce greenhouse gas emissions by 10% in 2012 as compared to 2007. As an example, Maersk Line will reduce CO2 emissions per transported container by 20% from 2007 to 2017. The strong focus in this area will also strengthen future competitiveness in the form of lower costs and new business opportunities.

Using knowledge, innovation and partnerships, the Group will continue to look for new business opportunities in a world where limited resources increase the necessity of sustainable businesses.

For the A.P. Moller - Maersk Group, sustainability is neither a new task nor a task that will soon be solved. For an enterprise to be a good citizen, globally as well as locally, it is necessary to show constant care in respect of people and the environment and this has long been a permanent aspect of the Group’s basic values.

**Safety is a core priority**

A large number of the Group’s employees work under challenging conditions on board ships, oil platforms, port terminals, etc. Constant employee commitment and vigilance is required to safeguard all employees. In 2009, the accident rate fell by 5.9% as compared to 2008 from 5.08 to 4.78 per million working hours.

Unfortunately, despite the safety improvements, the Group had 15 work-related deaths in 2009, which is not acceptable. Safety at the Group’s locations remains an important focus area.

**Safety, even in danger zones**

Piracy continues to be a significant threat to the crews’ safety as well as to international trade and, hence, global economic growth. We aim at safeguarding our crews best possible considering the rules of the individual flag states. In 2009, five A.P. Moller - Maersk ships were attacked by pirates in the Gulf of Aden or off the coast of East Africa. Four of the attacks were avoided but the captain of Maersk Alabama was temporarily taken hostage during a fifth attack.

As a safety precaution, almost all Group ships sail through the Gulf of Aden using a convoy system. In the long term, however, we support a solution where a regional navy is set up under the auspices of the international community. Piracy is an international problem and must be solved using international measures.

**Fulfilling ambitions**

Transparency in the Group’s actions is the objective as well as the means to obtain progress in terms of sustainability.

Embedding sustainability in words and actions in all business units takes time, and in 2009, the efforts to ensure a more well-organised and structured approach to the task continued.

The UN Global Compact was signed and, accordingly, the Group’s sustainability efforts comprise 10 principles relating to human rights, labour rights, the environment and anti-corruption. It also means that the Group is obliged to annually document and communicate our progress.

In addition to having added new areas to the Group’s work and reporting in 2009, data for the individual business units were made available to give stakeholders a better insight into and overview of the results generated by the individual business areas.

The Directors’ report does not comprise a full report on corporate social responsibility; instead reference is made to the separate report on sustainability prepared in accordance with the UN “Global Compact” charter.
At Carlsberg, we believe that our employees are fundamental to our success and our aim is to provide an open and inspirational workplace where our employees can develop their full potential.

We are strongly committed to high standards that create a fair, respectable and safe workplace for all employees in the Carlsberg Group. We support the United Nations Universal Declaration of Human Rights and the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work.

Carlsberg is a company with dedicated and professional people. They are key to developing a Winning Culture and to the success of the company. Our Winning Behaviours guides us in the way we work together and in everything we do.

Continuous development of our employees is a core element of our strategic approach. We strive to optimise people processes to create a fair and just environment, and one where people at all levels have the opportunity to further enhance their professional development.

The progress we have made in integrating this approach can be measured according to various group and local activities. Last year, we developed a new Labour and Human Rights policy to set the labour and human rights standards that all employees in the Carlsberg Group enjoy, irrespective of the country in which they work.

We conduct a bi-annual employee attitude survey to measure the engagement of our employees and identify areas for improvement. Furthermore, we have gathered group-wide Labour and Human Rights Data for the first time.

At the heart of all our operations is the safety of our people. Our aim is that no one should come to harm as a result of our operations and we are committed to achieving the highest standards of health and safety for our employees throughout the Group.

The health and safety of all our employees across the globe is fundamental for the Carlsberg Group. We are a responsible company to work for and we continuously focus our efforts on improving working practices and raising standards on matters relating to health and safety.

A fundamental element of our approach is our governance system and our efforts to ensure that health and safety standards are followed and to continuously find areas where we can improve.

The development of local initiatives is strongly encouraged and best practices are actively shared to constantly improve health and safety performance throughout the group. Find out more how we are making progress towards integrating our approach into our local business operations and translating them into concrete initiatives.

Our Health & Safety Policy sets standards and guidelines so that our employees can operate in a workplace that is safe and conforms to local and international legislation regarding the rights of the individual.
**Miljø**

The sustainability of the environment plays a vital role within our business. Most of our raw materials and ingredients are sourced directly from nature. The continued success of our business is directly linked to the health of the environment.

We are continually looking for ways to reduce our impact on the environment. Through the standards set out in our environmental policy, we aim to use natural resources more efficiently and minimise the negative impact of our operations.

In 2009, we developed a new environmental strategy for the entire Carlsberg group to further improve our performance and sustain our industry leader position when it comes to production water and energy consumption.

Within our environmental strategy, we are focusing our efforts on three areas that are the most relevant to our business: Water, Energy and Emissions and Packaging. Our environmental performance in 2009 in each of these areas is measured according to various performance indicators related to our production processes.

As part of the CSR reporting strategy, we have requested KPMG’s sustainability team to provide assurance on selected key environmental indicators. The selected indicators and the associated data and explanatory notes are indicated with an asterisk (*) on the relevant environmental web sections.

Their conclusions can be found in their independent assurance statement. We intend to further develop our CSR reporting and extend the scope of the assurance engagement to other key indicators in the coming years.


**Anti-korruption**

(ikke tilgængelig)

**Kommunikation i 2009 Årsrapporten**

**Miljøstrategi og -mål**

I 2008 blev der gennemført en analyse af Carlsbergs CO2-udledning og vandforbrug. Den viste, at Carlsberg ligger helt i front i den internationale bryggeribranche, når det gælder vand- og energieffektivitet. Resultaterne blev i 2009 brugt til at udforme en ny miljøstrategi for Gruppen med tre hovedformål:

- Fastholde førerposition i branchen mht. vand- og energiforbrug samt udledning af drivhusgasser.
- Reducere mængden af emballage og fremme genbrug og genvinding af emballagemateriale.
- Hjælpe lokalsamfund med at styre deres vandreservoirer for at mindske forsyningsproblemer.

For at fastholde sin førerposition i branchen har Carlsberg opstillet mål for vandforbrug og udledning af CO2 i 2012 og er i gang med at gennemføre effektiviseringsprogrammer i alle dele af driften for at nå disse mål.

**Resultat 2009 Mål 2012**

- Vand 3,7 hl/hl 3,3 hl/hl
- Udledning af CO2 8,9 kg CO2/hl 8,5 kg CO2/hl

Carlsberg arbejder fortsat på at gennemføre forskellige aktiviteter i alle dele af driften og i de lokale selskaber for at reducere virksomhedens samlede miljøbelastning. Det drejer sig bl.a. om udnyttelse af biogas fra vandrensningsanlæg i Sverige, Malaysia, Schweiz, Frankrig, Rusland og nu også i Ukraine og Kina, svarende til 5-15% af energiforbruget i et bryggeri. Carlsberg arbejder desuden på at reducere mængden af emballage ved at indføre letvægtsmaterialer.

Et eksempel er Storbritannien, hvor en 330 ml-flaske blev redesignet og gjort lettere, hvorved der spares 240 tons glas om året.
Kina – Effektiv og mere miljøvenlig produktion.
For at effektivisere vores produktionsprocesser yderligere har Carlsberg i Kina udviklet og implementeret et målrettet Production Excellence-(ProdEx) program med henblik på at opnå mere effektive vedligeholdelsesprocesser og derved nedbringe energi- og vandforbruget. Vigtige elementer i ProdEx er udveksling af “best practice” på tværs af bryggerier og en fælles tilgang til problemløsning. Der er opnået lovende resultater på flere bryggerier.

Rusland – Brug af damp i brygprocesserne.
Carlsbergs russiske bryggeri har udviklet et energibesparende system for at reducere energiudgifterne og den negative miljøpåvirkning fra vanddamp, der udlødes til atmosfæren. I stedet for at vanddampen udlødes til atmosfæren, lagres den nu i en specialdesignet beholder og genanvendes til opvarmning af vand i produktionsprocessen. Der blev i 2008 indført en ny strategisk tilgang til CSR i Carlsberg gruppen. I 2009 fortsatte Carlsberg arbejdet med at implementere CSR-strategien med henblik på at integrere CSR i forretningsproces og overholde. I 2009 tilsluttede Carlsberg sig ligeledes Suppliers Ethical Data Exchange (Sedex) for at øge ansvarlig leverandørstyring.

Politiske, rapporterings- og ledelsesværktøj


Storbritannien – Fokus på sikkerhed.
Carlsberg UK har implementeret et projekt, der skal nedbringe antallet af arbejdsulykker ved levering af produkter til bar- og restaurationsbranchen og reducere sygdom blandt lagermedarbejdere. Indførelsen af pallehåndtering ved lastning og levering af ordrer til bar- og restaurationsbranchen har reduceret antallet af arbejdsulykker betydeligt.

Centraleuropa – Pris for bedste miljørapport.

Ansvarlig vækst
22 Ledelsens beretning FN’s Global Compact Principperne i FN’s Global Compact er en integreret del af Carlsbergs daglige arbejde. I år offentliggør vi vores første redegørelse om fremskridt (Communication on Progress eller COP) for at påvise, hvor langt vi er kommet med implementeringen af principperne i Global Compact. Carlsberg har også underskrevet “CEO Water Mandate” og tiltrådt Global Compactinitiativet “Caring for Climate”.

Disse initiativer giver Carlsberg en ramme for arbejdet med at fremme praktiske løsninger til at nedbringe vandforbruget og undgå at bidrage til klimaforandringer. Læs Carlsbergs COP på www.carlsberggroup.com/csr/ourfocusareas/2009COP

Ansvarlig leverandørstyring
Carlsberg fortsatte i 2009 arbejdet med at implementere sin Adfærdskodeks for leverandører og licenstagere (Carlsberg Supplier and Licensee Code of Conduct) gennem udvikling af et program for ansvarlig leverandørstyring. Alle nye globale leverandørkontrakter indeholder nu et sæt sociale og miljømæssige standarder, som leverandører skal overholde. I 2009 tilsluttede Carlsberg sig ligeledes Suppliers Ethical Data Exchange (Sedex) for at øge kendskabet til CSR-problemløsninger hos både Carlsberg og dets leverandører.

Fremover vil CSR-kriterier blive inddraget i evalueringen af alle investeringer og indkøb over et vist årligt beløb samt i Carlsbergs standardiserede indkøbsprikkontrakter.

Gruppen – Klimavenlige køleskabe.
Carlsberg har siden 2006 været medlem af Refrigerants ngo'er, hvis mål er at øge brugen af HFC-frie køleskabe. I 2009 redefinerede Carlsberg sin strategi, således at nyindkøbte køleskabe – på markeder, hvor leveringsmuligheder og den nødvendige tekniske support er til stede – nu anvender det mere klimavenlige HC som kølemiddel og er udstyret med et energisparesystem.

Fremme af ansvarligt forbrug
Carlsberg ønsker at påtage sig en proaktiv rolle i
kampen mod misbrug af Gruppens produkter. Selskaberne i Carlsberg-gruppen udvikler derfor lokale aktiviteter, der informerer forbrugere om, hvordan de undgår misbrug, og hvordan de kan nyde øl på en forsvarlig måde. Der lægges vægt på væsentlige problemstillinger som unges alkoholforbrug og spirituskørsel. I 2009 udviklede Carlsberg en særlig websektion, som fokuserer på at informere forbrugere om forskellige forhold relatateret til forbrug af alkohol for at hjælpe dem til at treffe velovervejede beslutninger.

**Rusland – Ølpatruljer.**


Carlsberg ønsker at drive sin virksomhed på en ansvarlig måde og yde et positivt bidrag til samfundet og miljøet ved at udvikle og implementere ansvarlige forretningsmetoder. Carlsbergs strategiske tilgang til CSR går ud på at identificere, hvordan den sociale og miljømæssige påvirkning i alle dele af værdikæden kan forbedres – fra samarbejdet med leverandører til, hvordan vi driver vores virksomhed og samarbejder med kunder og forbrugere.


**D/S NORDEN**

**Menneskerettigheder**

Areas that might traditionally be included within human rights, including employees’ rights to a safe and healthy working environment, are discussed under labour rights. Donations to maritime related initiatives are included here. NORDEN does not consider the Company’s business to entail issues in relation to human rights.

“NORDEN supports and respects the protection of human rights and refrains from any actions that may encourage or contribute to infringement of these rights.”


**Arbejdssrettigheder**

In relation to labour rights, essential for NORDEN’s business is the right to a safe and healthy working environment, which is most significant for the employees working off shore since they are exposed to the greatest danger. Workers’ safety is essential in the daily operation of a vessel and in more dangerous situations such as transitting waters with the risk of pirate attacks. It is, furthermore, essential for NORDEN to have very competent people off and on shore in order to continue operating as a first class shipping company. Therefore, NORDEN offers several initiatives to attract and retain competent employees. NORDEN does not believe the Company has issues in relation to any of the principles relating to labour rights. NORDEN respects employees’ freedom of association and the right to collective bargaining. NORDEN continuously strives to improve safety and occupational health for employees at sea on owned vessels thus also reducing the risk of grounding, wrecks, spills and any other incidents that might impact the external environment. This happens through computer based training, procedures, campaigns, briefings and safety meetings, inspections and key performance indicators (KPI) for officers. The goal is 0 accidents. NORDEN measures its occupational health and safety performance at sea by 2 parameters: the number of lost time injuries (LTI) calculated per 1 million working hours (LTI frequency rate) and reported near-misses.
The LTI frequency rate gives an indication of accidents that actually occurred, whereas near-miss reporting is a measure of the focus on safety on board and an important reporting tool in the prevention of accidents and injuries. The LTI frequency rate is calculated from the number of LTIs in the past 12 months and has in the past 2 years been constantly under 2. None of the LTIs were life-threatening, but all LTIs in both years required professional first aid. Near-miss reporting almost doubled from 2007 to 2008, which is the positive result of a campaign NORDEN launched to increase focus on board – in order for the crew to learn from near-misses right away and be more careful at avoiding personnel injury, illness, accidents or equipment damage. The near-miss reporting remained at the same level in 2009 as in 2008.

**Piracy**

Piracy has been a rising problem in the Gulf of Aden over the past years. Since 2008, group transit under the protection of coalition forces has been one of the measures to minimise the risk of pirate attacks. 406 pirate attacks worldwide were reported in 2009 of which 217 were off Somalia’s coast (in 2008, the reported attacks off Somalia’s coast were 111). 47 ships were hijacked off Somalia’s coast during 2009, which is close to the 42 hijackings in 2008. Whilst the number of incidents in 2009 almost doubled compared to 2008, the number of successful hijackings was proportionately less. This can be attributed to the increased presence and coordination of the international navies along with heightened awareness and robust action by the Masters in transiting these waters. Nigeria has the second highest number of pirate attacks, although the attacks here have fallen from the 2008.

In addition to the group transit through safe corridors, NORDEN takes a series of individual measures to prepare vessels for the transits. NORDEN prevents pirate attacks by mounting various equipment, including NATO razor wire; electric fencing; dummies; fog nozzles; sailing at high speed and with high freeboard; etc. when passing the Gulf of Aden. Furthermore, the crew on board the vessels ensures that all systems work optimally, and safety meetings and pirate drills are held. There have been no pirate attacks against any NORDEN owned vessel. NORDEN increased the preparedness in 2009, and since the risk picture is dynamic the piracy risk areas are constantly being monitored. NORDEN continuously ensures that the areas are acceptable for transit.

Piracy is a problem and threat for the entire international trade and must therefore be solved internationally. NORDEN is working with the Danish Shipowners’ Association and the International Chamber of Shipping (ICS) to maintain pressure on the international society to mitigate the threat of piracy.

Dialogue with shipyards

NORDEN has newbuildings constructed in Japan, China and Vietnam. The Company has standard operating procedures (SOP) relating to site managers’ inspection at yards. The SOPs include, among other things, specifications in relation to safety. SOPs were tightened in 2009 so that NORDEN’s inspectors now have to report any occupational or safety problems at the yards. Besides the inspectors, the CEO of NORDEN is also in dialogue with the yards where safety issues may exist. Furthermore, NORDEN executes its influence via the Danish Shipowners’ Association and International Association of Independent Tanker Owners (INTERTANKO).

Off and on shore initiatives

In 2009 NORDEN was instrumental in arranging funds donations to sponsor a survey, “The Good Working Life at Sea”, where 1,700 mariners completed a questionnaire on their psychological working environment. 480% of seafarers were satisfied or very satisfied with their work at sea, and more than 7 out of 10 were happy about the work environment on the ships. The analysis brought light on 2 overall issues for seafarers: they feel socially isolated when at home and noncompliance with rest hours. NORDEN has taken initiatives to improve both issues.

Regarding the feeling of social isolation, NORDEN has established a chat function where seafarers can chat with each other, and NORDEN has increased the frequency of officers’ seminars (3 times per year). Regarding non-compliance with rest hours, NORDEN has increased focus on the issue so that NORDEN, in 2008, complied 96% with the rules for rest hours. This figure increased to 99% in 2009. The aim is to comply 100%. However, there can be special cases concerning vessel safety, such as emergencies, incidents or sudden changes to the schedule for loading or discharging where dispensation can be granted. The results from the analysis are in line with NORDEN’s welfare initiatives, which are described in the following.

NORDEN’s welfare programme for its off shore employees includes broadband/IP phones, educational assistance for promotion in/to rank (Philippine officers), exclusive health insurance (Philippine officers and seamen), educational scholarship for seafarers’ children, chief cook nutritional courses and healthy menus as well as full sports equipment package on newbuildings. Furthermore, all officers receive a health check every second year. The actual welfare programme that is available for the employees vary from site to site and can be amended over time.

During the strong demand for officers, the welfare programme proved to be an effective tool to secure retention rates. As can be seen from the table below,
The retention rate for officers (both Danish and Philippine) was at a respectable 78% in 2009. The OCIMF TMSA2 standard of measuring retention rate offshore does not fully suit shipping companies like NORDEN, which buys and sells many vessels and therefore has rather many signings on and off. Many of NORDEN’s competent and valuable employees are located on shore. To retain these employees, NORDEN offers many initiatives, including sport, health and cultural offers as well as insurance and pension. The initiatives that are available for the employees vary from site to site and can be amended over time. All these initiatives have resulted in a high retention rate and a low absence rate due to sickness. The retention rate for onshore employees was 88% in 2008 and 89% in 2009. The 2009 figure is adjusted for the 15% cut in work force, which NORDEN conducted in the beginning of 2009 due to the economic crisis. All employees being made redundant accepted the offered package which consisted of pay relating to seniority, individual career counselling and 3 months redundancy pay. In 2008, an average employee in NORDEN on shore had 3.3 sick days, which rose to 4.0 sick days in 2009. The number of sick days has risen slightly in 2009, but is still on a very low level.

