

A woman with dark hair, wearing a dark blue DSV t-shirt and jeans, is pushing a red metal cart down a long, brightly lit warehouse aisle. The cart has a single cardboard box on it labeled 'TOYS' and 'IC'. The aisle is lined with tall blue metal shelving units filled with various cardboard boxes, some labeled 'TOYS', 'PUZZLES', and 'Board Games'. The floor is polished and reflects the overhead lights. The overall scene conveys a sense of organized logistics and efficient warehouse operations.

# RESPONSIBILITY REPORT 2018

**DSV**

Global Transport and Logistics

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## Business ethics

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# OUR COMMITMENT

This Responsibility Report is a Communication on Progress (COP) of the DSV Group under the United Nations Global Compact, which DSV signed in 2009.

The Responsibility Report gives information and data on the responsibility activities of the Parent and of subsidiaries of the DSV Group in which the Parent has an ownership interest of more than 50%.

The Responsibility Report covers the twelve-month period, ended 31 December 2018. This Responsibility Report is a part of management's review and covers the statutory reporting on corporate social responsibility and the gender composition of senior management as prescribed by sections 99a and 99b of the Danish Financial Statements Act. Further, this report serves as DSV's statement according to section 54, part 6 of the UK Modern Slavery Act.

With this progress report, we would like to express our continued support to the United Nations Global Compact initiative and its ten fundamental principles as well as its efforts to achieve the Sustainability Development Goals.

We also encourage all our partners to support the Global Compact initiative.





# SUSTAINABILITY IS A COLLECTIVE RESPONSIBILITY

As a global transport and logistics provider, DSV facilitates global trade to support economic growth. We employ more than 45,000 people, and our international network counts more than 200,000 suppliers all over the world. In other words, we interact with the world, and the world interacts with us.

Global impact carries great responsibility, and we take that responsibility seriously. We recognise that we must act as leaders and set high standards for ethical and responsible behaviour. We expect our partners to do the same, because together we make up links in the same chain.

To ensure that our partners operate according to the same standards as DSV, we will devote even more attention to improving our supplier screening processes in 2019.

## LEADING THE WAY

First and foremost, of course, it is essential that all DSV employees act according to the same ethical standards.

We must continuously inform our employees of our DSV Code of Conduct and train them accordingly to demonstrate ethical behaviour when conducting DSV business.

This involves regular updates to the DSV Code of Conduct, which will be published in a new version in the beginning of 2019.

Employees will subsequently be trained in the contents: if we practice what we preach, we lead by example and can lead the way in our interactions with our stakeholders.

## MAKING ENVIRONMENTALLY CONSCIOUS DECISIONS

We have a responsibility to keep talking about the industry's environmental impact. In our daily dialogue with customers and suppliers, we must push for environmentally conscious decisions when choosing routes and transport modes.

To provide a solid foundation for choosing a sustainable solution, we will work to increase transparency and accuracy in the carbon emission reports we provide to suppliers and customers in 2019.

## CREATING VALUE BEYOND FINANCIAL RESULTS

To extend our responsibility beyond our business activities, we have a global partnership with Red Cross | Red Crescent. In 2018, we strengthened this partnership



with emergency relief support and continued our support to Red Cross | Red Crescent development projects in some of the most vulnerable parts of the world.

This global partnership is also a local partnership, where DSV companies engage with local Red Cross | Red Crescent organisations wherever our help is needed.

## WE CAN DO MORE TOGETHER

While DSV is a significant global player, we are only one company, in one industry. We cannot improve the world single-handedly. Because we can do so much more together, we are strong believers in partnerships and in joining forces. That is part of the reason why DSV is firmly committed to the prin-

ciples of UN's Global Compact and to supporting UN's Sustainable Development Goals. These initiatives are supported worldwide by thousands of companies, institutions and states.

We cannot make lasting, global changes without global consensus, global legislation and global efforts. The world is a shared space, and we must adopt a collective approach to sustainability and responsibility.