Whistleblowing scheme Since 2008, a whistleblowing scheme, named SAFELine, has been in place for NORDEN’s offshore employees. The system allows seamen to report failure to meet requirements for safety, external and internal environments, welfare, regulations, etc. directly, 24 hours a day. The employee reports to the technical department in NORDEN. There was no reporting in 2009. NORDEN monitors the efficiency of the system on an ongoing basis.

Diversity
NORDEN is a global and diversified organisation with many different nationalities. The distribution of employees’ nationality is diversified since NORDEN always chooses the best person suited for the job regardless of whether it is a person with Danish or another nationality. In 2009, NORDEN had employees of 19 different nationalities.

Off shore, the seafarers are either of Scandinavian or Philippine nationality. All NORDEN owned vessels with Danish flag have Danish officers. It is required by law that vessels flying one of the EU flags have masters of EU nationality. However, this is not required of the remaining officers.

In NORDEN, it has been decided to have masters to be Danish on dry cargo vessels, and masters and senior officers to be Danish on tanker vessels. This is due to the need of a pool of talent to recruit from, requirement from customers, and a wish to support maritime employment in NORDEN’s country of origin. The majority of all other seamen is Philippine. This is due to NORDEN’s access to talented Philippine crew from, among other places, the Holy Cross of Davao College and NORDEN’s good experience with Philippine crew.

The distribution between male and female employees in NORDEN have been close to the same in 2008 and 2009. About 2/3 were male and about 1/3 were female employees on shore. The vast majority of the off shore employees were male. Historically shipping has mainly been a male profession with the female share traditionally being low. This combined with the many internal promotions in the shipping industry where there are generally more males can explain the majority of male employees in NORDEN. However, in recent years the interest in a career in shipping has increased for females. This can be seen in the pool of candidates for trainee positions in NORDEN. In 2008 NORDEN hired 4 female and 10 male trainees (50% of whom had another nationality than Danish), and in 2009, this figure decreased to 2 female and 2 male trainees (all Danish) due to the market downturn.


Miljø

Most of NORDEN’s activities take place at sea which is where the Company imposes the greatest impact on the environment, and NORDEN’s environmental initiatives are therefore emphasised on activities relating to the Company’s operations at sea.

The most significant environmental impacts from shipping are air emissions, especially carbon dioxide (CO2), sulphur oxide (SOx) and nitrogen oxide (NOx). CO2 emissions relate to the fuel
consumed, SOx emissions relate to the sulphur content in the fuel consumed, and NOx emissions are produced during combustion at high temperatures. The Danish Shipowners’ Association has set a general target for reducing CO2 emissions from the Danish shipping industry. The target for 2020 is a 25% reduction in CO2 emissions from the 2007 level: 15% as a result of technical improvements and another 10% as a result of speed reductions. This should be achieved through a combination of technological and operational developments aimed at reducing fuel consumption. To support continuous CO2 reductions and to reduce SOx and NOx emissions, NORDEN has taken several initiatives, including a 14-point plan, which will be described in the following.

NORDEN supports the Carbon Disclosure Project (CDP), which is a project driven by institutional investors where 2,500 organisations in more than 60 countries measure and disclose their greenhouse gas emissions and climate change strategies. NORDEN has responded to the CDP questionnaire in both 2008 and 2009 and will continue to do so in 2010. The previous responses can be found on NORDEN’s website. The involvement in the CDP improves NORDEN’s CSR dialogue and transparency of the Company’s CO2 emissions. CO2 emissions from all NORDEN operated vessels constituted about 1.9 million tonnes in 2009. Of these, emissions from vessels chartered and operated by the Company compose about 1.8 million tonnes and emissions from vessels owned and operated by NORDEN compose about 89,400 tonnes. Emissions from vessels owned by NORDEN but not operated by the Company are not included in the reporting. If these emissions were included, the CO2 emissions would be included both in NORDEN’s reporting, but also in the reporting, if existing, of the company chartering the vessel from NORDEN. That way of estimating CO2 emissions would imply that the shipping industry as a whole would seemingly emit much more than what is actually emitted.

CO2 emissions from vessels operated, including owned and chartered vessels, are calculated from the fuel quantity consumed on a voyage times the duration of the voyage (calculated pro rata) times the CO2 emissions factor for each bunker type. The CO2 emissions factor differs depending on the fuel type.8 The emissions are affected by a number of conditions, including the number of vessel days, voyage duration, speed, volumes transported, routes, ballast voyages, weather conditions and environmental initiatives. The cargo volumes transported by NORDEN are significant and therefore the CO2 emissions from vessel operation are also significant. If the same amount of goods were to be transported by airfreight instead of by ship, it would mean a CO2 emission 100 times greater than that caused by the shipping industry. If lorries were to perform the same function, the world’s CO2 emission would increase tenfold. Therefore, transportation by ship is by far the most environmentally friendly means of transportation. However, NORDEN is still working on reducing air emissions. The reduction in cargo volumes and distances transported from 2008 to 2009 can be attributed to the weakening in market conditions. 14-point plan The best way of reducing CO2 is by using less fuel. In 2007, NORDEN launched a number of initiatives, a 14-point plan, to improve the environment by minimising propulsion resistance and optimising engine fuel efficiency. An example of the 14th point is the GreenSteamTM project where NORDEN collaborates with Decision3.11 GreenSteamTM is an energy Savingsystem for ships, providing reduction in energy consumption by adjusting ship trim and speed. Based on readings from multiple sensors over a period of time, the relations between the dynamically changing conditions and the energy requirements are mapped and analysed into a mathematical model. Since the autumn 2007, NORDEN has sold 17 dry cargo vessels on which several initiatives of the 14-point plan were implemented, and the new owners of the vessels as well as the climate will benefit from these. Since NORDEN buys and sells vessels on an ongoing basis, the Company will never reach full implementation of all 14 points. In 2009, the initiatives were on average effective in about 60% of the year’s ship months in NORDEN’s owned fleet. The implementation of the 14-point plan is estimated to have reduced CO2 emissions from NORDEN’s owned vessels by 2.4% in 2008.

8


and 3.3% in 2009.12 NORDEN has taken
a leading role, and INTERTANKO has
recommended 11 of the 14 points to its members.

Green Ship of the Future
In the second half of 2008, a partnership
named “Green Ship of the Future” was
established between the Danish government
and companies from the Danish
maritime industry. The partners have
joined forces in order to develop strategies
to reduce air emissions from ships
with 30% on CO2, 90% on SOx and 90%
on NOx. NORDEN is a partner in the
project, and NORDEN continues to assess
whether the technologies included
in the project are viable in the fleet and
under the Company’s normal operating
modes.

Norient Re-imbursement System
NORDEN’s 50%-owned Norient Product
Pool (NPP) has established Norient
Re-imbursement System (NORS).
NORS will optimise the supply chain by
Reducing lay time and thereby use the
reduced lay time to reduce speed and
thereby reduce bunker consumption. It
is estimated that a 15%-20% reduction
in CO2 and SOx is possible, but the success
depends on how many customers
want to be part of the project. The fuel
savings are divided equally between
NPP and the customer. From autumn
2009, NORS has been included in all
charter parties with BP. Young fleet
As per 31 December 2009, NORDEN
operated a dry cargo core fleet, including
owned vessels and chartered vessels. Disposal of waste
Any disposal of waste at sea is handled in
accordance with rules set out by IMO.14
The regulation specifies for different
types of waste at what point of distance
from land the waste may be disposed,
and it specifies restrictions on waste to
be dumped into the sea. Although disposal
at sea is possible under MARPOL
Annex VI, discharge of waste to port facilities
is given first priority in NORDEN. All
disposal of waste at sea will be reported
in the waste record book with records of
start position and time and stop position
with purchase option, consisting of 37 vessels with an average of 3.4 years of operation. As per 31 December 2009,
NORDEN’s tanker core fleet consisted of 14 vessels with an average of 1.9 years of operation. All tanker vessels are
double-hulled. This combined with the low average years of operations makes NORDEN’s fleet one of the most
modern fleets in the world. Since newer vessels, all other things being equal, consume less bunker fuel, such a fleet will
produce less CO2 and SOx emissions per tonne-mile.


Anti-korruption
Transparency International defines “facilitation payments” in the following way: “small unofficial payments made to secure or expedite the performance of a routine or necessary action to which the payer of the facilitation payment has legal or other entitlement.” NORDEN strives to avoid the use of facilitation payments and supports the Danish Shipowners’ Association, International Chamber of Shipping (ICS) and other international fora in their work to eventually eliminate such payments.

Transparency International defines “bribery” in the following way: “the offering, promising, giving, accepting or soliciting of the advantage as an inducement for an action which is illegal or a breach of trust.” NORDEN neither accepts nor offers bribes in any form. To ensure this, NORDEN has policies on giving and receiving gifts.


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**DANISCO**

**Menneskerettigheder**

At Danisco, respect for human rights is more than a lofty ideal – it is a business imperative and the basis for how we treat our employees, interact with our communities and work with our suppliers.

**Respecting human rights**

As a signatory of the UN Global Compact, our social responsibility policy is based on the principles of the Universal Declaration of Human Rights (UDHR) and International Labour Organisation’s (ILO) Declaration of Fundamental Principles and Rights at Work.

We also follow the principles of the OECD Guidelines for Multinational Enterprises.

Our social policy requires that:

- Employees receive fair and equal treatment, regardless of gender, race, age, religion, political opinion, social or ethnic origin, sexual orientation and disability or other status unrelated to the ability to perform the job
- Employees have the right to freely form and join trade unions and to negotiate collectively
- We will not employ forced or compulsory labour
- We will not use child labour
- Employees receive fair and lawful compensation
- We support employees’ training and development
- We safeguard employees’ health and safety in the workplace
- We provide a secure work environment

Read more about human rights and code of conduct in our report: [Rethinking our Code of Conduct](http://www.danisco.com/wps/wcm/connect/www/corporate/sustainability/people/human_rights_and_code_of_conduct)

In 2008, we launched an anti-corruption policy, The Danisco Code of Conduct. The policy focuses on bribery, facilitation payments, gift giving, political donations and charitable contributions.

Arbejdssrettigheder

“First you add knowledge …” Those four words sum up the distinctive and powerful advantage Danisco offers its customers. But the knowledge that sets us apart from our competitors is alive only in our employees, which makes them the company’s most strategic business asset.

**People power**

People are the key “ingredient” in Danisco’s formula for success. Attracting and retaining dedicated, and talented people across all roles in all the countries where we operate is a business imperative. That is why we work and invest to strengthen our human resource capabilities and employee programmes.

The experience, expertise and creativity our customers value is alive and well in the 6,800 people we employ in 35 countries worldwide.

Read more about employees in the report:

- **Employment**
  Danisco’s historical journey includes acquisitions and divestments which have affected the number of employees over time.

- **Employee turnover**
  In 2009/10, the employee turnover was 8.5% versus 15.6% in 2008, almost halving of our employee turnover.

- **Benefits and remuneration**
  For all our permanent full time employees we offer pension plans, health/accident insurance, medical care for employee families, disability insurance, paid maternity/paternity leave and flexible work schemes.

- **Employee development**

- **Diversity and equal opportunities**
  We believe we are a stronger company for the diversity of our global workforce and are committed to non-discriminatory treatment in all our employment practices.


Protection of the health and safety of our employees is a way of life at Danisco. It is supported by top management and is a strong focus area for our CEO.

This means that we continually drive a systematic risk assessment approach throughout our organisation to ensure that not only the risks of day-to-day tasks are minimised, but that we examine non-routine tasks performed by our employees, even if they occur only once a year.

When we set the target of 2.0 lost-time injuries (LTI) per one million working hours in 2006, we experienced skepticism regarding the attainability of such an ambitious goal. In 2007, Danisco’s LTI frequency was 5.0; today we are proud to have improved to an LTI frequency of 3.5.

Read more about health and safety in Danisco:

- **Lost-time injuries (LTI)**
  With an increasing number of our sites experiencing long periods of time without a lost-time injury, we strongly believe that we are on track to achieve our LTI goal of 2.0 or below by 2012.

- **Exemplary health and safety performance**
  Another important factor in safety management is the increased knowledge sharing between internal divisions and sites.

For Danisco, sustainability is about finding innovative, sustainable and bio-based solutions to help our customers produce products that provide lasting benefits for society. For each of us as individuals, our environment is a beginning point for living a secure and healthy life. For Danisco as a supplier of bio-based ingredients, it is also the source of raw materials on which our business depends.

We cannot choose between meeting the long-term financial needs of our business and safeguarding the health and sustainability of the environment because they are inextricably linked; each priority is essential to the achievement of the other.

Consequently, we work to minimise the adverse impact of our activities on the environment and offer solutions that help our customers and suppliers make more efficient use of natural resources.


We continue to focus heavily on those aspects of our business where we can make the most immediate and significant improvements in the way we affect the environment.

**Energy consumption, greenhouse gas emissions and water management**

Return on the investments required to make progress in these areas comes, in some cases, in the short term; in others, the reward will take longer to realise.

But all are intended to ensure that there is a “long term” for Danisco by making our business more sustainable.

Reducing our consumption of resources increases our cost efficiency. Minimising climate-changing emissions lessens the cost burden of adapting to the effects of climate change

**Best-in-class practices**

By optimising our resource use and decreasing our environmental footprint, we can enhance our operational performance and, in turn, contribute to stronger financial performance.

As part of our commitment to sustainability, we will:

- Optimise the use of natural resources, including raw materials, water and energy through process improvements and technological advances;
- Reduce, recycle and reuse waste;
- Set and review targets, assess and report environmental performance quarterly;
- Conduct an Executive Committee review of progress towards established targets each quarter.


**Anti-korruption**

(ikke tilgengelig)

**Kommunikation i 2009 årsrapporten**

Beating our targets and getting ahead with new ones

Since 2007, we have reduced our water consumption by 30% per tonne of product, beating our 5% reduction target sixfold. We have lowered our energy consumption per tonne of product by 21%, double our target of 10%. And we have reduced CO2 emissions by 15% per tonne of product. At the same time, we recognise they are largely due to efficiency initiatives, and that enhancing efficiency represents only the first step in sustainability improvements.

Going forward, we expect to invest more in low-carbon renewable energy as better and more cost-effective technologies
continue to emerge. More importantly, however, we look forward to addressing those sustainability challenges that are harder to reach – such as in our supply chain – and to implementing more complex strategies to advance our performance.

Our customers expect it of us and we expect it of ourselves. Because we achieved our initial sustainability targets ahead of schedule, we have developed new, longer-term targets in water, energy and CO2 emissions. We aim to meet these targets by 2020, with Danisco’s 2009/10 financial year as the baseline. As before, our new targets are based on revenue.

• Water – 20% reduction
• Energy – 10% reduction in energy consumption and 20% reduction in use of non-renewable sources
• CO2 – 20% reduction

Each year we evaluate the progress of our targets and assess the need for new targets. In 2010, we will achieve some of our environmental targets ahead of schedule and have made plans to establish additional – and more ambitious – targets. These new targets will stretch us. At the same time, as sustainability becomes more integrated into our organisation, we no longer consider our sustainability challenges separate from our business challenges. For example, we know we must further reduce energy consumption to help mitigate climate change and also to minimize the business impacts of a carbon-constrained future.

**Carbon Disclosure Project**

In November 2009, Danisco was once again recognised for its efforts in climate change reduction by the Carbon Disclosure Project, an organisation that acts on behalf of 534 institutional investors, holding USD 64 trillion in assets under management.

In the 2009 report, Danisco ranked no. 3 in Denmark and no. 14 in the Nordic countries.

**Danone Carbon Pact**

Danisco partners with customers to support their carbon reduction efforts and minimise their contributions to climate change. In the case of Danone, we have signed the Danone Carbon Pact, by which we have agreed to make specific contributions to the customer’s upstream carbon footprint through the products we deliver to Danone.

**Health and safety**

Protection of the health and safety of our employees is a way of life at Danisco. This means that we continually drive a systematic risk assessment approach throughout our organisation to ensure that both routine and non-routine tasks are examined.

When we set the target of 2.0 lost time injuries (LTI) per one million working hours in 2006, we experienced scepticism around the attainability of such an ambitious goal. In 2007, we were experiencing an LTI frequency of 5.0, today the entire organisation is proud of an LTI frequency of 3.5.

The key changes influencing the performance are the increased accountability for safety performance on the senior management agenda and the change of focus from observing behaviours to proactively assessing risk.

Our manufacturing sites are developing management systems based on the OHSAS 18000 standard. To date, 34% of our production sites have a certified OHSAS 18000 management system. As part of a robust safety management system, formal joint management-worker health and safety committees have been developed to help track performance and monitor risks and issues related to occupational health and safety.

**Sustainability throughout the value chain**

As a supplier of bio-based ingredients to industries around the world, we understand the importance of integrating sustainability throughout our value chain. We believe in developing relationships with suppliers that share our values and follow ethical business practices. And we work closely with our customers to ensure they receive the high-quality products they expect from us.

Whether we are devising enzyme breakthroughs to reduce sugar and salt in foods, minimising water and energy in textile processing, converting agricultural waste to bioenergy or helping customers eliminate unhealthy fats in their products, we are working to embed sustainability in every step of our value chain. We do this by balancing environmental, social and economic factors in procurement, manufacturing, customer use and consumer use. Additionally, life cycle assessment, in which we determine the full environmental impacts of our products through the value chain, informs our decision-making and helps us optimise activities to deliver innovative products with the greatest overall environmental benefits.

Kilde: [http://www.danisco.com/wps/wcm/connect/21c07a8042ef3088b316bb8700d99938/Annual_report_uk.pdf?MOD=AJPERES&amp;CACHEID=21c07a8042ef3088b316bb8700d99938](http://www.danisco.com/wps/wcm/connect/21c07a8042ef3088b316bb8700d99938/Annual_report_uk.pdf?MOD=AJPERES&amp;CACHEID=21c07a8042ef3088b316bb8700d99938)
The financial crisis strongly affected every part of the Danske Bank Group. As the situation changed for our customers and our business generally, so did our staff’s daily work. During such times, the Group has a responsibility to take special care of employees, whether it is by Equipping them to deal with new customer demands or by ensuring a dignified process when staff reductions are necessary.

Bank advisers in the line of fire

The Bank’s frontline employees experienced the effects of the crisis directly. In their daily work at the branches, they faced many questions from customers, some of them dissatisfied with their financial situation and some with the service they had received.

Bank advisers also found themselves the centre of attention in the media in the past year. They were the human face of the financial sector in a general atmosphere of distrust towards banks, and their competence as advisers was severely questioned. This was doubtless a blow to their professional pride.

And in Denmark, there was also some controversy about whether they are primarily the customers’ advisers or the Bank’s salespeople.

To correct this impression, the Group decided to abolish bonuses for all branch staff. We wish to make clear that we place great importance on service ethics.

As described in the Business section, Danske Bank responded to the public criticism with an extensive plan to become a “Better Bank” and regain customers’ trust. Advisers play a key role in this process.

Competencies for a “Better Bank”

In the coming years, the Group will continue to provide both retail and corporate customers with the best products and services available.

This requires an investment in competency development.

As part of its “Better Bank” strategy, Danske Bank Denmark earmarked DKr75m for developing advisers’ competencies. A key topic in the training programme is providing financial services in a low-growth economy. Similar initiatives were introduced at other Group units. In Northern Ireland, Northern Bank ran a series of workshops to reinforce and augment the branch staff’s skills in dealing with personal customer situations so that they could better help customers face the various challenges that the economic downturn has brought.

The bank has always been committed to dealing fairly and sympathetically with customers in financial difficulties, but our employees had never experienced economic conditions as extreme as the current ones.

Over 100 Northern Bank employees received training in areas such as debt problems that covered not only the practical and technical aspects but also the emotional effects of such issues.

Staff reductions

In 2009, the Danske Bank Group made a necessary but difficult decision to reduce the number of staff. Before the layoffs, the Group worked together with trade unions to mitigate the number of terminations by various means such as early retirement arrangements and a flexible freeze on recruiting and filling vacated positions.

Once the decision about the staff adjustments had been made, the key objective became careful planning to ensure a dignified process for all involved. The organisational units affected made thorough preparations focused on the management’s role – making sure that local managers did everything possible to lessen the stress and insecurity for the affected employees.
Despite the hard times, our employees’ general satisfaction and motivation has not diminished. The results of our annual employee opinion survey show that our employees support the way we have dealt with the crisis. The rating of senior management’s ability to make the right decisions and inform employees rose from an already high level. The survey also reflects the difficult period we have been through, however, as our employees’ perception of the Group’s image was significantly lower than in the year before.

Robberies and assaults
Unfortunately, economic crises are often accompanied by an increase in robberies and assaults, and 2009 was no exception. As usual, Danske Bank Denmark accounted for the majority of the cases. Of a total of 38 robberies, 29 took place in Denmark. The Group has well-established procedures for preventing robberies and threats as well as efficient measures for dealing with the cases we cannot avoid. In 2009 we made additional efforts to prevent stressful situations. For example, on the intranet we posted information about working with difficult customers that included a conflict-resolution method developed by our Working Environment department.

The Danske Bank Group has become an international workplace. We have employees of many nationalities, and much of our daily work involves collaboration with colleagues in other countries. This is just one dimension of diversity that we want to optimise.

Utilising all competencies
The overall principle of our approach to diversity is to ensure the optimal utilisation of all staff competencies. We have a long tradition of putting this principle into practice. Our diversity initiatives include programmes for female managers, immigrant integration projects, part-time work for parents, and a special scheme for senior staff that was nominated for the Danish Ministry of Employment’s 2009 senior award. In Ireland, a jobsharing scheme makes it possible for a full-time position to be divided between two people, with all the activities and responsibilities of the job shared between them. Despite these initiatives, there are still areas where we are not fully exploiting the potential of our staff diversity. For instance, we want more women to pursue management careers (currently 34% of our managers are women). And while our staff generally believes that the Group offers great career opportunities (our employees rate this above the benchmark in the employee opinion survey), there are still some cultural and organisational barriers we need to address. For these reasons, in 2009 we launched additional initiatives to promote diversity and inclusion.

Role models show the way
Role models are an effective means of inspiring change towards a more inclusive culture. In 2009, we launched an internal campaign showcasing managers whom we consider positive role models, either in representing a particular employee group or by being exemplary diversity managers. Managers play a key part in making productive use of our diverse workforce. In 2009 we joined Diversity Lab, a business network founded by the Danish Institute for Human Rights for the purpose of developing diversity management tools. In order to ensure that the project is grounded in our organisation and that the tools we develop work in practice, our Shared Services Centre unit participated in a pilot project in which new methods to promote diversity and inclusion were tested. In 2010, we will integrate an inclusion training module in a course for new managers.

Flexible career models
Job flexibility enables employees to adapt individual career models according to their changing needs in various phases of their lives. We believe this is of mutual benefit to employees and our business. We therefore offer flexible working
arrangements such as job-sharing schemes and telecommuting when they fit into local work routines. Our 2009 employee opinion survey included questions about job flexibility, and the results indicate that our staff feel they have a high level of flexibility.

Management remuneration
The principles of the Danske Bank Group’s remuneration policy reflect the Group’s objectives of a sound governance process and long-term value creation for the Group’s shareholders. The Board of Directors’ Renumeration Committee monitors trends in the Group’s salary and bonus framework, including the incentive programmes. The Committee reports to the full Board of Directors and makes preparations for the Board’s consideration of human resource issues, particularly terms and conditions of employment, remuneration and retirement benefits. As stipulated in the Act on financial stability, the Danske Bank Group will not use share options as part of management compensation until September 2010, and in 2008 and 2009 the Executive Board did not receive any performance-based compensation. The actual remuneration of members of Danske Bank’s Board of Directors and Executive Board is disclosed in the annual report and also on the Corporate Governance Web site.

Promoting employee health
In 2009, Danica Pension, the Group’s life and pension company, developed a programme for business customers that is intended to prevent health problems and absence due to illness. Danica decided to take its own medicine and offered a health check-up to its entire staff. Some 571 employees accepted the offer and had their blood pressure, cholesterol, blood sugar, body mass index and general fitness measured. After the check-up, each employee received personal guidance and suggestions for improvements. The health condition of most of the employees fell into the category “good and normal”.

In 2010, Danica will follow up on this effort by conducting a survey of the participants in the 2009 check-up.

Volunteer debt advisers
Corporate volunteering is common in many countries where the Group operates. In Ireland and Northern Ireland, for instance, some of our staff members share their professional knowledge with society by teaching personal finance in the schools. In Denmark, corporate volunteering is less common, but the Group’s new debt advisory project gives some of our Danish employees a chance to make a difference. In 2009, a number of philanthropic organisations launched a debt advisory service with funds from the Danish Ministry of the Interior and Social Affairs. The programme is intended to help people with debt problems manage their finances, and it is staffed by volunteers who work in the banking sector. The Danske Bank Group considers this initiative fully in keeping with our efforts to promote financial literacy and supports the project by paying for a portion of the time that our employees spend serving as debt advisers. Many employees have applied to volunteer. The first volunteers began advising people in autumn 2009, working in teams with attorneys, social workers and advisers from other banks.


Miljø
It was therefore disappointing that COP15 did not result in a binding agreement. The process showed how difficult it is to balance various interests while trying to share a common burden fairly. But the conference also gave evidence of political leaders’ commitment to finding a solution. Copenhagen was not the end of the road, but it can be a step on the way to an agreement in 2010.

Carbon-neutral operations
The year 2009 was also an important time for climate matters internally at the Danske Bank Group. We achieved our ambitious goal of carbon neutrality through reductions of CO2 emissions and investments in external renewable energy projects.
We offset a total of 56,000 tonnes of CO2 emissions. Our carbon-neutral status helps us better understand the implications and impact of an increasingly carbon-constrained economy, for both the Group and our stakeholders. Carbon neutrality also acts as a catalyst for organisational efficiency. The cost of offsetting emissions gives us an extra incentive to keep energy consumption and emissions to a minimum.

From 2008 to 2009, the Group reduced its CO2 emissions by 15%. We achieved this reduction by curtailing travel and energy consumption and through a general decline in business activities. In December 2009, the Group joined the Climate Neutral Network, which was launched by the United Nations Environment Programme (UNEP) in 2008. The Climate Neutral Network consists of a number of companies, cities and individuals that are laying out strategies and plans to become climate-neutral over the long term. Climate moved to the top of the world agenda in 2009, which culminated in the UN Climate Change Conference (COP15) in Copenhagen in December. We followed the political process with great interest, since the outcome of the conference clearly sets the framework for the financial sector’s opportunities for environmental activity.

For example, without a stable political framework and long-term objectives, it is difficult to set prices for greenhouse gases and to implement green investment strategies. The Danske Bank Group therefore supported the Copenhagen Communiqué on Climate Change and the UN Global Compact’s Seal the Deal Campaign. Both campaigns sought to help bring about a strong, effective international climate agreement, with a firm commitment to emissions reductions. coming months, years and decades. It supports the exchange of information and networking to promote a transition to a low-emissions and eventually a climate-neutral society.

Climate and our business

The climate challenge is becoming an increasingly important condition that financial services companies must take into account in their business – both the risks and opportunities it presents. At the Danske Bank Group, we aim to take advantage of the opportunities in our business and also take into consideration the risks that are becoming evident. The Group’s pursuit of these opportunities includes developing a green policy for corporate car leasing, trading carbon allowances, climate investments and providing information to customers that promotes climate-friendly homes. We also consider climate opportunities and risks in our industry research, thus giving them an influence on our credit granting. For example, the EU’s carbon allowance regulations have a strong effect on energy-intensive industries. If rising expenses for the purchase of carbon allowances cannot be passed on to customers, the regulations will result in lower earnings and credit quality.

Investing in climate

In October 2009, Danske Invest launched KlimaTrends (Climate-Trends), a new mutual fund that invests in companies that are expected to respond well to the climate challenge. The investment universe is not limited to “green” companies but includes companies that develop technologies to moderate climate change and companies with a good strategy for adapting to climate change.

Engaging our customers

As a large enterprise, the Danske Bank Group has a broad outreach to stakeholders and a prominent platform for sharing knowledge on the climate change challenge. In 2009, Danske Bank Denmark, Realkredit Denmark (our mortgage finance subsidiary) and “home” (our real estate agency) joined a partnership in the Danish Ministry of Climate and Energy’s “1 tonne less” campaign. The campaign encourages people to reduce their personal carbon footprint by 1 tonne. Since the Group is a mortgage finance provider, its participation included showing homeowners how they can improve energy efficiency, for example by investing in renewable energy or better insulation. We also tried a new way of communicating with customers in our interactive Climate Magazine, which was accessible from our Danish Web site and online banking facilities.

In 2008, as part of the effort to reduce energy consumption and CO2 emissions at the Group head offices and branches, we started identifying possible energy-saving projects. We completed the identification phase at the head office and large branches in Denmark, and the same process began in Norway, Ireland, Northern Ireland and Finland. This inventory has given us valuable information we can use to prioritise our investments.
Digital banking
In 2008, the Danske Bank Group took part in a research project to quantify the environmental effects of using electronic media as an alternative to ordinary mail for document distribution. The study showed that changing to the electronic mail system has a positive effect on the environment.

Electronic mail proved better in all aspects of the survey – impact on climate, acidification, smog formation, fossil-fuel consumption and renewable energy.

For several years, the Danske Bank Group has worked on digitising a wide range of processes, mainly to optimise customer service and minimise paper consumption. One initiative is intended to increase the number of customers who receive account statements, annual summaries and pay slips by electronic media instead of in conventional paper documents. At the end of 2009, more than 1.7 million customers had received more than 32 million documents via the Internet.

The financial crisis not only affected the Group’s earnings; it also altered our environmental performance. We achieved some of our planned energy reductions earlier than expected because of branch closures and reduced activity. Investments in energy-efficient offices and digital communication reduced our costs as well as our environmental impact. The Group’s strong focus on cost savings thus often goes hand in hand with environmental efficiency.

Going forward, we expect to find even more synergies.

Reducing travel
In 2008-09, the Group established 16 studios for TelePresence meetings in order to reduce travel, costs and environmental impact. On the basis of this investment, the Group set an objective of reducing CO2 emissions from air travel by 15% electronic media as an alternative to ordinary mail for document distribution.

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Raise supplier requirements
In 2009, the Danske Bank Group received an award from the Danish Ministry of the Environment for having one of the best green purchasing policies. The process of integrating environmental requirements in the purchasing process began in 2006, and now more than 74% of the Group’s purchases of office equipment, IT, merchandise, paper, cleaning supplies and the like come from suppliers with an environmental management system. The Group set new requirements for cleaning supplies and paint in 2009.

Green company cars
In 2008, the Group implemented a green car policy stipulating that company cars must generally be in classes A to E of the EU eco-label scheme. The policy reduces fuel consumption and thus costs as well as CO2 emissions. The Group estimates that it brought a 10% reduction of CO2 emissions in 2009. Since fuel-efficient cars are becoming more readily available, the Group decided to strengthen the policy.

As of 2010, all new company cars must be in classes A to D. We expect this change to reduce CO2 emissions from company cars by another 10% in the next two years.

Expanding the EMS
The Group’s environmental management system (EMS) helps us stay focused on improving our environmental impact. The system builds on the ISO 14001 standard, and in 2009 it was updated to integrate the ISO 14064 requirements on the quantification and reporting of greenhouse gas emissions and reductions. The environmental management process was further strengthened by the implementation of a new IT system for data collection and reporting.

One objective for the EMS in 2009 was to expand its coverage to Finland and the Baltic states. With procedures and objectives in place, the implementation in Finland is well under way, although the system has not yet undergone the first internal audit. The implementation in the Baltic states was postponed because the difficult financial conditions in the region require the organisation’s full attention.

Anti-korruption

Investing responsibly
In 2008, the Danske Bank Group introduced a policy for socially responsible investment (SRI) and a screening framework to ensure that the funds we invest on behalf of our customers are not placed in companies that violate internationally recognised standards for human rights, working conditions, the environment and anti-corruption. Since its inception, we have excluded 24 companies that did not comply with the policy. We have also begun dialogues with a number of companies. The SRI programme has been well received by the Group’s stakeholders.
Danske Capital’s institutional customers welcomed the policy and the processes we have adopted to exclude noncompliant companies. Major Danish local authorities have asked Danske Capital to help them integrate environmental, social and governance issues structurally in their investment decision-making process. These concerns are addressed by Danske Capital’s current programme.

PRI
In January 2010 the Danske Bank Group Executive Board decided to sign on to the UN Principles for Responsible Investment (PRI), committing the Group to applying six principles in our day-to-day investment processes. The PRI initiative provides a voluntary and aspirational framework for incorporating environmental, social and governance issues into mainstream investment decision-making and ownership practices. Our decision to endorse the PRI reflects our ambition to align our environmental and social performance with the highest corporate standards. The principles will be implemented in 2010.

Diversifying the debate
Last year the Group’s investment policy received increasing attention, not only from institutional customers but also from retail customers, the media, NGOs and politicians. Especially in Norway and Denmark, public and media interest intensified in 2009. The response from customers was very clear: SRI considerations are very important to them when banks and pension companies manage their assets. At Danske Bank, we want to retain the trust and confidence of our customers. To do this, we maintain transparency about what we do and give convenient access to exclusion lists and portfolio contents on our Web site.
In order to provide information and promote a diversified debate about SRI, Danske Bank has joined Dansif (the Danish Social Investment Forum). This work will continue in 2010.


DSV

Menneskerettigheder

"Alle mennesker er født frie og lige i værdighed og rettigheder. De er udstyret med fornuft og samvittighed, og de bør handle mod hverandre i en broderskabets ånd". -artikel 1 i Forenede Nationers verdenserklæring om menneskerettighederne.

Vores engagement
DSV er overbevist om at menneskerettigheder er rettigheder og friheder, som alle mennesker har ret til.

Vi menner også, at accept og overholdelse af internationale anerkendte menneskerettigheder er grundlæggende for alle forhold i vores virksomhed.

Desuden er DSV mod alle former for diskrimination i almindelighed samt på vores arbejdspadser.

DSV har inden for menneskerettighedsområdet vedtaget politikker, som bl.a. vedrører diskrimination og differentieret behandling med hensyn til beskæftigelse og arbejdsvilkår.

**Arbejdsrettigheder**

Arbejdstagerrettigheder er konventioner, traktater og anbefalinger med det formål at eliminere uretfærdighed og umenneskelige praksisser på arbejdsmarkedet.

**Vores engagement**

Det er centralt for DSV, at de mænd og kvinder som udfører vores verdensomspændende tjenester, uanset om det foregår i vores egne kontorer, varehuse, terminaler, køretøjer eller udført af en af vores mange underleverandører, behandles anstændigt og med værdighed.

Medarbejdere er et af de vigtigste aktiver i vores virksomhed. Sikring af deres ve og vel samt støtte af deres indsats, er afgørende for DSVs succes og fremtid.

DSV har inden for arbejdstagerrettighedsområdet vedtaget politikker, som bl.a. vedrører medarbejderes faglige rettigheder, tvungen beskæftigelse og arbejdsvilkår, aflønning og arbejdstider samt arbejdsmiljøet på vores arbejdspladser.


**Miljø**

Miljø er de naturlige omgivelser som helhed, der kan påvirkes af menneskelige aktiviteter.

**Vores engagement**

Økonomisk vækst og transport hænger uløseligt sammen. Globaliseringen har været drevet frem på baggrund af øget samhandel, og virksomhedernes konkurrenceevne er i høj grad afhængig af effektive og pålidelige transporter.

Transport er derfor en nødvendighed i det industrialiserede samfund, og en nødvendighed for at opretholde den nuværende levestandard samt en forudsetning for vækst og velstand på hele kloden. Denne udvikling påvirker imidlertid miljøet i en negativ retning, og udgør dermed en vigtig udfordring for transportbranchen.

Som en af de største og førende udbydere af transport- og logistikydelser, føler DSV sig forpligtet til at påtage sig sin del af ansvaret for at nedbringe transportbranchens miljøbelastning.


**Anti-korruption**

"Korruption er i sig selv forkert. Det er misbrug af magt og position, og har en uforholdsmæssig stor indvirkning på fattige og dårligt stillede. Det underminerer integriteten hos alle involverede og skader selve fundamentet for de involverede organisationer, som de selv er en del af." -FN Global Compact

**Vores engagement**

DSV er de seneste år vokset betydeligt, og tilbyder i dag verdensomspændende aktiviteter og tjenester. Det betyder flere forretningspartnere med vidt forskellige kulturel baggrund hvorfor det bliver stadig mere vigtigt, at have et formelt sæt af fælles værdier og retningslinjer.

DSVs Code of Conduct for forretningsetik er udarbejdet som information og retningslinjer om etisk adfærd for DSV koncernens medarbejdere. Kodekset er baseret på DSVs værdier og gælder for alle medarbejdere i koncernen, herunder ledere og direktører.

DSVs Code of Conduct for forretningsetik omfatter koncernens retningslinjer og forventninger til emner som anti-korruptionslovgivning, lovgivning om konkurrence og interessekonflikter samt generelle principper for god forretningsskik for alle medarbejdere i DSV koncernen.
Det er af yderste vigtighed for DSV, at medarbejdere og samarbejdspartnere ved hvad der betragtes som korrekt DSV adfærd.


Kommunikation i 2009 årsrapporten

DSV is a global supplier of transport and logistics services with offices in more than 60 countries. It is essential to DSV to continuously meet strategic challenges in a financially and socially responsible manner and to follow the national legislation of the individual countries and communities in which the Group operates. So far, this work has mainly focused on local initiatives, polices and rules and continuously improved communication between Group Management and the individual Divisions and countries of the Group.