**Jens Bjørn Andersen**  
CEO

# DSV AT A GLANCE

## FREIGHT FORWARDING AND VALUE-ADDED SERVICES

DSV is a global freight forwarder offering transport and logistics services supporting our customers' entire supply chain. We provide traditional transportation of goods as well as a variety of value-added services.

Value-added services include purchase order management, cargo consolidation, customs clearance, cargo insurance, warehousing, distribution and other related services.

Our services are offered through our three divisions – Air & Sea, Road and Solutions – delivering a full range of transport and logistics solutions throughout the more than 75 countries in which we operate.

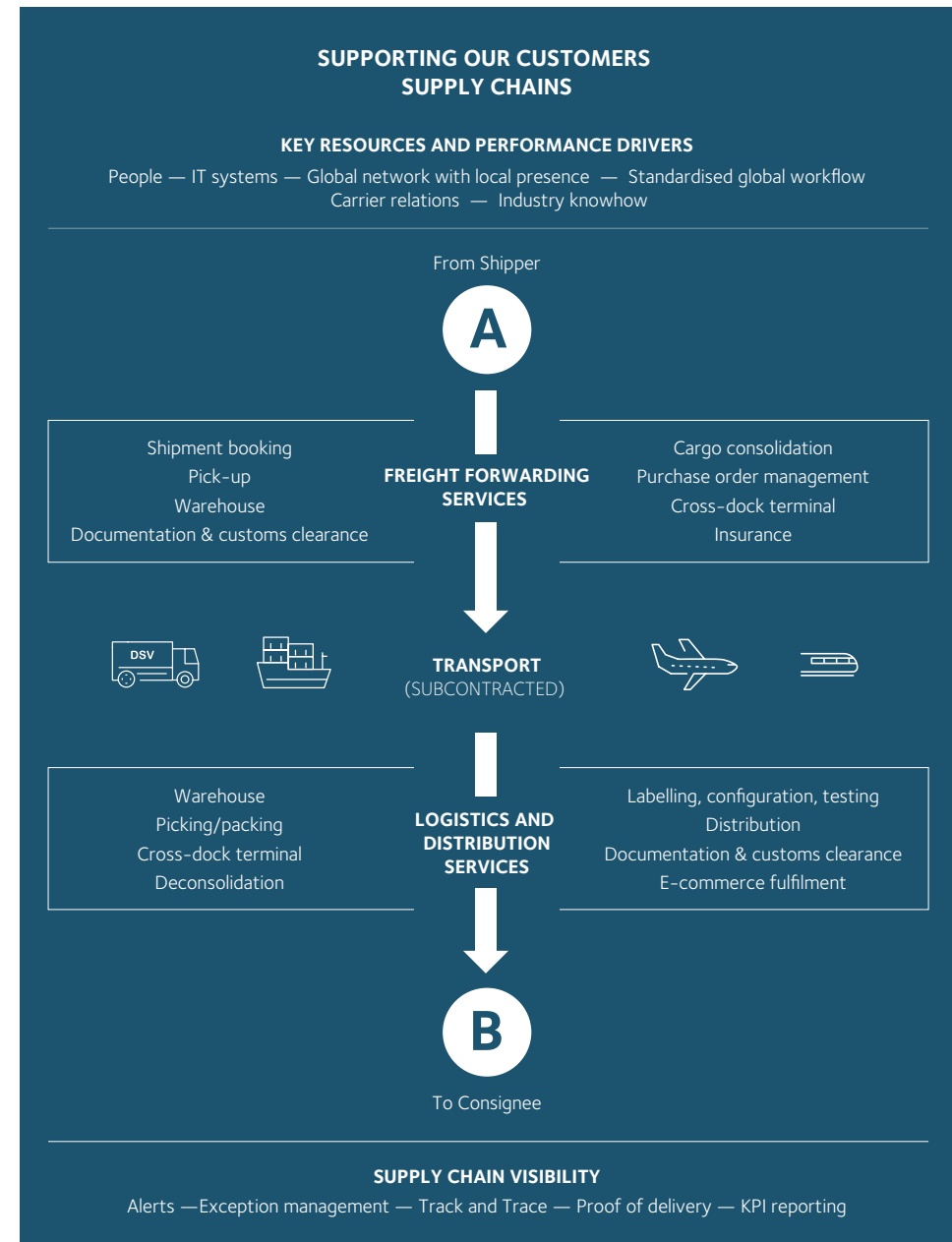
## ONE OF THE BIG FIVE

DSV was founded in Denmark in 1976 and has since then evolved to become the world's fifth largest freight forwarder generating total revenue of DKK 79,053 million in 2018 and with a skilled workforce of more than 45,000 employees.

## ASSET-LIGHT BUSINESS MODEL

DSV is an asset-light freight forwarder. As such, we plan and coordinate transportation from shipper to consignee as illustrated in the business model to the right. The physical transport is outsourced to suppliers – airlines, shipping lines, haulage companies etc.

The value we add and the services we offer as freight forwarders are therefore based on the skills and industry knowhow of our employees, our specialised and integrated IT infrastructure, and our global network.



# OUR APPROACH TO RESPONSIBILITY

DSV is committed to being a responsible and reliable business partner and an active participant in the global community.

By working systematically within the framework of the United Nations Global Compact, we have dedicated ourselves to improving and reporting on matters of social responsibility that are within reach of our core business activities.

We have been committed to the UN Global Compact since 2009, and we continue to apply responsibility initiatives targeted at changing and shaping practices that contribute to improving sustainability and raising ethical standards within our line of business.

Due to this commitment, we have, since 2009, reported regularly on our progress on the UN Global Compact's ten principles of anti-corruption, environment, human rights and labour.

By committing to the UN Global Compact, we apply the 17 UN Sustainable Development Goals (SDG) as a framework for defining our strategies and measuring our progress.