DSV intends to continue and in a few areas expand the scope of these initiatives in a more formal and structured manner in future. DSV has therefore opted to join the United Nations Global Compact. Accordingly, the future work of DSV on corporate social responsibility (CSR) will be based on the ten principles of the Global Compact. The ten principles are based on universally accepted principles and conventions within the fields of human rights, labour standards, environment and anti-corruption.

DSV made great efforts in 2009 to draw up guidelines for the CSR initiatives of the Group and to plan the work within the various areas. In future, DSV will issue specific policies and directions for all managers and employees in relation to these ten principles.

Currently, a specific corporate social responsibility policy for DSV and rules of business ethics for Group Management and all employees of the Group are being drafted. During 2010, DSV will focus on spreading and implementing this policy and these rules of business ethics throughout the Group.

In 2009, DSV had a Group environmental policy and several internal guidelines for how Group companies manage transactions and agreements between company managements and their related parties. As in previous years, DSV also focused greatly on environmental issues and staff conditions.

Environment

In 2009, DSV continued mapping its activities with the greatest impact on the environment. This mapping implied a comprehensive analysis of the transport data relating to all DSV activities to be able to calculate the exact emissions from the individual Divisions. This analysis was based on 2008 transport data. Due to the lack of corresponding data for previous years, no comparative figures have been prepared. Future emission figures will be compared with those of the previous period.

An assessment of the aggregate carbon impact of all DSV activities in 2008 resulted in 2.53 million tones of CO2. 59% of all emissions were caused by the activities of the Road Division, including emissions from transporting trailers by sea from one region or country in Europe to another, whereas 38% of all emissions were caused by the activities of the Air & Sea Divisions, 66% of which is attributable to airfreight transportation and the rest to sea transportation of containerized freight. The remaining 3% of the aggregate emissions are mainly attributable to the energy consumed by DSV’s own offices, terminals and warehouses.

Energy efficiency, and accordingly also carbon emissions, varies considerably among the means of transport used by the subcontractors of DSV for the transport of customers’ freight. Container shops are among the most energy efficient means of transporting freight, leading to emissions of about 8.4 grams of CO2 each time 1 tonne of freight is carried 1 km.

DSV will continue its efforts to reduce the environmental impact from its activities. When emissions from all DSV activities in 2009 have been calculated, Management expects to be able to fix specific targets for the reduction of the total environmental impact of the Group.

Road transport

In 2009, data was collected on fuel consumption among the subcontractors who transport cargo for DSV’s Road Division on European roads every day. Altogether, data relating to more than 11,000 trucks has been collected. In 2009,
the average diesel consumption of DSV’s own trucks and those owned by subcontractors showed a significant improvement on 2008. Due to the direct connection between fuel consumption of trucks and the discharge of CO2, the carbon emissions in terms of grams per kilometer driven in connection with DSV road transport have also been reduced. The main reasons for the positive development are the renewal of the fleet of trucks to improve fuel efficiency and continued focus among subcontractors on the fuel consumptions of trucks.

Staff

2009 was also a year with major staff changes. Hence, staff turnover increased considerably in 2009, mainly caused by the integration of ABX LOGISTICS (ABX). Consequently, the Group’s total staff has been reduced by approx. 20% since the integration of ABX in October 2008. This is the reason for the extraordinarily high staff turnover in 2009, the total staff turnover increasing to 33.5%. The number of employees was adjusted not only as a consequence of the integration of ABX, but also due to the global economic decline. Staff turnover increased mainly among white-collar employees, whereas the Solutions Division, which mostly employs hourly workers, saw a considerable reduction in staff turnover.

Absence due to illness

Considering the higher staff turnover, a corresponding proportional increase in absence due to illness seemed likely. That was not the case in 2009, though, as the aggregate rate of absence due to illness only increased from 3.1 in 2008 to 3.3 in 2009. This corresponds to a situation where each DSV employee is absent from work because of illness for less than 8 days each year. Salaried employees and hourly workers of the Air & Sea Division continued to have the lowest rates of absence due to illness among all Group employees.

Industrial accidents

Group Management is pleased with the considerable drop in the rate of industrial accidents for all employees of the DSV Group. All Divisions and both staff groups experienced a lower rate of industrial accidents. The largest decrease was seen in the Road Division, particularly among the hourly workers of the Division. The Air & Sea Division also recorded a significant drop, which was due in part to the gradual transfer of activities to the other two Divisions of the Group over the year. The DSV Management acknowledges the constant focus on reducing the rate of industrial accidents at DSV and urges everybody to continue the good efforts.

Seniority

Seniority was last measured by DSV in 2007. As a consequence of the integration of ABX and the global economic downturn, the number of new employees is lower compared with previous periods. The proportion of employees with a seniority of less than one year dropped from 24% in 2007 to 13% in 2009. At the same time, the proportion of employees with more than 10 years’ seniority increased from 20% in 2007 to almost 25% in 2009.


FLSMIDTH & CO

Menneskerettigheder

(Ikke tilgængelig)

Arbejdsrettigheder

Personnel conditions and HR policy play an important part of the Group’s CSR policy. The complete HR policy (including health and safety policy) is accessible at [www.flsmidth.com](http://www.flsmidth.com).

In view of the fact that FLSmidth is an enterprise that acts globally, we consider diversity a business necessity, which helps us serve our customers even better, thereby securing FLSmidth’s future success.

We offer equal opportunities to all present and coming employees, regardless of sex, age, ethnic affiliation and religious belief, handicap, political or sexual orientation and family status. We support our employees in playing an active role in
their local communities, but since we respect the diversity of our staff, FLSmidth remains neutral in terms of politics and religion and we expect the same of our employees when working for and acting on behalf of the company.

The competencies of our employees are strategically significant, and we aim to help them reach their full potential and therefore spend considerable resources on ongoing training of FLSmidth staff. We are determined to create a healthy, flexible and creative working environment that enables our employees to pursue challenging careers whilst maintaining the all-important work-life balance.

FLSmidth offers competitive conditions of employment and pay, and it recognises the rights of its employees to organise themselves and negotiate collectively. We support the United Nations human rights principles and do not use child nor forced labour.

Safety and health
A new safety and health policy was adopted in 2008 as part of the overall CSR policy and the policy became firmly embedded in the Group during 2009. Safety and health functions have been organised in the Group’s three engineering centres in Denmark, USA and India, which will be responsible for arranging guidelines, safety training, consultancy of the organisation and auditing at FLSmidth premises and project sites. In addition, local safety and health coordinators at other relevant FLSmidth locations ensure continuous development of the safety and health effort focusing on compliance with local legislation, identifying risks in the working environment, follow-up on accidents and reporting to the global safety and health organisation.

In 2009, a safety training programme was set up for our technical advisors who are posted to sites in the cement and minerals industries on new plant assignments or service contracts. Their know-how and experience regarding a safe working environment benefits both the customer and other suppliers and reflects FLSmidth policy in this field.

2009 saw increasing focus on safety when handling major projects in which FLSmidth employees are to carry out work at construction sites. Several projects take place in countries where the prevailing safety culture may be lower than in Denmark, which emphasises the need for safety precautions within the FLSmidth organisation. FLSmidth’s Safety and Health Department therefore regularly visits construction sites to motivate and inspire the local customers to raise the standard of safety in their projects.

Number of work-related injuries reduced
By setting goals for the number of injuries in the individual units, FLSmidth maintains constant focus on lowering the number of work-related injuries within the Group. In 2009, we reduced the number of injuries by approximately 23% compared to 2008. It is encouraging to see a generally positive trend in all FLSmidth units and companies. These efforts are continuing in 2010.

Severe injuries
The number of severe injuries also fell considerably from 26 in 2008 to 16 in 2009. For each severe injury a report is written and submitted to the Group’s global safety and health function. The most frequent severe injuries are bone fractures of the leg or arm, typically caused by falls or contact with materials/goods. Six traffic accidents with vehicles causing personal injury were reported in 2009. This shows that focus on traffic safety remains an important issue, both when planning and when carrying out transport activities.

Employee development activities
In 2009, global employee development activities focused on professionalising competency development still with the overall aim of having the right employees with the right competencies in the right jobs at the right time. Considerable resources have been spent on employee development based on the yearly PDR process where manager and employee discuss development and performance of the individual. Both the process and the system were fine tuned in 2009 to further qualify and streamline the overall web resources and development efforts in this field. Among the achievements, are a Learning Management System for internal planning of employee training, follow-up on competency development and a global recruitment platform.

In continuation of the employee engagement survey carried out in 2008, a number of initiatives were taken at various departmental, functional and organisational levels. A total of 1,742 actions have been reported, ranging from concrete steps at departmental level to major initiatives across the entire organisation.
Continued progress is being made within the Group to develop three different engineer career paths leading to department manager, project manager and technical specialist. The main focus is currently on the technical specialist career path because the need for highly specialised knowledge and competencies remains a key issue in relation to the Group’s strategic goals and challenges. In 2009, particular emphasis was placed on the global competency requirements viewed against future business needs and the ongoing off-shoring of engineering activities to India.


Miljø

It is FLSmidth’s goal to contribute to environmental sustainability in fields where the Group has significant influence on the climate and protection of the environment. The complete environmental policy is accessible on www.flsmidth.com.

The pursuit of a cleaner environment and improved sustainability is an ongoing process aimed at customers and products, research and development and the Group’s own direct impact on the environment and climate.

Being a global engineering company with little in-house manufacture of products, the FLSmidth Group’s own direct impact on the environment is limited. During the past year, project assignments for customers have therefore played the main part in the Group’s effort to reduce environmental impact, but various initiatives within local action plans have also contributed.

It is expected that in the coming years customer-related projects will continue to gain importance in reducing climate and environmental impact, more than the actions that have already taken place or may be effected within the organisation itself.

Cembrit’s production plants are constantly focusing on utilising recyclable raw materials and reducing production waste. Minimising water consumption and waste water is also a high priority, and the plant in Finland has been particularly successful in this respect.

**CO2 footprint**

In 2009, the FLSmidth Group’s CO2 emissions totalled 73,000 tonnes CO2 consisting of direct emissions (scope 1) and indirect emissions from electricity production and district heating (scope 2). This amount includes around 24,000 tonnes CO2 deriving from Cembrit’s production of fibre cement.

**Initiatives to promote environmental sustainability within the organisation**

The past year has seen a number of local initiatives to reduce energy consumption and greenhouse gas emissions. Internally, it is being emphasised that the initiatives are locally based within local plans of action to reduce energy usage and greenhouse gas emissions.

With business units and projects spread out all over the world, there is a high level of global interaction and travel activity within the Group. As interaction between individual business units and with customers on various continents continues to grow, video conferencing and IT solutions are increasingly replacing travel. When erecting and replacing buildings and technical installations, energy usage and climate effects are also taken into account. A good example is the new FLSmidth House in Chennai, India, which was inaugurated in 2007 and in August 2009 named a Gold Rated Green Building by India’s Green Building Council under the LEED-India (Leadership in Energy and Environmental Design) programme. The LEED classification certifies the “greenest” buildings around the world and is considered both a national and international benchmark for design, construction and operation of buildings with high energy efficiency.

FLSmidth House, FLSmidth’s office in Chennai, India, has invested in a 1.65 MW wind turbine that covers more than 80 per cent of its energy requirement. The wind turbine is the most powerful of its kind operating in India today and is capable of generating around 4 million kWh per year. Overall, environmentally sustainable solutions have been chosen for the FLSmidth House office facilities. All the cooling elements in the air conditioning system are ozone-friendly and biologically degradable, and the use of double glazing with a light-reflecting coating reduces the air conditioning costs by some 20 per cent compared to neighbouring buildings. Besides, energy efficient light fittings and automatic lighting sensors have been installed. To minimise water usage, rainwater is collected on the premises and a waste water
treatment plant recycles water to be used for gardening.

Development and promotion of environmentally friendly technologies
Most of the Group’s activities concern equipment and process solutions for the world’s cement and minerals industries, which extract and process raw materials through energy-intensive production methods.

Sustainability is becoming increasingly relevant to our customers, and being the leading sustainable technology provider, FLSmidth is in a position to offer solutions that reduce energy consumption, greenhouse gas emissions, impact on the local environment and use of natural resources.

A major goal for the Group’s research and development effort is therefore to improve the energy and emission efficiency of our products and services. In this way, FLSmidth is contributing to direct environmental improvements on the part of our customers in terms of lower consumption and lower emissions per unit produced.

A good example is the DUOFLEX G2 rotary kiln burner which was recently developed for the cement industry and effectively burns coarse fuel, thus saving considerable amounts of energy for grinding the fuel. In 2009, the DUOFLEX G2 came into operation at several cement plants, allowing the use of alternative fuels instead of the traditional fossil fuels in rotary kilns.

The coming years are expected to see growing interest in processes and equipment for the cement and minerals industries that will lead to more sustainable production.


Anti-korruption
(Ikke tilgængelig)

Kommunikation i 2009 årsrapporten

The following statement of corporate social responsibility pursuant to the Danish Financial Statements Act Section 99a is part of the Management’s Review in the 2009 Annual Report.

In 2008, FLSmidth adopted a corporate social responsibility policy to formalise and highlight the principles of socially responsible behaviour which the Group adheres to in its day-to-day activities. The CSR policy starts from the basic fact that FLSmidth is a global group with activities in many countries and different cultures. No matter where in the world we operate, we do so based on the Group’s set of values and rules as well as local and national legislation, which helps to ensure that we show respect and consideration in our actions and consistently deliver a high-quality product and service. Over the past 128 years, FLSmidth has therefore developed a business culture based on three fundamental values:

- **competence** (professionalism, credibility and integrity),
- **responsibility** (ownership and willingness to change),
- **cooperation** (team spirit and openness).

The CSR policy focuses on three areas in which the Group has particular influence and is able to make a real difference, viz. climate change and environmental sustainability, business norms, ethics and human resources.

In 2008, the Group signed the UN Global Compact and thereby agreed to support the ten UN principles of human rights, labour, environment, and anti-corruption. FLSmidth wishes to support these principles in areas which the Group can significantly influence, and it has undertaken to report on the progress made within two years after signing the UN Global Compact (by October 2010 and then once every year). The principles of the UN Global Compact are reflected and integrated in the Group’s CSR policy.

**Business standard and ethics**
FLSmidth’s code of business conduct reflects the Group’s focus on responsibility, integrity and credibility, and our aim is to ensure that customers and other business connections perceive all FLSmidth staff as providers of high levels of quality, service and integrity in their relations with the Group, regardless of when, where, how and with whom they interact.

FLSmidth’s code of business conduct sets standards for the company and the behaviour of its employees within three overall aspects on which the Group has more or less direct influence:

- **Compliance** concerns the company’s compliance with accounting rules, stock exchange regulations, company law and competition laws. It also specifically includes a ban on money laundering and compliance with trade restrictions, export control, boycott and anti-boycott requirements.
**Business practices and behaviour** concerns the company’s standards and its employees’ conduct regarding conflicts of interest, bribery, kickbacks and corruption, facilitation payments, gifts, entertainment and anti-competitive practices. They also deal with branding and use of brand; contracting with third parties; quality of products and services; market intelligence; confidentiality and respect for intellectual property rights; culture, religion and politics in the workplace; government relations and lobbying in general.

**Company’s assets and financial integrity** concern the company’s standards and procedures for accurate and complete data; reporting and accounting; protection of company assets; rules for use of email, IT networks and the internet; and records management.

**Implementation of the CSR policy**
The CSR policy including the Code of Business Conduct was implemented at corporate level in 2008 and 2009 by providing information on the Group’s intranet and by developing and carrying out training programmes for all HR managers. The training materials were initially produced in English, but have since been translated into Italian, Chinese, Polish, Portuguese, Russian, Spanish and German. Local HR managers together with local management are responsible for implementing the CSR policy at local level. The Group’s Code of Business Conduct is also included in the information package handed out to all new employees and is part of their employment contract.

**Monitoring of the implementation of CSR policy and Code of Conduct**
In 2009, FLSmidth made an HR compliance review of all business units in the FLSmidth Group with more than five employees. During the review many aspects of the CSR policy and Code of Conduct including compliance with human rights legislation in terms of discrimination, preferential treatment, and health and safety at work were dealt with. Those reviewed were also asked directly whether the employees had received CSR training. In the few instances where this was not the case or where the Code of Conduct was not complied with, instructions have been given to take corrective action, and subsequent monitoring has taken place.

**Non-compliance with Code of Conduct**
In cases where the Code of Conduct is violated, management takes disciplinary action, depending on the type and gravity of the violation, and if necessary dismisses the employees concerned.

**Climate and environmental sustainability**
It is FLSmidth’s goal to contribute to environmental sustainability in fields where the Group has significant influence on the climate and protection of the environment. The complete environmental policy is accessible on www.flsmidth.com

The pursuit of a cleaner environment and improved sustainability is an ongoing process aimed at customers and products, research and development and the Group’s own direct impact on the environment and climate. Being a global engineering company with little in-house manufacture of products, the FLSmidth Group’s own direct impact on the environment is limited. During the past year, project assignments for customers have therefore played the main part in the Group’s effort to reduce environmental impact, but various initiatives within local action plans have also contributed.

It is expected that in the coming years customer-related projects will continue to gain importance in reducing climate and environmental impact, more than the actions that have already taken place or may be effected within the organisation itself. Cembrit’s production plants are constantly focusing on utilising recyclable raw materials and reducing production waste. Minimising water consumption and waste water is also a high priority, and the plant in Finland has been particularly successful in this respect.

**CO2 footprint**
In 2009, the FLSmidth Group’s CO2 emissions totalled 73,000 tonnes CO2 consisting of direct emissions (scope 1) and indirect emissions from electricity production and district heating (scope 2).

This amount includes around 34,000 tonnes CO2 deriving from Cembrit’s production of fibre cement.

**Initiatives to promote environmental sustainability within the organisation**
The past year has seen a number of local initiatives to reduce energy consumption and greenhouse gas emissions. Internally, it is being emphasised that the initiatives are locally based within local plans of action to reduce energy usage and greenhouse gas emissions. With business units and projects spread out all over the world, there is a high level of global interaction and travel activity within the Group. As interaction between individual business units and with customers on various continents continues to grow, video conferencing and IT solutions are increasingly replacing travel. When erecting and replacing buildings and technical installations, energy usage and climate effects are also taken into account. A good example is the new FLSmidth House in Chennai, India, which was inaugurated in 2007 and in August 2009 named a Gold Rated Green Building by India’s Green Building Council under the LEED-India (Leadership in Energy and Environmental Design) programme. The LEED classification certifies the “greenest” buildings around the world and is considered both a national and international benchmark for design, construction and operation of buildings with high energy efficiency. FLSmidth House, FLSmidth’s office in Chennai, India, has invested in a 1.65 MW wind turbine that covers more than 80 per cent of...
its energy requirement. The wind turbine is the most powerful of its kind operating in India today and is capable of generating around 4 million kWh per year. Overall, environmentally sustainable solutions have been chosen for the FLSmidth House office facilities. All the cooling elements in the air conditioning system are ozone-friendly and biologically degradable, and the use of double glazing with a light-reflecting coating reduces the air conditioning costs by some 20 per cent compared to neighbouring buildings. Besides, energy efficient light fittings and automatic lighting sensors have been installed.

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**Development and promotion of environmentally friendly technologies**

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A major goal for the Group’s research and development effort is therefore to improve the energy and emission efficiency of our products and services. In this way, FLSmidth is contributing to direct environmental improvements on the part of our customers. In terms of lower consumption and lower emissions per unit produced.

A good example is the DUOFLEX G2 rotary kiln burner which was recently developed for the cement industry and effectively burns coarse fuel, thus saving considerable amounts of energy for grinding the fuel.

In 2009, the DUOFLEX G2 came into operation at several cement plants, allowing the use of alternative fuels instead of the traditional fossil fuels in rotary kilns.

The coming years are expected to see growing interest in processes and equipment for the cement and minerals industries that will lead to more sustainable production.

**HR policy**

Personnel conditions and HR policy play an important part of the Group’s CSR policy. The complete HR policy (including health and safety policy) is accessible at www.flsmidth.com.

In view of the fact that FLSmidth is an enterprise that acts globally, we consider diversity a business necessity which helps us serve our customers even better, thereby securing FLSmidth’s future success.

We offer equal opportunities to all present and coming employees, regardless of sex, age, ethnic affiliation and religious belief, handicap, political or sexual orientation and family status. We support our employees in playing an active role in their local communities, but since we respect the diversity of our staff, FLSmidth remains neutral in terms of politics and religion and we expect the same of our employees when working for and acting on behalf of the company.

The competencies of our employees are strategically significant, and we aim to help them reach their full potential and therefore spend considerable resources on ongoing training of FLSmidth staff. We are determined to create a healthy, flexible and creative working environment that enables our employees to pursue challenging careers whilst maintaining the all-important work-life balance.

FLSmidth offers competitive conditions of employment and pay, and it recognises the rights of its employees to organise themselves and negotiate collectively. We support the United Nations human rights principles and do not use child nor forced labour.

**Safety and health**

A new safety and health policy was adopted in 2008 as part of the overall CSR policy and the policy became firmly embedded in the Group during 2009. Safety and health functions have been organised in the Group’s three engineering centres in Denmark, USA and India, which will be responsible for arranging guidelines, safety training, consultancy of the organisation and auditing at FLSmidth premises and project sites. In addition, local safety and health coordinators at other relevant FLSmidth locations ensure continuous development of the safety and health effort focusing on compliance with local legislation, identifying risks in the working environment, follow-up on accidents and reporting to the global safety and health organisation.

In 2009, a safety training programme was set up for our technical advisors who are posted to sites in the cement and minerals industries on new plant assignments or service contracts. Their know-how and experience regarding a safe working environment benefits both the customer and other suppliers and reflects FLSmidth policy in this field.

2009 saw increasing focus on safety when handling major projects in which FLSmidth employees are to carry out work at construction sites. Several projects take place in countries where the prevailing safety culture may be lower than in Denmark, which emphasises the need for safety precautions within the FLSmidth organisation. FLSmidth’s Safety and Health Department therefore regularly visits construction sites to motivate and inspire the local customers to raise the standard of safety in their projects.

**Number of work-related injuries reduced**

By setting goals for the number of injuries in the individual units, FLSmidth maintains constant focus on lowering the number of work-related injuries within the Group. In 2009, we reduced the number of injuries by approximately 23% compared to 2008. It is
encouraging to see a generally positive trend in all FLSmidth units and companies. These efforts are continuing in 2010.

**Severe injuries**
The number of severe injuries also fell considerably from 26 in 2008 to 16 in 2009. For each severe injury a report is written and submitted to the Group’s global safety and health function.

The most frequent severe injuries are bone fractures of the leg or arm, typically caused by falls or contact with materials/goods.

Six traffic accidents with vehicles causing personal injury were reported in 2009. This shows that focus on traffic safety remains an important issue, both when planning and when carrying out transport activities.

**Employee development activities**
In 2009, global employee development activities focused on professionalising competency development still with the overall aim of having the right employees with the right competencies in the right jobs at the right time. Considerable resources have been spent on employee development based on the yearly PDR process where manager and employee discuss development and performance of the individual. Both the process and the system were fine tuned in 2009 to further qualify and streamline the overall web resources and development efforts in this field.

Among the achievements, are a Learning Management System or internal planning of employee training, follow-up on competency development and a global recruitment platform. In continuation of the employee engagement survey carried out in 2008, a number of initiatives were taken at various departmental, functional and organisational levels. A total of 1,742 actions have been reported, ranging from concrete steps at departmental level to major initiatives across the entire organisation.

Continued progress is being made within the Group to develop three different engineer career paths leading to department manager, project manager and technical specialist. The main focus is currently on the technical specialist career path because the need for highly specialised knowledge and competencies remains a key issue in relation to the Group’s strategic goals and challenges. In 2009, particular emphasis was placed on the global competency requirements viewed against future business needs and the ongoing off-shoring of engineering activities to India.

**Supply chain**
FLSmidth is an order-producing company and most of its production of equipment and machinery is outsourced to subsuppliers.

FLSmidth therefore maintains a comprehensive global network of suppliers in both the western world and the developing countries. There will often be a certain amount of local sourcing in those countries where projects are being delivered with a view to supporting the local economies and to reducing transport costs and the environmental burden of transportation.

In its general conditions of purchase, FLSmidth requires that subsuppliers comply with all local regulations concerning employee rights and safety and health.

FLSmidth maintains a structured assessment and selection process for subsuppliers which includes emphasis both on clean and efficient production facilities and on general and preventive maintenance to ensure a high level of safety. FLSmidth maintains a team of inspectors who systematically call on the Group’s main suppliers. If unacceptable working conditions are ascertained, this is reported to the Procurement department which then contacts the supplier.

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**GENMAB**

(Intet tilgængeligt via hjemmesiden)

**Kommunikation i 2009 årsrapporten**

Samfundsansvar (CSR)


I løbet af 2009 blev der nedsat en CSR-projektgruppe, som skulle fastlægge en handlingsplan for selskabets rapportering af CSR. Formålet med projektgruppen var at danne et overblik over de emner inden for CSR, som er mest relevante for Genmab, at kortlægge de aktiviteter, som Genmab på nuværende tidspunkt udfører, og udarbejde en handlingsplan for at videreudvikle Genmabs aktiviteter inden for CSR fremover. På denne baggrund blev der
udarbejdet en forretningsdrevet strategi og handlingsplan inden for CSR, som blev godkendt af bestyrelsen. Generelt er Genmabs grundlæggende bidrag til samfundet uløseligt forbundet med vores mission om at fremstille lægemidler til udekkede behandlingsbehov. Derudover dækker Genmabs CSR-plan fire forskellige områder:
- Medarbejdertrivsel, herunder arbejdsmiljø og trivsel
- Etik i forbindelse med prækliniske og kliniske forsøg
- Miljø, herunder affaldshåndtering og genbrug
- Virksomhedsetik og gennemsigtighed

Få nuværende tidspunkt har Genmab allerede etableret adskillige CSR-aktiviteter, herunder:
- Globale retningslinjer for sikkerhed i laboratorier, herunder håndtering af farlige substanser
- Årlige helhedsundersøgelser og vaccinationer for ansatte i Genmab A/S
- Globale retningslinjer for etik og børnenes sundhed i forbindelse med interaktion med sundhedspersonale
- En global politik for håndtering af farligt affald
- Etiske retningslinjer for direktionen (se venligst afsnittet om risikostyring i årsrapporten)

Desuden er biotek- og medicinalindustrin reguleret af omfattende og stramme regler. Genmab er underlagt og overholder alle disse internationale regler, retningslinjer og standarder inden for lægemiddeludvikling, såsom Good Laboratory Practice (GLP), Good Clinical Practice (GCP) og gældende Good Manufacturing Practice (cGMP). Reglerne og retningslinjerne har til hensigt at foreskrive kvalitetssikring af laboratorieundersøgelser og kliniske studier samt bearbejdelse af data fra sådanne undersøgelser og studier.

- Reglerne for GCP sikrer, at kliniske undersøgelser udføres i henhold til kravene for informeret samtykke, kliniske investigatorer, godkendte protocoler, beskyttelse af frivillige, overvågning af undersøgelser og kontrollen af kliniske data. Disse regler og tilhørende retningslinjer beskriver kravene for at udføre kliniske undersøgelser, som efterkommende forventninger der er til etik, lægevidenskab og databeskyttelse.
- Reglerne for cGMP specificerer de minimumskrav, der skal efterkommes for at sikre, at lægemidler produceres, testes, etiketteres, pakkes og opbevares i henhold til de gældende Good Manufacturing Practices.

Genmab er dedikeret til at overholde relevante lovregler, herunder retningslinjerne udstedt af de internationale regulatoriske myndigheder som EMA og FDA. Der henvises til afsnittet ”Risikostyring” i årsrapporten. For at sikre at CSR-strategien bliver implementeret i hele Genmab koncernen, har bestyrelsen godkendt en forretningsdrevet handlingsplan, som indeholder følgende fokusområder i 2010:
- Undervisning i forhold til retningslinjer for pharma compliance
- Medarbejdertrivsel
- Udarbejdelse af en global miljøpolitis
- Beslutning om hvilke relevante data og indikationer, der skal anvendes for at evaluere vores CSR -indsats
- Etablering af CSR -governance struktur Genmab vil også forbedre de eksisterende aktiviteter inden for CSR i 2010 og indlede yderligere aktiviteter inden for CSR -fokusområderne i de kommende tre år.

Vi forventer, at de igangsatte og planlagte CSR -aktiviteter vil have en positiv effekt på Genmabs omdømme og reducere de risici, der er forbundet med miljømæssige, sociale og etiske spørgsmål. Vi forventer, at CSR -initiativerne vil appellere til nuværende og fremtidige ansatte og investorer.

Kilde: [http://www.genmab.com/~/media/1Corporate%20Documents/Genmab_DK_web.ashx](http://www.genmab.com/~/media/1Corporate%20Documents/Genmab_DK_web.ashx)

**H. LUNDBECK**

**Menneskerettigheder**

*The UN Global Compact states: Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.*

Lundbeck develops and markets products to help people with severe disorders, and like the rest of the pharmaceutical industry our business is associated with a number of ethical dilemmas with regard to human rights. We acknowledge the
following key dilemmas in this respect: conducting animal experiments and clinical trials, ensuring patient safety, marketing our products at a fair price, and providing unbiased knowledge on their use.

As a research-based company we are obliged to conduct experiments on animals in order to enhance the quality of life and the safety of our patients. We will reduce, refine and replace animal experiments according to Lundbeck's policy on the use of animals and our independent ethical review process. We will continuously improve animal welfare and ensure research animals a secure environment and up-to-date facilities.

Lundbeck conducts clinical research activities in accordance with ethical standards that meet international requirements. Furthermore, all ongoing and completed clinical trials are announced and all results of clinical phase II-IV are publicly disclosed regardless of the outcome.

At Lundbeck, we acknowledge our responsibility to people who depend on our products and our knowledge of them to manage their disease. We use state-of-the-art systems to produce high quality products, perform pharmacovigilance and ensure patient safety globally. We continuously evaluate the benefit-risk profile of our products throughout their lifecycle and take action as warranted. We proactively communicate our safety knowledge to our stakeholders.

Lundbeck wishes to improve access to health for people living with psychiatric and neurological disorders. For this reason, a new Position and associated actions will be developed during 2010. The promotion of medicinal products is strictly regulated and monitored by authorities. At Lundbeck, we are committed to complying with current regulation and to continuously developing our internal procedures for promotional activities. We aim to provide unbiased and transparent information to ensure effective and safe use of our medicines.

Lundbeck complies with the IFPMA Code of Pharmaceutical Marketing Practices; the EFPIA Code on the Promotion of Prescription-only Medicines to, and Interactions with, Healthcare Professionals; as well as national codes on marketing practices in the countries of operations.


Arbejdsrettigheder

The UN Global Compact states: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

Lundbeck wants to attract and retain the best people and we aim to develop and maintain a high performance culture. For this reason, sound people policies have been developed to ensure universal labour rights of our employees and that all employees receive the training required to perform their job.

Lundbeck aims to plan and design work processes with focus on preventing health and safety problems. Our efforts aim to enhance both psychological and physical health conditions. This includes for example managing health and safety aspects when major changes take place.

Taking care of people in our operations globally and when working with partners and suppliers is essential for us. Our HSE Policy outlines our ambition to remain a leading company within health and safety, and we focus on continuous improvements through effective management systems. Our HSE management systems are certified according to OHSAS 18001 and cover our research, development and manufacturing sites. We openly communicate our performance within health and safety on an annual basis.


Miljø

The UN Global Compact states: Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.

Like the rest of the pharmaceutical industry Lundbeck is facing a number of environmental challenges. This includes the environmental impact linked to research, development and manufacturing, as well as the impact from the end-use of medicine by patients. Both challenges can lead to increased amounts of pharmaceuticals in the environment.

Developing, manufacturing, and marketing new drugs are core elements of our business. Ideally, environmental considerations are made when developing new products and processes. We seek to achieve this by using the least harmful substances and choosing processes that pose the lowest risks to the environment. We conduct environmental risk assessments of the active pharmaceutical ingredient in our new medicinal products and have implemented procedures for systematically involving environmental improvements in our research and development projects.
In 2007, the Corporate Management Group established a CO$_2$ strategy, making a firm commitment to minimising our CO$_2$ emissions.

Our environmental ambitions are outlined in our HSE Policy and are backed by effective management systems. The HSE management systems are certified according to ISO 14001 and cover our research, development and manufacturing sites. We openly communicate our performance within environment on an annual basis.


**Anti-korruption**

The UN Global Compact states: Businesses should work against corruption in all its forms, including extortion and bribery.

In our effort to help people suffering from psychiatric and neurological disorders, we interact with a large number of different business partners and healthcare professionals all over the world. To maintain our integrity, Lundbeck will not accept or engage in corruption in any form, and we train relevant employees in order to prevent corrupt practices. In addition, we inform our business partners about our commitment to work against corruption, and expect them to live up to our standards.

Lundbeck is currently developing a Code of Conduct including all of the issues covered in our Code of Ethics. The Code of Conduct will be finalised during 2010 and launched together with an implementation plan.


**JYSKE BANK**

**Menneskerettigheder**

(Ikke tilgængelig)

**Arbejdsrettigheder**

(Ikke tilgængelig)

**Miljø**

(Ikke tilgængelig)

**Anti-korruption**

(Ikke tilgængelig)

**Kommunikation i 2009 årsrapporten**

Jyske Bank er bevidst om banksektorens generelle betydning for samfundet, herunder den fiThingsielige stabilitet, og med afsæt i lovgivningen og forretningsmæssige forhold opfylder koncernen sin rolle heri.

Jyske Bank tilstræber i alle forhold at drive en ordentlig, redelig og ansvarlig forretningsliv handlende koncernen sin rolle heri.

Jyske Bank har ikke underskrevet chartre, internationale principper eller lignende erklæringer om social ansvarlighed, ligesom koncernen ikke har implementeret specifikke politikker for sociale, etiske og miljømæssige forhold. Jyske Banks ansvarlighed udmøntes i praksis som en naturlig del af koncernens politikker på alle relevante områder og vil altid tage udgangspunkt i den gældende lovgivning på området og de konkrete forretningsmæssige forhold.


**Miljø og energi**

Jyske Bank forbruger energi til at drive forretningen og til at skabe et godt klima for kunder og medarbejdere. Der iværksættes løbende tiltag og investeringer i teknik og automatisering med henblik på at optimere og reducere det nødvendige energiforbrug, ligesom der i samarbejde med eksterne rådgivere foretages screeninger af energiforbruget i bankens afdelinger.

JN Data har gennem virtualisering af servere, forbedringer af maskinparken og varmekøling optaget betydende reductioner i energiforbruget.
Jyske Bank benytter i stigende grad elektroniske medier til markedsføring og kommunikation, hvilket nedbringer forbruget af trykte medier, og koncernen har generelt fokus på papirforbruget såvel internt som eksternt.

Jyske Netbank giver kunderne mulighed for løbende at have overblik over økonomien og nemt udføre forskellige banktransaktioner, samtidig med at forbruget af papir til fx kontoudtog, depotopgørelser og lignende reduceres.

Jyskebank.tv er koncernens internetbaserede tvkanal, som bruges internt til at formidle nyheder, holdninger og værdier til hele organisationen samt eksternt til kunder og omverden med finansielle nyheder, baggrundshistorier og andet. Jyskebank.tv har således bl.a. erstattet papirbaserede interne nyhedsmedier, skriftlige analyser og magasinet Jyske Bank Nyt.


Ud over at opfylde lovgivningen på området er der understøttes ved løbende og proaktive vurderinger.

- Jyske Bank har fokus på fysisk arbejdsmiljø, der er ansvarlig til kunderne at investere i.
- Jyske Bank indgår deltids- og fleksjobaftaler med medarbejdere, der mister en del af deres erhvervsevne, og for andre kandidater til fleksjob har koncernen også gjort en indsats for at dække.
- Jyske Bank og for andre kandidater til fleksjob har koncernen skærpet fokus på det psykiske arbejdsmiljø, der er ansvarlig investering. Investorer, myndigheder, medier, politikere og interesseorganisationer har alle en definition heraf.

Jyske Bank ønsker selv at vurdere, hvilke selskaber og brancher som er samfundsmæssigt ansvarlige at investere i.

Medarbejdere


Kunder

Jyske Banks Almennyttige Fond og Medarbejderfond

Jyske Bank har stiftet Jyske Banks Almennyttige Fond, der som formål bl.a. har at virke almennyttigt og fremme erhvervsudvikling. Gennem prisuddelinger o.l. er der således gennem flere år ydet støtte til en række forskellige aktiviteter over hele landet.

Jyske Bank har endvidere stiftet Jyske Banks Medarbejderfond, der som formål bl.a. har at støtte nuværende og tidligere medarbejdere i koncernen.


NKT HOLDING

Menneskerettigheder & Arbejdrettigheder


For at sikre os at FN's 6 principper inden for menneske- og arbejdstagerrettigheder udbredes og efterleves i koncernen, skal alle ansvarlige for koncernens juridiske enheder årligt redegøre for enhedens situation i relation til de seks principper og til korruptionsforhold i et ‘Letter o f Representation’ om samfundsansvar.

Fremover vil vi rette fokus mod vores leverandører. Vi vil forlange, at vores leverandører også arbejder for de 10 principper i UN Global Compact. Vores målsætning er, at for mindst 80% af NKT koncernens indkøb (målt i mærkedsværdi) skal leverandørerne om senest to år - dvs. i 2011 - kontraktmæssigt have forpligtet sig til de 10 principper (kun indkøb over 50 tEUR er omfattet).