All SDGs are as such relevant to DSV, but some have more significance to and impact on our business activities than others.

## SPHERE OF INFLUENCE

As we are freight forwarders and run our business based on an asset-light business model, we do not control the transport equipment that carries and delivers our services. We outsource the physical transport to suppliers and as such the value we create for our customers is through our logistics planning and network capabilities.

Therefore, applying the SDGs within our sphere of influence mainly depends on our global network of offices, warehouses and terminals, which constitute the framework for the services we provide.

Although we have a limited direct influence on the transports carried out by suppliers, we actively engage with suppliers and customers to create awareness and pursue possibilities for establishing partnerships in order to address the SDGs.





## KEY RESPONSIBILITY FOCUS AREAS

Based on our commitment to the UN Global Compact, the SDGs and our sphere of influence, DSV's key strategic responsibility areas are:

- Environment and climate;
- Business ethics;
- Employees and working environment;
- Suppliers.

These areas are highly relevant to our activities, and within these we can make a difference and seek influence. By matching our key responsibility areas with the SDGs of greatest influence, we find that we can make the greatest contributions to the following SDGs:



## GOVERNANCE

The responsibility activities are anchored with the Board of Directors, who, together with the Executive Board, sets the direction for our responsibility strategy, targets and group policies.

DSV's Group CSR Department plans, manages and follows up on ongoing global responsibility activities throughout the organisation in collaboration with the Executive Board.

Implementing and driving our responsibility strategies and initiatives ultimately rests with the management of our local subsidiaries.

Ensuring compliance with our responsibility policies is also a local matter due to our decentralised structure and empowerment. Follow-ups are carried out by our Group Controlling and CSR department, who control reported data and perform local "on site" compliance reviews to ensure that DSV's responsibility policies are followed, and related data is reported regularly.

## RISK MANAGEMENT

Besides applying the SDGs as the basis for our strategic work and for achieving targets, we also apply the SDGs as a framework when we assess our responsibility risks inherent to our operations.