Når vi har fået de aktuelle kontraktforhold bragt på plads, vil vi stikprøvemæssigt via kontrolbesøg og lignende følge op på leverandørernes overholdelse af disse principper.

Arbejdsmiljø og sikkerhed for vores medarbejdere er vigtigt for os. Derfor vil alle vores virksomheder rapportere om fravær forårsaget af arbejdsskader, ligesom vi vil opstille forbedringsmål.

Kilde: http://www.nkt.dk/dk/Menu/CSR/UN+Global+Compact/Fokusområder/Menneske-+og+arbejdsgiverrettigheder

Miljø

Vil vil rapportere om energiforbruget for alle vores virksomheder, og der vil både på koncernniveau og for de enkelte forretningsenheder blive opstillet forbedringsmål for energiforbruget, normeret i forhold til aktivitetsniveauet. NKT har for 2008 indberettet sin CO₂-udledning til organisationen Carbon Disclosure Project og i den forbindelse sat som ambition at nedbringe koncernens CO₂-udledning med minimum i alt 12% over årene 2009-2011 målt i forhold til vores omsætning.

I to af vores virksomheder, NKT Cables og NKT Flexibles, forarbejdes metalråvarer og plastmaterialer i store mængder og via energintensive processer. Her vil vi rapportere om det samlede forbrug af disse råvarer, men det er i høj grad markered, der dikerer brug og forbrugsomfang af disse råvarer. Miljømæssigt vil vores største forbedringsbidrag derfor bestå i løbende at nedbringe kassationsniveauet i produktionen samt at bidrage til udvikling af helt nye produkter eller produktanvendelser, der kan nedbringe miljøbelastningen i den samlede forsyningskæde. Disse to områder vil derfor indgå i den fremtidige COP-rapportering for NKT Cables og NKT Flexibles.

I den forsyningskæde, som Nilfisk-Advance er en del af, er det vores vurdering, at de største miljømæssige udfordringer og forbedringsstilæg ligger inden for følgende to områder:

- Reduktion af produkternes miljøbelastning i brugssituationen
- Genanvendelighed af produkterne i bortskaffelsessituation

Kilde: http://www.nkt.dk/dk/Menu/CSR/UN+Global+Compact/Fokusområder/Menneske-+og+arbejdsgiverrettigheder
Begge disse områder vil derfor indgå i vores fremtidige COP-rapportering med målepunkter og forbedringsmålsætninger.

Med aktiviteter i mange forskellige lande holdes der mange møder med deltagelse fra forskellige lande. For at reducere rejseomfanget, og dermed også den afledte CO₂ udledning, er vi i koncernen ved at etablere videofaciliteter på mange af vores sites.

Kilde: [http://www.nkt.dk/dk/Menu/CSR/UN+Global+Compact/Fokusområder/Miljø](http://www.nkt.dk/dk/Menu/CSR/UN+Global+Compact/Fokusområder/Miljø)

**Anti-korruption**

En lang række forhold medfører at vi opererer inden for områder, hvor der er risiko for, at korruption kan optræde: Vi køber varer i meget store volumener, vi sælger meget store projekter, vi opererer inden for brancher der har været kendte gnet ved et antal kartel- og korruptionssager. Over de seneste år har vi udbredt vores forretning fra at have et traditionelt skandinavisk fokus til at være en global virksomhed med lokal tilstedeværelse i områder, hvor korruption har været og er mere udbredt end i Skandinavien.

Vi er stærke tilhængere af konkurrence på fair betingelser, og vi betragter det som et vigtigt aktiv i forhold til vores kunder, at vi ikke tager del i ulovlige, konkurrenceforvridende tiltag.

Vores indsats vil i første omgang være rettet mod at sikre, at der ikke foregår ulovligheder inden for egne rækker. Vi vil sikre os, at politikkerne er i fokus og efterleves. Det sker ved, at alle ansvarlige for koncernens enheder redegør for enhedens situation i en 'Letter of Representation' om samfundsansvar.

I næste fase er det vores hensigt også at rette indsatsen mod led uden for egne rækker, herunder agenter. Indledningsvis vil vi igangsætte en indsats for at sikre, at vi kontraktuelt forpligter forretningspartnere til at handle i overensstemmelse med vores politik.

Kilde: [http://www.nkt.dk/dk/Menu/CSR/UN+Global+Compact/Fokusområder/Anti-korruption](http://www.nkt.dk/dk/Menu/CSR/UN+Global+Compact/Fokusområder/Anti-korruption)

**Kommunikation i 2009 årsrapporten**

NKT har gennemgået en transformation fra at være en overvejende skandinavisk virksomhed til i dag at være en global virksomhed. Derfor skal koncernen være i stand til at agere under en langt større diversitet af rammebetingelser end tidligere - også for sa vidt angaar samfundsansvar.


Aktiviteter i 2009 og mål for fremtiden

I løbet af året har NKT udarbejdet et sæt etiske retningslinjer for koncernen som følger de ti principper FN anbefaler. De etiske retningslinjer supplerer de øvrige koncernpolitikker, som er blevet revideret i forbindelse med offentliggørelse af de etiske retningslinjer ultimo 2009. Retningslinjerne og politikkerne kan ses på hjemmesiden under fanebladet ‘NKT Holding’.

Der er igangsat aktiviteter, der skal sikre implementering, og der er arbejdet på at etablere et dataindsamlings- og rapporteringsgrundlag for området. Mere kontinuerlig dataopsamling om koncernens præstationer i forhold til de ti principper vil begynde pr. 1. januar 2010.

Med hensyn til menneske- og arbejdstagerrettigheder er der i 2009 igangsat en proces for at sikre, at også forsyningskæderne lever op til principperne på disse to områder. Målet er, at om senest to år skal leverandørene kontraktmæssigt have forpligtet sig i forhold til FN’s principper, sa mindst 80% af NKT koncernens indkøb (malt i indkøbsværdi) er omfattet. NKT har igangsat en proces for at sikre, at FN’s principper på kontinentale områder lever op til principperne på disse to områder. Målet er, at om senest to år skal leverandørene kontraktmæssigt have forpligtet sig i forhold til FN’s principper, sa mindst 80% af NKT koncernens indkøb (malt i indkøbsværdi) er omfattet.


In order to follow-up on how well our people perform and deliver Great Customer Experiences, we conduct an annual Customer Satisfaction Index (CSI) survey. The CSI survey is conducted in all customer segments every autumn and the results are reported on different levels in the organisation. The CSI is used to follow up and improve our services to customers, and action plans for improvements are created at local level as well as centrally. The latest survey was conducted in the autumn of 2009. The CSI result for 2007 established the baseline for the common group-wide Key Performance Indicator (KPI) on Customer Satisfaction that was introduced in our management system in 2008. Constant improvements on customer satisfaction are one of our primary goals. The results for the Household (personal customers) market show an improvement on the Nordic market. The result from the corporate customers shows unchanged absolute satisfaction; however since our Nordic peers report a clear drop in satisfaction, we have actually improved our relative performance.

It's all about people

We deliver high quality products and services, and we could not do so without our people. The quality of our people is what ultimately distinguishes us from our competitors hence it is our people who are making Nordea Great.

People strategy

Our people strategy allows us to focus and every initiative that support the areas of priority referred to below shall be guided by and reinforce Nordea’s three values; Great Customer experiences, One Nordea Team and It’s all about People. On that note, the areas of priority are;

- Building the foundation
- Being the employer of choice
- The right person in the right place at the right time
- Mobilising, differentiating and rewarding for performance
- Providing opportunities to develop and grow
- Practicing the required leadership

Building the foundation

The Performance, Talent Management and HR information systems, in all Nordic countries were further improved to better support our People Strategy. In 2010, additional steps will be taken to establish processes, systems and conditions supporting our People Strategy.

Being the employer of choice for those who

will move us from Good to Great

The ability to realise the vision requires Nordea to have the very best employees. This applies both to our ability to attract and to retain the very best. In 2009 an ambassador network was established consisting of employees who will play a significant role in communicating about Nordea as a workplace. Our consistent work to strengthen the brand, consisting of activities like speed dating and labour fairs at schools and universities led to visible results among selected target groups in terms of their views of Nordea as a possible employer. In Denmark and Sweden our attractiveness increased substantially, in Norway we saw clear improvement in many respects and in Finland we have kept our leading position.

Staffing, ensuring we have the right person in the right place at the right time

In 2009 the People Planning Process, which serves to translate business plans to people needs was further improved. A new job ad concept was introduced to strengthen both the internal and external recruitment process. Internal career fairs, a new means to increase internal mobility was introduced, to enable employees to broaden their knowledge about career opportunities in Nordea and by that develop through new experiences.

Ensuring that we have the right person in the right place at the right time will help Nordea become Great, and will consequently be an area of priority also in 2010.

Mobilising, differentiating and rewarding, thereby securing outstanding organisational performance

Nordea strives to improve Performance Management by simplifying processes and tools and fostering a culture of feedback and coaching; thereby making sure everyone in Nordea understands where we are and where we intend to go, and how they can contribute in getting us there. All regular staff partake in regular performance and career development reviews. In 2009, 90% of our employees took part in such a review. As we believe in a strong relationship between performance and pay we will continue to focus on strengthening this link, while also making sure we are competitive in all part of compensation and benefits.

Providing opportunities for our people to develop and grow

The consistent work to build competencies meeting the business demands of the future continued also in 2009.
New academies for banking products where introduced complementing the further training of personal bank advisers introduced in 2008. Investments in people show in business results, and we will continue to seek effective ways to focus on skills development, e.g. through multi-channel learning (feedback and coaching, e-learning, classroom training and more). Practising the leadership that will make Nordea to grow from Good to Great
Leadership is the strongest individual driver for performance and building a company’s culture. In order to succeed, we must produce current leaders while making sure we identify and develop those with potential to become our future leaders. In 2009, we have continued to build and further strengthen leaders by providing development opportunities through Nordea’s leadership programmes, coaching training and unit specific activities. An introduction programme for managers has been introduced, with the aim to quickly get new managers on board by providing them with information and supporting them in using tools and processes linked to their managerial role. Our Talent Management process aims to identify talents early and provide opportunities for them to realise their potential, together with us.

Employee satisfaction survey results
Because our people are key to making the transition to Great, the People Strategy aims at creating conditions for our employees to do just this. Because our people are key to making the transition from Good to Great, the People Strategy endeavours to create conditions for our employees to realise this. It is our challenge to motivate and develop our employees into realising our vision, and the Employee satisfaction survey is an evaluation tool in this area. 93 per cent of employees responded to the 2009 ESI survey, which is the highest rate in the history of our survey. The results show either improvement or status quo compared to 2008, which means that we are above or very close to our Nordic peers. Employees’ commitment has increased by one point and exceeds external benchmark1) by four points. Reputation score “Proud to tell others where I work” has risen by two points.

Employee involvement
By year-end, 88.4% of our employees in the Nordic countries were covered by collective bargaining agreements. The collective bargaining agreements include a number of provisions that may differ from country to country; this applies for example to terms of notice which varies from 1–6 months depending on country and also length of service. In terms of health and safety topics, the legislative requirements in Denmark, Finland, Norway and Sweden are regarded as satisfactory and the collective bargaining agreements are subordinate to national regulations. Nordea has since 2001 had two bodies for collaboration with the unions; Group Council and Business Consultative Committees. These two set ups fulfils EU’s directive regarding European Works Council for a procedure for informing and consulting employees. The purpose of the Group Council is to strengthen the competitiveness of the Group and to improve its performance by encouraging dialogue between management and labour union representatives. The Group Council is informed about and discusses the Group’s long-term plans, organizational developments, present operations and economic results. Members of the Group Council represent both the management and union representatives from all Nordic Countries. Group Council convenes four times a year. The Consultative Committees (CC) operates on the Business level. The CC’s primary purpose is to inform and discuss major planned changes with consequences for the employees in more than one country. It also enables the unions to exert influence on future decisions. The Nordic unions are represented by one union representative from each Nordic country in respective Committee.

Miljø
Our environmental indicators cover only our operations in the Nordic countries. In the future we plan to include Estonia, Latvia, Lithuania, Poland and Russia in our coverage, country by country, by implementing the same tools to these locations as we use in the Nordic countries. Our international network is excluded from the environmental indicators as they are not material in this respect. When indicators are related to our premises we cover only the ones that are occupied by Nordea. Real estate buildings that are part of our investment assets are not included in our indicators. Nordea in its CSR strategy aims to put its own house in order and to run its operations in an environmentally smart way. We began measuring our environmental impact in 2002. The Ecological Footprint Programme was launched 2008, gaining momentum in 2009, and set about to involve all our employees by increasing awareness, changing behaviour and ultimately reducing energy consumption. Energy consumption is clearly the largest culprit. Since end of August we bought green certificates to cover all energy used in the Nordic countries. Green certificates are issued for energy produced by renewable sources according to the European standard RECS (Renewable Electricity Certificate System). A certificate is issued for every megawatt hour of electricity produced. The new agreement reduces our aggregate CO2 emissions,
including electricity, heating, cooling and travelling by
37% for 2009. Important to remember though is that this will not
replace our work to reduce energy consumption. In November we received the Leadership in Energy
and Environmental Design (LEED) certification for our
14 main head office buildings in the Nordic countries.
LEED is a US-based green building certification
method recognized globally. The method promotes a
whole-building approach to sustainability by
recognising performance in five key areas: sustainable
site development, water savings, energy efficiency,
materials selection, indoor environmental quality and
environment friendly usage of the premises. The
certification of Nordea’s office buildings is the largest
international LEED project so far outside of the United
States, and the first LEED for Existing Building
certificate in Europe.
In 2009 eight work streams were formed to reduce
Nordea’s Ecological Footprint. They are energy
management, green IT, internal paper consumption,
customer paper consumption, waste management,
virtual collaboration, sourcing and behaviour &
communication.
• Energy management – All our main office buildings
have been audited to identify energy saving
• Green IT – more advanced tools for virtual meetings,
automated off powering of PCs over night (approx
20,000 desktops), donating of used computers,
reduction of energy consumption in computer halls by
raising of temperatures, reuse of excess heat produced
and efficient placement of servers in hot and cold aisles.
• Paper consumption – We reduced the number of
paper based statements by over 12 million after having
improved internet bank account statements.
• Waste management – Approximately 70% of the
waste Nordea creates is recycled or utilised as energy.
• Water consumption has decreased by almost 5%. An
internal green campaign to raise awareness on
environmental issues was running during the
Copenhagen climate conference.
The work continues and we have set long-term goals
guided by the EU directive on energy and end-use
efficiency and energy services (ESD). The Directive
has suggested goals for 2020 but we have set our goals
now for 2016. Examples of goals are, compared to
2008, to reduce employee’s energy consumption by
15%, reduce employee’s travel by 30%, and reduce
each employee’s paper consumption by 50%.


Anti-korruption

(Ikke tilgængelig)

NOVO NORDISK

Menneskerettigheder

Taking responsibility is part of Novo Nordisk’s commitment to the Triple Bottom Line. The company’s approach is
described in its framework for corporate governance and fundamental business principles, the Novo Nordisk Way of
Management. It explicitly refers to the company’s support for the United Nations Universal Declaration of Human
Rights.

Novo Nordisk has worked with human rights since 1998, when the first human rights review was undertaken with focus
on rights to health, equal opportunities and diversity.

In 2009 Novo Nordisk continued to actively participate in the international debate on how to define corporate
responsibility for human rights being led by the Special Representative to the Secretary General of the UN on business
and human rights.

Novo Nordisk has published its position on human rights on its website. The position states that Novo Nordisk will:

- Promote the protection of international human rights within our sphere of influence
- Reach out to promote the right to health
- Actively promote equal opportunities and diversity
- Make a valuable difference by our example and presence
- Contribute to the development of international standards on human rights for business
Examples of corporate programmes that actively promote human rights are:

- Access to health
- Responsible sourcing
- Diversity


**Arbejdsrettigheder**

It is a minimum requirement for companies and affiliates in Novo Nordisk to ensure that the freedom of association and the right to collective bargaining are upheld, that the company does not engage in forced and compulsory labour or child labour, and that the company works to ensure diversity and non-discrimination in respect of employment and occupation.

Novo Nordisk has activities all over the world and also has operations in countries where employees do not have a free choice of union. In those cases it is ensured that the national legislation is followed.

Examples of comprehensive corporate programmes that actively promote labour standards are:

- Responsible sourcing
- Diversity


**Miljø**

Ensuring environmental sustainability is one of the global challenges addressed by the UN Millennium Development Goals. The unequal access to resources means that in some parts of the world economic growth is hindered by the lack of e.g. clean drinking water, whereas in other parts of the world the abundance of and access to energy is accelerating the depletion of fossil fuels.

Governments and intergovernmental organisations such as the United Nation (UN) recognise the urgency of this issue and seek to promote the integration of the principles of sustainable development into national and regional policy programmes. Legislation and policy instruments such as taxation and regulation aim to curb or even reverse the loss of environmental resources, but not even these initiatives fully factor in the environmental costs and the potentially negative impacts on human lives in the long term. The business community has a key role to play if we are to achieve more sustainable growth.

Novo Nordisk subscribes to the International Chamber of Commerce’s Business Charter for Sustainable Development. Our approach is described in the framework for corporate governance and fundamental business principles, the Novo Nordisk Way of Management.

Novo Nordisk joined WWF’s Climate Savers programme by signing an agreement to reduce Novo Nordisk emissions of CO2. Under this agreement the company has committed to an ambitious target of a 10% reduction in its CO2 emissions in absolute figures by 2014 compared to 2004, which was achieved at the end of 2009.

Novo Nordisk has been an active member of The Copenhagen Climate Council, an independent global initiative gathering business leaders from Europe, the Americas, Asia and Oceania and leading politicians, authorities and scientists. The Copenhagen Climate Council worked to promote a broad global dialogue and build momentum for achieving an ambitious, global and binding treaty at the UN Climate Summit in Copenhagen in December, 2009.
In 2009, the main activities of the council were the World Business Summit on Climate Change in May and a business event at the Kronborg castle during the COP-15. Held in May 2009, the outcome of the World Business Summit was a list of six items that the business community believes to be necessary ingredients of a new, effective climate agreement.

Being a pharmaceutical company means that a majority of activities related to the production of pharmaceutical products have a high level of safety, always ensuring that Novo Nordisk have identified any potential risks to the users of Novo Nordisk’s products before they are taken into use. An example of how Novo Nordisk’s work with the precautionary principle can be found in Novo Nordisk’s position on gene technology.

Examples of comprehensive corporate programmes that actively promote environmental responsibility are:

- Climate strategy
- Environmental management
- Limiting our footprint


### Anti-korruption

Integrity and ethical business conduct has always been a business principle for Novo Nordisk and one that is included in the Novo Nordisk Way of Management and its systematic follow-up methodology.