Our responsibility risk management process is aligned with the main risk management process of DSV as described in the 2018 Annual Report to ensure that our responsibility related risks are addressed at the same

level and with the same urgency as our other key risks.

This alignment means that responsibility issues and risks are identified, assessed, and mitigated on an ongoing basis and used by the Board of Directors as basis for decision making and development of our business model in alignment with market- and stakeholder expectations.

Identified risks and actions to mitigate are described in the chapters of this report.

## OUTLOOK

If we look at responsibility trends within the transport and logistics industry, we see an increasing focus on conducting business in a safe and responsible way throughout the value chain.

It is our assessment that the most significant responsibility trend that will continue to impact our activities in the coming years is the focus on developing logistics solutions with a lower carbon footprint that also remain cost-effective, as that is a dominant requirement from customers. Additionally, we believe that conducting business in an ethical manner and influencing our suppliers to do the same will also attract significant focus in the coming years.

These areas are closely linked to our key responsibility areas and areas that have had and will continue to form a significant part of our responsibility efforts.





**DSV wants to conduct business in an ethical and responsible manner, no matter where in the world we do business. It is essential that our employees share the same ethics when operating across different cultures all over the world.**

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



**17** PARTNERSHIPS  
FOR THE GOALS



Our behaviour is defined by the fundamental principles outlined in the DSV Code of Conduct. The Code of Conduct establishes rules for acceptable business conduct to make sure that employees act safely and ethically in their everyday work. All employees must follow the Code of Conduct, as these principles ensure that DSV always acts as a trustworthy business partner around the world.

The main principles of the DSV Code of Conduct related to business ethics and fair behaviour emphasise the importance of ensuring that employees act safely and lawfully. For example, the DSV Code of Conduct clearly states that corruption or bribery of any kind is unacceptable, and that it is prohibited to engage in activities that in any way breach competition law or involves a conflict of interest.

#### **CODE OF CONDUCT AWARENESS**

We have processes in place to make sure that employees are aware of the expected behaviour outlined in the DSV Code of Conduct.

All new employees receive a copy of or a link to the DSV Code of Conduct when they start working for DSV. In addition, we provide awareness introduction as part of our global onboarding programme for all employees – and special training for managers. Further, in 2018 we completed special training in regions selected on a risk-based approach. In this way, we strive to continuously raise the level of awareness of DSV's business ethics.

In 2018, we reviewed and updated the DSV Code of Conduct. The new Code of Conduct will entail more explicit guidance on expected behaviour, and make it more accessible. In our

revision process, we pay particular attention to specifying areas that employees encounter digitally, such as data privacy and social media.

We will increase the amount of Code of Conduct training and introduce an e-learning module with the new publication in 2019 and we will continue to raise awareness and increase understanding of expected behaviour.

The goal is to ensure that all employees act safely and understand the scope of their responsibility as part of DSV. We will finish and publish the new version in 2019.

#### **REPORTING VIOLATIONS THROUGH DSV'S WHISTLE-BLOWER PROGRAMME**

Compliance with DSV's fundamental ethical principles is crucial and non-negotiable. If an employee or business partner witnesses a breach or a suspected breach, he/she is urged to report it through our whistle-blower programme.

Unlawful or non-compliant conduct can be reported through the dedicated hotline or website, which is administered by an external provider to ensure anonymity. In 2018, the scope of the whistle-blower programme was extended, and the programme is now available to both internal and external stakeholders.

Globally, we follow up on reported incidents and make sure appropriate action is taken. In 2018 the number of reports received through the whistle-blower programme was approximately the same as in 2017, and still at a low level. Most of the received reports fell outside the scope of the whistle-blower programme, as they were employee issues that had to be resolved by local management.

## **Our tax contributions**



When it comes to tax, we have made a choice to act in what we consider to be a fair and responsible way: we aim to comply with tax legislation and do not engage in aggressive tax planning to avoid tax payment. We believe in contributing to the societies and local communities in which we operate, which is why our goal is to pay taxes following our commercial setup.