Bribery and corruption are key local concerns today, detrimental to the wealth, stability and economic growth of societies as well as to the environment and Novo Nordisk believes that these problems must be tackled by all levels of society. Novo Nordisk’s role as a private company is to act responsibly in all aspects of how Novo Nordisk conducts business as well as actively supporting relevant initiatives to combat corruption.

Novo Nordisk's Business Ethics programme includes compliance with legislation and offers guidance on individual judgements. The Business Ethics Policy sets direction and states that bribery and corruption is unacceptable. It is backed by three procedures for ethical business conduct, product promotion and contracting with agents and other third parties.

In addition, all staff involved in sales, marketing, regulatory affairs or public affairs, must complete training that provides guidance, including examples of what constitutes unacceptable behaviour. Business ethics training has been required of all managers since 2008 and all general managers and sales directors have been trained via face-to-face workshops.

Novo Nordisk has established a Business Ethics Compliance office to support and monitor the company's business ethics policy and procedures, and manages training covering anticorruption, conflicts of interest, promotion of pharmaceutical products, and interaction with healthcare professionals, suppliers and intermediaries.

Our Business Ethics policy and procedures also set standards for our public affairs activities and engagement with stakeholders such as public officials, healthcare professionals and patient organisations.

During 2009, we reached settlement agreements with the US Securities and Exchange Commission, the US Department of Justice and the Danish Public Prosecutor for Serious Economic Crime regarding the company's sales to Iraq during 2000 to 2003 under the United Nations Oil-for-Food programme.

Examples of comprehensive corporate programmes that actively promote anti-corruption are:

- Business ethics
- Public affairs

NOVOZYMES

Menneskerettigheder

Our work with human rights results in more than just a clean conscience. In our experience, being a good corporate citizen can open doors and build important relationships. Making a difference for people and for Novozymes. When we act responsibly and show that we respect people and the environment by creating good conditions for employees and by being positively involved in local development, local partners and stakeholders are naturally more open to working with us. Annual employee satisfaction surveys also establish that Novozymes’ employees attach great importance to corporate social and environmental responsibility. Working with human rights makes our workplace more attractive, and this makes it easier for Novozymes to attract and retain the skilled employees we need to achieve future goals.

Increasing interest and pressure from investors

Investors focus on companies that respect human rights, particularly since serious work on human rights is an important part of corporate risk management. Investors today expect companies to document that they meet and address core human rights issues. In today’s globalized world, treating employees decently across all corporate sites is essential to preserving a company’s image, its global market, and its ability to attract the best and brightest employees.

Novozymes’ initiatives to ensure human rights compliance

Novozymes’ focus areas within human rights relate mainly to employment standards and anti-discrimination, which are covered by our minimum standards described in Novozymes’ position on human rights. Once a year, all Novozymes’ business units conduct a self-assessment to document that these minimum standards are being met. The self-assessments help identify good practices in such diverse areas as People & Organisation, purchasing, and partnering, and allows us to share these experiences across our global organization with the purpose of improving local efforts. Since 2006, social audits have also been integrated into our internal audit program to ensure that our business units meet the minimum standards. Novozymes’ internal audit panel selects business units for social auditing to assess whether they meet human rights and employment standards.

In addition to Novozymes’ internal processes, the minimum standards are also applied when evaluating new and existing suppliers and when conducting due diligence in connection with new acquisitions.


Arbejdsrettigheder

It is our responsibility that our employees are safe while at work. All business units in Novozymes follow an occupational health & safety (OH&S) management standard in order to continuously improve occupational health and safety, including the prevention of occupational accidents and diseases. The requirements include setting targets and drawing up action plans based on risk assessments and official criteria. OH&S is included in the Novozymes management systems in the business units, which strengthens follow-up on OH&S objectives, implementation of activities set out in actions plans, and an ongoing commitment from line management. The effectiveness and applicability of the OH&S system is evaluated at least once a year with a view to making systematic improvements.

Involvement of employees

Line management is responsible for involving employees in OH&S work and for promoting cooperation between management and employees on an ongoing basis.

Novozymes’ OH&S organization

Novozymes’ OH&S organization is based on two specialized units. One, headed up by a doctor, has a medical bias and advises individual employees on any health problems. The other focuses on managing and coordinating OH&S and preventive work.

Preventing enzyme allergy

Like any other type of protein dust, enzyme dust can cause allergy if not managed correctly. An enzyme allergy can be a challenge in both research environments and production units if the management of occupational health and safety (OH&S) is not fully prepared. Measures to prevent allergy therefore include raising awareness among management and employees of the risks associated with working with enzymes. Novozymes’ ambition to prevent enzyme allergy has resulted in the adoption of a set of global standards for working with enzymes, including concrete limit values for the amount of enzyme dust in buildings. Furthermore, there is focus on:

Workplace organization

Attitudes and behavior of employees, including consistent use of safety equipment and high levels of hygiene
Monitoring of dust levels and allergy cases has also been enhanced. All employees who work with enzymes at Novozymes are offered an annual test for enzyme allergy. The results and subsequent consultation are confidential, and it is up to the individual employee to decide how to use the advice.


**Miljø**

The energy savings potential in the use of enzymes, in technical applications as well as in food and feed production, meet society’s need to minimize climate change and provides a business opportunity for Novozymes. Global warming is one of the most severe problems the global society is facing today. At Novozymes, global warming, CO2 emissions, and energy use are closely linked.

The real difference happens when customers apply the enzymes. Numerous life cycle assessment (LCA) studies show the huge energy savings potential when enzymes are used in production processes at customer sites instead of traditional methods and in end consumer products such as bread and detergents. On average, using one kg of enzyme saves the emission of approximately 100 kg of CO2, and this saving is realized through production processing changes such as lower batch temperatures, fewer and smaller rinses with water, reduced production line downtime for equipment maintenance, and so on.

Novozymes has its own ambitious energy saving goals.

To stay competitive Novozymes has to continuously and effectively manage costs related to energy consumption and CO2 emissions. Novozymes’ energy consumption is considerable, energy being essential to our production. Improving energy efficiency as well as reducing CO2 emissions are directly linked to cost reductions and responsibly managing our resources. Novozymes has ambitious targets for decoupling our growth from energy consumption, for using renewable energy sources and cross-organizational energy, and for meeting our climate strategy.

The LCA principles and findings for our products have inspired our own CO2 and energy strategy; we realize that partnerships concerning CO2 efficiency with suppliers and customers are key to making a difference. Novozymes has recently signed Denmark’s largest ever climate deal with our local energy supplier. In partnership with our supplier, Novozymes in Denmark will be CO2 neutral for electricity by 2012. This ambitious agreement, based on using electricity produced at a wind turbine park, will deliver a considerable contribution to Novozymes’ overall goals to decouple growth in CO2 emissions from growth in our business and to set a good example for our customers.


**Anti-korruption**

(Ikke tilgængelig)

**Kommunikation i 2009 årsrapporten**

**Resultater for bæredygtighedsområdet**

Novozymes hævede ambitionsniveauet i 2009 i forhold til de foregående år. Nogle af bæredygtighedsmålene blev udskiftet, nye tiltag blev iværksat, og målene for visse nøgleindikatorer blev skærpet. Formålet var at bringe Novozymes’ bæredygtighedsmål mere på linje med vores strategiske ambitioner.

Alle mål for bæredygtighed på nær ét blev nået. Novozymes’ bæredygtighedsmål er centreret om fire temaer:

- Udnyttelse af ressourcer
- Indvirknings på klimaforandringer
- Involvering af interessenter
- Medarbejderforhold

Udnyttelse af ressourcer

Vandforbrug er en nøgleindikator for effektitet og miljøbelastning. Målet for 2009 var, at stigningen i vandforbruget skulle være mindst 2% lavere end salgsvæksten. Målet var forhøjet i forhold til forrige år, hvor differencen skulle være mindst 1%. I 2009 steg salget i lokal valuta 2%, mens vandforbruget faldt 4%. Målet blev således nået med en samlet relativ forbedring af resultatet på 6%. For energiforbrug var der ligeledes sat et mål for 2009 om, at stigningen i energiforbruget skulle være mindst 2% lavere end salgsvæksten. Energiforbruget faldt 5% i 2009, og målet blev således nået med en samlet relativ forbedring af resultatet på 7%.
Indvirkning på klimaforandringer


Involvering af interessenter


Naboklager og overholdelse af myndighedskrav


Opfølgning på miljøsag

I 2003 blev der konstateret forhøjet nitratindhold i grundvandet omkring Novozymes' fabrik i Franklinton, North Carolina, USA. Efterfølgende målinger blev indsendt til myndighederne i begyndelsen af 2008. Dataene er stadig under bearbejdning hos myndighederne. Medarbejderforhold


Incitamentsprogrammer

Novozymes nåede de fleste finansielle mål og bæredygtighedsmål, der var defineret for aktieoptionsprogrammet for medarbejdere i 2009. Direktionen har derfor godkendt en pro rata tildelingsprocent på 81% af årets aktieoptioner til medarbejdere og ledende medarbejdere. Incitamentsprogram for direktionen


SYDBANK

**Menneskerettigheder**

(Ikke tilgængelig)

**Arbejdsrettigheder**

Af Sydbanks personalepolitik fremgår, at Sydbank ønsker at være en af den finansielle sektors bedste, mest udviklende arbejdspladser fagligt som menneskeligt.

Ledelse udføres med udgangspunkt i bankens bærende værdier via udstrakt og synlig delegering af ansvar og kompetence, understøttet af en åben og konstruktiv opfølgning.

Banken gennemfører hvert andet år en medarbejdertrivselsundersøgelse blandt samtlige ansatte med det formål efterfølgende at kunne gribe ind/justere for at sikre ønsket om at høre til blandt sektorens bedste arbejdspladser.


**Miljø**

Sydbank har i en årrække tilstræbt at nybygge og modernisere energirigtigt. En meget væsentlig del af koncernens energiforbrug overvåges kontinuerligt med mulighed for øjeblikkelige justeringer.

Banken tilstræber via ovennævnte tiltag at reducere bankens CO2-udledning. Bankens transportbehov er i de senere år bevidst mindsket via en udbygning af bankens elektroniske kommunikationsstruktur.


**Anti-korruption**

(Ikke tilgængelig)

**Kommunikation i 2009 årsrapporten**


Yderligere information kan findes på sydbank.dk/csr.

TOPDANMARK

Menneskerettigheder
(Ikke tilgængelig)

Arbejdsrettigheder
(Ikke tilgængelig)

Miljø
(Ikke tilgængelig)

Anti-korruption
(Ikke tilgængelig)

Kommunikation i 2009 årsrapporten


Efter Topdanmarks opfattelse hænger social ansvarlighed of forsikringstankegange grundlæggende godt sammen. Forsikring er således et instrument til at sikre økonomisk ”udjævning” i tilfælde af skadebegivenheder. Som forsikringselskab medvirker Topdanmark til, at udfordrsete begivenheder ikke får unødvendig social slagside – for individer, virksomheder og samfundet.

Kodeordene i Topdanmarks CSR-politik er ansvarlighed og forebyggelse. Ansvarlighed i form af at fokusere på det vi er gode til – at drive forsikring på det danske marked – og ansvarlighed over for vores væsentligste interessenter.

Forebyggelse

Udgangspunktet af Topdanmarks forsikringsforretning er at drive virksomheden så effektivt som muligt, således at vi kan tilbyde gode produkter til konkurrencemæssige priser.

Topdanmark ønsker imidlertid ikke kun at fokusere på økonomisk udligning, efter at skadebegivenhederne er indtruffet. Topdanmark ønsker at fokusere endnu mere på skadeforebyggelse med henblik på at forhindre skadebegivenheder i at opstå eller minimere konsekvenserne heraf. Dette er for os ansvarlig forsikringsdrift og er med til at sikre, at kundernes og aktionærernes interesser går hånd i hånd.

Topdanmark vil i løbet af 2010 systematisere eksistenterende skadeforebyggende tiltag samt sætte yderligere fokus på området.

Miljø


Topdanmark har i 2009 tilsluttet sig CDP. CDP er en uafhængig, international non-profit organisation, bakket op af en række store institutionelle investorer, som har til formål at fremme dialogen om virksomhedernes CO2-udledning og klimastrategier.

Rapportering
Topdanmark efter fremover at følge op på CSR-aktiviteterne i årsrapporten. I den frivillige CSR-rapport på www.topdanmark.dk/ir - Corp. Gov. - CSR er Topdanmarks CSR-aktiviteter yderligere beskrevet.

Kilde: http://www.topdanmark.dk/ir/index.php-ID=385

TRYGVESTA

Menneskerettigheder

Being a peace-of-mind provider, TrygVesta contributes to safety and prevention of damage in the Nordic societies. We are committed to the development of safe neighbourhoods and offer advice and guidance on peace-of-mind deliveries. Our CSR declaration of intent links this commitment to our role as a peace-of-mind provider and our role as a professional fellow player to the public sectors of the Nordic countries in developing welfare and security.

The Night Ravens

The presence of adults in the urban night life is important in the prevention of violence and in promoting safety to young people. The Night Ravens are adults, mostly parents or grandparents, who on a voluntary basis are out and about in the streets of their local communities to be visible and accessible to young people gathering in streets and squares at night and during weekends.

In Norway, TrygVesta has partnered with the Night Ravens for the past 14 years. During that period, the Night Ravens have grown from seven groups to more than 500 local groups. In 2009, 22 new groups signed partnership agreements with the Night Owls. TrygVesta provides the groups with waistcoats and jackets, first-aid kits, brochures and other necessary equipment. Such equipment is provided free of charge to all groups.

Crime prevention

TrygVesta has collaborated with the Norwegian Ministry of Justice and the Police Directorate to develop a new and innovative platform for sharing knowledge about crime prevention in Norway. At annual, regional conferences we have forged close ties between various industries and promoted collaboration across industries for the purpose of enhancing the impact of individual and industry-specific measures to prevent crime. TrygVesta’s ambition is to help create a platform to strengthen collaboration and improve the results of the common crime prevention effort that involves many stakeholders and parties, public as well as private.

TrygVesta intends to host five regional peace-of-mind conferences in Norway in 2010, focusing on coordinating private and public crime prevention efforts. The target groups include the police, child welfare societies and schools as well as businesses and voluntary organisations. The aim is to promote crime prevention and peace-of-mind efforts locally in partnership with the police and justice authorities.


Arbejdsrettigheder

Equal opportunity is a cornerstone at TrygVesta. A high degree of diversity supports our goal of being a flexible, dynamic and innovative business. Focus on each individual employee’s personal skills and knowledge gives a positive impact on the development of our business as well as the employee’s personal development. TrygVesta’s diversity efforts focus on age, gender, ethnic background, disability, sexual orientation, religion and belief. Our efforts target in particular women in management and representation of persons with a foreign ethnic background among our employees.

In late 2009, we focused on belief and religion in our diversity initiatives. We distributed a calendar of festivals to 200 managers to give them the opportunity to acquaint themselves with Christian, Jewish, Islamic, Buddhist and Hindu festivals and holidays and take into consideration when employees celebrate such occasions. We also incorporated the festivals into our corporate calendar to make them available to all employees. The calendar of festivals was published by Foreningen Nydansker, an association aiming to integrate people with a foreign ethnic background on the labour market, and was sponsored by various Danish businesses, including TrygVesta.

Employee composition

TrygVesta has for several years had the aim that our employee composition should reflect the surrounding community. In that context, we have made a very active effort to increase the number of female managers and we achieved a proportion of 39% women in managerial positions in 2009. The effort is being developed on an ongoing basis, and female employees are encouraged to seek challenges as managers. Our longer-term target is to balance the number of male and female managers. The intake of new trainees in August 2009 also confirmed our efforts to reflect diversity. When recruiting trainees, we take into account gender distribution and representation of persons with a non-Nordic ethnic background. We currently have a total 50 trainees, including 46% women and 54% men. Around 16% of the trainees have a non-Nordic ethnic background.
To improve transparency and comparability even more, we decided in 2009 to change the definition of employees with an ethnic background. Rather than focusing on non-Nordic employees, we intend to focus on ethnic minority groups that are marginalised or excluded from the Nordic labour market. Looking ahead, we will therefore use an official definition from the Nordic Statistics of non-Western immigrants and descendants, meaning persons whose country of origin is outside the Nordic region, the EU, the USA, Canada and Australia. The surveys are carried out by Statistics Denmark and Statistics Norway based on the employees’ CPR numbers. According to this definition, our employees currently include a 3.3% representation of employees with a non-Western background. Targets have been defined for 2010 to ensure that this proportion increases.

Competencies to manage diversity

Good leadership and diversity management require our managers to commit themselves to the employees and motivate and coach them. As part of our managerial training we have developed a component that encourages managers to focus on acting with integrity and promoting diversity. This component is based on a social issue and explores how we, as a business, may expand our social responsibility and be a facilitator in finding innovative and inclusive solutions. TrygVesta’s specific focus is on marginalized groups in the Nordic welfare societies. In 2010, we intend to run two separate management development programmes; one targeting young minority women, and the other targeting non-Danish youth with a criminal record.

Organisations and local authorities in both Denmark and Norway are important partners when we plan such programmes which besides developing management potential must also accommodate the special needs of such young people for a new and more constructive perspective on life. One of our principal aims is to offer the target groups training and employment with TrygVesta when they have completed the programme.


**Miljø**

TrygVesta helps prevent climate change by providing sustainable solutions and encouraging sustainable behaviour in our customers, suppliers, employees and in society in general.

Mitigation and adaptation

Climate change produces a new risk landscape for us – both as a peace-of-mind provider and as a corporate citizen. The future will hold known types of risk, but also unknown risk types to an extent never seen before. The known types of risk are closely linked to violent cloudbursts, flooding, landslides and increased humidity, while unknown risk types relate to larger challenges to society, such as climate migration, food safety, health and welfare changes. Although the Nordic region is less vulnerable to climate change than the rest of the world, the new risk patterns present an unprecedented challenge to the Nordic welfare societies. Being a peace-of-mind provider, TrygVesta has a duty to provide products and solutions advising our customers and helping them prevent climate-related damage and reduce their vulnerability to weather-related damage. In this connection, it makes sense for TrygVesta to take a dual perspective of the risk of claims, focusing partly on claims control and partly on claims prevention. Our experience of risk management enables us to set up new risk scenarios and provide advice on the most effective methods to minimise risk. Furthermore, insurance is based on a transfer of risk, which enables us to pool risks and thereby create competitive products. TrygVesta considers both aspects vital for promoting sustainable and green development at both micro and macro level.

Increased awareness and reduced vulnerability

TrygVesta aims to help promote increased focus on and awareness of climate changes in our customers. We intend to achieve this by integrating climate considerations into our products and services, either by adapting existing products or developing new ones. In 2009, for example, we offered car insurance for electric vehicles (EVs) at 40% of the premium for petrol and diesel powered cars. With a view to making people in general more aware of climate change, TrygVesta launched a climate campaign in 2009 targeting our employees and customers. In the campaign, we calculated the personal climate impact related to using a car, electricity or hot water, and demonstrated how we can all contribute to reducing consumption in our everyday lives.

The campaign was run on Facebook and encouraged people to invite their families and friends to join a shared climate effort. The campaign ran for three weeks in connection with COP15, and we registered more than 87,000 users.

Environmental reports

Over the past few years, our Corporate business area has developed an assessment tool to identify risks and hazards. These efforts resulted in a recommendation to our customers on how to make their routines and processes...
more environmentally friendly, while also providing tools to measure their vulnerability with respect to their environmental impact. The screening tool is being developed on a current basis to include new risk parameters. Our target for 2010 is to prepare 40 environmental reports for our corporate customers.

Our own climate impact
In 2007, TrygVesta decided to cut the Group’s total CO2 emissions by 10% over a three-year period from 2008-2010. The calculations were based on a 2007 level of 7,700 tons. The greatest CO2 impact is accounted for by electricity and heating, and business travels by air and car. In connection with the refurbishment of our head offices in Denmark and Norway we will install new, climate-friendly heating systems, expand our video conferencing capacity and set up new energy efficient lighting, ventilation and air conditioning systems.

In 2009, TrygVesta introduced internal CO2 allowances for air transport in all business areas and implemented the allowances in the Group’s quarterly BSC reporting. The ambitious CO2 reduction plan assumes adequate monitoring tools, which were extended during 2009.

In connection with improvements to the heating system, TrygVesta installed a heat pump in the Norwegian head office in 2008. The Group headquarters at Ballerup will be connected to the district heating system in the spring of 2010. The changed heat sources will generate substantial savings in the Group’s total CO2 emissions.

TrygVesta’s climate targets, initiatives and annual carbon emission accounts are posted on trygvesta.com and will also be subject to an external audit beginning in 2011.

Together with Better Place, we intend to promote the use of EVs and enhance awareness of the need for replacing conventional forms of transport with more environmentally friendly alternatives. With a view to including EVs in the Group’s car fleet, TrygVesta set up a partnership with Better Place in 2009. In 2010, we will start setting up charging points for EVs in Ballerup, Århus and Odense.

We have defined as a target for 2011 to have EVs account for 25% of our car fleet. Oslo: The Night Ravens hosted an annual gathering of volunteers.

Transparent climate efforts
TrygVesta’s focus on climate change is driven by our ambition to make the best peace-of-mind offering to our customers and be at the forefront when it comes to identifying existing and new risks. In that context, we report our climate efforts on a Nordic as well as an international scale.

In 2009, the Nordic insurance industry associations completed the first major measurement of Nordic insurance companies’ climate efforts against a common standard. This standard was based on a large number of questions relating to the degree to which the individual companies incorporated climate considerations in their day-to-day activities and forward-looking business plans. TrygVesta won first place in this measurement, and this has encouraged us further to incorporate climate considerations in all business areas.

TrygVesta submitted its second report to the Carbon Disclosure Project, accounting for our CO2 emissions and the Group’s strategy to deal with climate change. In 2009, we ranked second among Nordic participants in the financial sector.

Global stakeholders
The COP15 negotiations in December 2009 underlined the fact that we are all stakeholders in the development and handling of climate issues. The inequality in vulnerability between industrialised and developing countries clearly illustrates this point. It is important for TrygVesta to emphasise the role of the insurance industry within a Nordic as well as an international framework, thereby promoting the application of the tools we have experience in using for handling climate-related change. We therefore participate in international as well as regional fora and collaborations that promote our contribution to climate efforts and make it more visible. This includes dialogues and partnerships with public authorities.

Geneva Association COP15 event
As a member of the international think tank, the Geneva Association, TrygVesta cohosted a panel discussion on Climate Change and Insurance at the COP15 venue in December 2009. The discussion brought together some 100 participants from international insurance companies, decision makers and organisations and called upon them to explore the potential for partnerships between public and private players with the aim of enhancing the policies as well as practices for climate adaptation and emissions reduction. In connection with the panel discussion, TrygVesta and the Geneva Association presented a report entitled “Climate change as a major risk management challenge: How to engage the global insurance industry” by Patrick M. Liedtke, Dr. Kai Uwe Schanz and Walter Stahel. A great number of articles referred to TrygVesta in connection with COP15, in particular on topics such as EVs, more expensive insurances due to climate change, and risk assessment and knowledge sharing with respect to climate risks. We also took part in the public debate with presentations and interviews.

Climate meeting for Nordic insurance CEOs
As a follow-up to the Nordic insurance conference in Copenhagen in September 2009, the four largest insurance companies decided to further extend their collaboration. To this end, they set up a joint working group charged with drafting an article following up on COP15 and defining the direction and future priorities of climate
efforts in the Nordic insurance industry. The companies will present a joint recommendation in 2010, setting out specific initiatives which they, as market leading insurers in the Nordic region, intend to implement following COP15 to promote climate adaptation and reduce the climate impact.


**Anti-korruption**

(Ikke tilgængelig)

**VESTAS**

**Menneskerettigheder**

Vestas recognises every human being as free and equal in dignity and rights at the workplace. We are committed to human rights and employee rights as expressed in the Universal Declaration of Human Rights and the International Labour Organization conventions. Vestas believes that all employees are entitled to a safe and secure workplace. Therefore Vestas is committed to continuous improvement in occupational health and safety.


**Arbejdssrettigheder**

Vestas is building a world-class safety culture with the ultimate goal of zero accidents. Our customers demand it, and our employees are entitled to it. Consequently, the incidence of industrial injuries is a component of Vestas' global bonus scheme. As Vestas is itself only a small part of the supply chain, requirements, advice and guidance to many suppliers are being intensified in order for them to provide safer workplaces. Vestas' comprehensive management training programme is based on five safety principles:

- All industrial injuries can be prevented The ultimate goal of avoiding industrial injuries altogether is a realistic goal, which Vestas is aiming to achieve by giving top priority to safety no matter what the context.
- Every hazard can be managed It is impossible to eliminate all risks at a workplace, but meticulous mapping of potential risks and subsequent disciplined planning and execution of the work process can make the workplace safe.
- Management is accountable for safety Management is always accountable for the safe execution of work processes, irrespective of level. All managers must personally lead by example.
- People are the most important component in a safety effort All employees should actively think and act under the “Safety first” principle.
- Working safely is a condition of employment at Vestas All employees must follow Vestas' safety instructions to ensure personal safety and the safety of others.

For more than ten years, Vestas has worked systematically to make the company a safe workplace. Physical facilities and tools, manuals and instructions, education and training as well as planning and organization combined with training in personal leadership, behaviour, safety walks and controls form the cornerstone of safety endeavours at all locations. The results speak for themselves: The incidence of industrial injuries per one million working hours was 8.1 in 2009, declining 48 per cent from 2008 which is a significant improvement. The incidence rate has fallen by 76 per cent from 33.8 industrial injuries per one million working hours in 2005. In 2010, the target is to achieve an incidence of 7.0 industrial injuries per one million working hours and for 2012, the target is 3.0 or less. Health & safety management system Reports on and measures to prevent injuries build on Vestas' OHSAS 18001 certification from 2000. In 2009, all Vestas units were certified with the exception of the factory in Hohhot, Inner Mongolia, China. Vestas' units must be certified within six months after commencing operations. At the end of 2009, 97 per cent of all Vestas' employees worked at certified locations.


**Miljø**

Vestas' production and products must be as green as possible. Partly to save money for expensive raw materials and energy, partly because “green” will be a future strategic competitive parameter. Through recycling in Vestas' production and recycling of materials from dismantled wind turbines as well as production of more MWh per kilogram wind turbine, Vestas seeks to reduce its use of Earth's limited resources. At the same time, Vestas minimises its sensitivity to unstable raw materials prices.
The long-term objective is wind turbines built from easily accessible and renewable materials. This objective can only be accomplished through close collaboration with the many suppliers. For more than ten years, Vestas has prepared life cycle assessments. Through five phases of the lifetime of a wind turbine from cradle to grave, these assessments identify the wind turbine's greatest environmental impact and measures to reduce such impact:

- raw materials and suppliers
- Vestas' production
- transport and installation
- operation and service over 20 years
- dismantling

Cost of Energy

Steel and cast iron account for about 85 per cent of the weight of a V90-3.0 MW wind turbine, the total weight of which is up to 350 tonnes. To this comes a concrete foundation of some 1,200 tonnes, and it requires ten lorries with pilot cars to transport each wind turbine. Many turbines also need to be transported by ship and train, and the final installation requires a number of mobile cranes. Wind turbine production is thus very material and transport-intensive, requiring much energy. At Vestas, which currently controls 9 per cent of its total energy consumption during the lifetime of a wind turbine, efforts are dedicated to reducing the consumption of water and energy and the production of waste. Suppliers of components and raw materials account for 83 per cent of the energy consumption, and transport and installation account for 8 per cent. The greater the output relative to weight – MWh per kilogram of wind turbine – the more effectively Vestas exploits the raw materials used to manufacture a wind turbine. In this way, Vestas increases its positive contribution to reducing emissions of hazardous particles and greenhouse gases. Measured in terms of MWh per kilogram of wind turbine, the new V112-3.0 MW turbine is thus more than 20 per cent more effective than the comparable V90-2.0 MW turbine.

As renewable energy becomes more widespread, the environmental impact from the energy used by suppliers will gradually be reduced. The biggest effect will be achieved in iron ore mining and steel processing. 80 per cent of a V90.3.0 MW turbine can be recycled, and after less than seven months, the wind turbine is energy-neutral, which means that it will contribute to reducing carbon emissions for more than 19 years. During its lifetime, the V90-3.0 MW wind turbine only emits 5 turbine.

By comparison, an effective modern coal-fired power plant emits 790 grams of CO2 per kWh. Over the years, the difference grows to more than 200,000 tonnes of CO2 for a V90-3.0 MW offshore turbine. The average annual CO2 emission per capita in OECD countries is approx 11 tonnes. Metals represent a large share of Vestas' product. The consumption of metal is highly dependent on the degree of insourcing at Vestas' foundries and tower factories. At the tower factories, an increase in the degree of insourcing and thus metal consumption was recorded in 2009, and that is the main reason for the 8 per cent increase in overall consumption of metals.

Water consumption

Vestas uses water in its production process, especially cooling water at the four foundries. In 2009, water consumption increased by 11 per cent from 474,958 m3 to 521,005 m3. The increase was ascribable to the new factories in China, the USA and Spain. Vestas' blade factories consume about 220,000 m3 of water, primarily for air humidification and washing of blades after grinding. As much of the water as possible must be recycled in closed circuits, and the watering of outdoor areas and other uses must be minimised, which is part of Vestas' new building policy.

Waste disposal

The volume of waste, including the volume of waste sent to recycling, is considered a key indicator of how Vestas' affects the environment. Vestas endeavours not to generate any waste. In 2009, the total volume of waste was 97,471 tonnes, against 96,632 tonnes in 2008. In 2009, 35 per cent of the total volume of waste was recycled, Against 31 per cent the year before. The volume of waste should be viewed relative to the production and delivery of 6,131 MW in 2009 and 6,160 MW in 2008. The use of suppliers and the degree of insourcing affect the volumes that Vestas controls itself. In addition, the infrastructure for recycling Vestas' waste, which consists primarily of sand, metals, wood, paper, oil, plastic and composites, has not been developed to the same level in all countries in which Vestas operates. The recycling of composites used in the blades represents the final, huge challenge.

About half of Vestas' waste measured in tonnes is sand from the moulding processes. Following the installation of a facility for recycling of moulding sand in the foundry at Lidköping, Sweden, in 2009, moulding sand is now being recycled at all Vestas' foundries.

80 to 90 per cent of the moulding sand is being recycled on site, which reduces not only raw materials consumption and the total waste volume but also transport costs. At the foundry in Lidköping, moulding sand for landfills relating to the production volume was reduced by about 2,100 tonnes, corresponding to a reduction of 17 per cent.

Energy consumption
As part of its environment initiatives, Vestas has implemented a green building policy, a green car policy and a green electricity policy. Vestas will henceforth build green in accordance with LEED platinum plus, which is the highest standard in environmentally sustainable construction. LEED specifies requirements for factors such as insulation, light, sound, energy types, rain water catchment and water recycling. The future-proof buildings will be 5-10 per cent more expensive than standard construction, but they will help Vestas avoid rising costs for increasingly expensive water, heat and electricity. In connection with the green building policy, Vestas has joined the World Business Council Manifesto for Energy Efficiency in Buildings, whose subscribers work proactively for lower energy consumption. All new vehicles bought or leased by Vestas must be environmentally friendly. Diesel cars with particle filters is the preferred choice, as these cars cause less pollution and CO2 emissions than petrol-fuelled cars. Requirements for external transport suppliers will also be sharpened in the years ahead.

The use of renewable energy combined with lower energy consumption and greater output per kilogram of turbine is the most effective way of reducing Vestas' CO2 emissions. Consequently, 55 per cent of Vestas' energy consumption must come from renewable energy sources by 2010. This is only possible, if at least 90 per cent of its electricity consumption is generated by renewable sources. The original renewable energy target for 2010 was 50 per cent. With these targets, Vestas aims to contribute to greater demand for renewable electricity. By procuring renewable electricity and in collaboration with power suppliers and authorities, Vestas seeks to ensure better access to renewable electricity.

In 2009, it was not possible to buy renewable electricity in sufficient volumes from China, parts of the USA and India. Consequently, compensation from a wind power plant established in India by Vestas is included in the figure. The generated renewable electricity has been used to balance electricity consumption in markets where Vestas is currently unable to buy renewable electricity.

In 2009, contracts were signed in respect of delivery of 17,500 MWh of renewable electricity for the following units: Sales & Service in Australia, Portugal, Sweden and the USA, the foundry in Guldsmeshyttan, Sweden, and the blade factory in Windsor, USA. Vestas' share of renewable electricity thus rose from 68 per cent in 2008 to 85 per cent in 2009. In 2010, Vestas expects to enter into contracts for 40,000 MWh of renewable electricity.

Environment management system

In 2009, 97 per cent of Vestas had been certified according to the ISO 14001 standard, as measured by the number of workplaces. The aim is for all new units to be certified within six months after commencing operations. Vestas has systematically worked with environment and health & safety standards since 2000, when Vestas received its first ISO 14001 certification.


Anti-korruption

Vestas takes a clear stand on bribery and facilitation payments. Employees must not engage in bribery of any kind and Vestas does not permit facilitations payments.


WILLIAM DEMANT

Menneskerettigheder

(Ikke tilgængelig)

Arbejdsrettigheder

(Ikke tilgængelig)

Miljø

The environmental impact of the manufacture of Group products is limited: firstly, it is in the nature of things that very few materials are used for the manufacture of hearing aids as the major part of corporate production is the assembly of finished components. Secondly, we have worked on making unit packaging uniform, which will further reduce the use of resources. And thirdly, considering that we are manufacturers, our use of energy is fairly low with an annual carbon
dioxide (CO2) emission of about 3.5 tonnes per employee in Denmark and Poland. Over 80% of corporate carbon dioxide emissions derive from the use of electricity, some 10% from the heating of buildings and approx. 7% from company cars.


**Anti-korruption**

Oticon does not accept bribery or corruption, and the supplier shall refrain from engaging in any form of corrupt practices, including extortion, fraud or bribery. Corruption and bribery include any offer, payment, consideration or benefit of any kind, which constitutes illegal or corrupt practices and is offered – either directly or indirectly – as an inducement or reward in relation to tendering, the award of a contract or the execution of a contract.


**Kommunikation i 2009 årsrapporten**

Corporate responsibility

Setting high ethical standards in our way of doing business is an integral part of William Demant Holding’s mission. Within our natural sphere of interest, we are committed to doing our part to help tackle social and environmental challenges beyond the obligations imposed on us by Danish law.

We have just recently joined the UN Global Compact initiative, pledging our Group to comply with and promote the principles of human and labour rights, environmental protection and anti-corruption. Our joining this initiative is based on a wish to further systematise our work with corporate responsibility and to incorporate these efforts into a recognised global framework.

In 2009, we have intensified our work on corporate responsibility and also stepped up our communication in respect of the outcome of such work. At strategic level, we have adopted 14 principles, outlining Management’s approach to business ethics, the environment including work environment, human rights and good corporate governance. We have also formulated a comprehensive business ethics policy, consisting of a set of rules and guidelines outlining our approach to how – from an ethical point of view – we run our business and interact with our customers. We have furthermore adopted an extensive code of conduct for our suppliers, which we are in the process of implementing throughout the Group. At this point, over 100 suppliers of components and packaging have pledged to adhere to this code of conduct.

The most significant operational focus areas in 2009 were purchasing procedures and the environmental impacts of corporate activities. Based on our updated code of conduct, human and labour rights, environmental protection and anticorruption are some of the formal criteria on which we base our selection and current evaluation of new suppliers. In accordance with our formal procedure for approving potential Suppliers, an audit must be carried out if there is a risk that a potential supplier does not comply with our code of conduct. When evaluating suppliers, we naturally concentrate on conditions that need improvement before the Group can enter into or expand a cooperation on the delivery of for instance hearing aid components. The Group has a zero tolerance policy in certain areas such as child labour and forced labour, and we have strict criteria for compliance with other international conventions. This means that a potential supplier must live up to our criteria before business relations can be established. Basically, suppliers are responsible for remedying any deficiencies, but solutions are often found in consultation with the Group.

Our organisation in China, for example, which is responsible for purchasing components in Asia, has a lot of experience incorporating corporate responsibility into our current cooperation with suppliers. The environmental impact of the manufacture of Group products is limited: firstly, it is in the nature of things that very few materials are used for the manufacture of hearing aids as the major part of corporate production is the assembly of finished components. Secondly, we have worked on making unit packaging uniform, which will further reduce the use of resources. And thirdly, considering that we are manufacturers, our use of energy is fairly low with an annual carbon dioxide (CO2) emission of about 3.5 tonnes per employee in Denmark and Poland. Over 80% of corporate carbon dioxide emissions derive from the use of electricity, some 10% from the heating of buildings and approx. 7% from company cars.

In 2009, we mapped energy consumption in selected locations to identify areas in which the consumption of electricity could be reduced further. Principles, policies and detailed information on our corporate responsibility efforts are available on the Group’s website under About Us, CSR.

William Demant Holding has also chosen to report on corporate carbon dioxide emissions and climate strategies through the Carbon Disclosure Project (CDP), thus enabling investors to compare corporate carbon dioxide emissions and their impact on our business with figures from other companies. The number of enquiries from investors and other
key stakeholders in relation to our corporate responsibility policies rose moderately in 2009, and we expect this trend to continue.
With our participation in the CDP and our Global Compact commitment, we wish to emphasise that we will prioritise and further develop these activities over the next few years.
Kilde: http://zviewer.zmags.com/services/DownloadPDF