In 2018, DSV paid taxes in more than 75 countries and our corporate tax payments amounted to DKK 851 million.

Through our tax payments, DSV contributes directly and indirectly to local communities and to achieving most of UN's 17 sustainability goals, specifically SDG 16 and SDG 17.

DSV does not practice aggressive tax planning or use tax havens. Sometimes, however, offshore company constructions are inherited via mergers and acquisitions. In that case, the priority is to liquidate these companies as soon as possible.

Currently, DSV has non-operational subsidiaries in British Virgin Islands, Curacao and Guernsey, which are all classified by the EU as non-cooperative tax jurisdictions. These entities inherited from acquisitions are all dormant and under liquidation, which, unfortunately, is proving to be a cumbersome and lengthy process, but remains a focus area.



#### **More about DSV's approach to taxes can be found in;**

DSV's global tax policy is publicly available at **dsv.com**

DSV's tax payments for 2018 are listed in **DSV's 2018 Annual Report**



**KEEPING DATA SAFE**

As a global company, it is critical that we ensure compliance with international data privacy laws. In the European Union, the General Data Protection Regulation (GDPR) came into force in May 2018, enforcing stricter requirements for data privacy. DSV carried out a project to ensure that the level of our data privacy setup continues to be sufficient. We made improvements to issues identified. In addition to the improvements, we conducted training for employees based on their role and responsibility. We will continue to work on keeping a high level of data security.

**SUBJECT****OUR TARGETS FOR 2018****OUR ACHIEVEMENTS IN 2018****NEXT STEP AND TARGETS FOR 2019****TRAINING**

We will continue to maintain procedures to ensure that all new employees at management level receive training in the DSV Code of Conduct. For present employees at management level we will repeat the training continuously in appropriate intervals.

We will carry out training programmes for the DSV Code of Conduct for employees below management level within selected fields in 2018.

We have automated procedures in place ensuring that all new employees at management level received training in and passed related testing on the DSV Code of Conduct.

During 2018, these procedures underwent a review as preparation for the roll-out of the updated Code of Conduct training in 2019.

Further, special Code of Conduct training was carried out in selected regions based on a risk approach in 2018.

We will ensure awareness of the updated Code of Conduct through:

- Global roll-out and awareness campaigns for the Code of Conduct and whistle-blower programme.
- Training in the DSV Code of Conduct for employees below management level in selected regions.
- Uphold procedures to ensure that all new employees at management level receive training in the DSV Code of Conduct. Existing employees at management level will repeat the training at appropriate intervals.

**COMPLIANCE REVIEWS**

A compliance review must be carried out in all operating subsidiaries of the Group at least once every three years. A compliance review consist of follow-up on policies and procedures within our responsibility work.

24% of all operating entities underwent a compliance review in 2018 which is an acceptable proportion according to our risk-and materiality based approach, and our future target.

A compliance review must be carried out in all operating subsidiaries of the Group according to an established risk and materiality approach, according to which visits take place in intervals between two and four years.



Worldwide, DSV employs more than 45,000 employees, whose efforts and dedication to driving DSV forward enable us to deliver the best service to all our stakeholders.



DSV must be a good and safe place to work to have thriving employees, who can contribute to the continued development and success of DSV.

That means we are fully committed to providing positive, productive and supportive working environments in which we all feel valued and safe.

Further, with a presence in more than 75 countries our employees have a multitude of backgrounds and different skills and experience. We believe that diversity benefits our business, as a broadly composed workforce provides a wide range of competences that can foster new ideas, just as it allows DSV to anticipate future demographic changes in the workforce.

These commitments play an important part in maintain a working environment that contributes to retaining employees.

We focus on two main areas in our work to ensure a good working environment:

- Providing development opportunities for all employees;
- Ensuring a safe working environment, both physically and digitally.

## Providing opportunities for all employees

We want our employees to be successful in their jobs and to grow their careers and, as a business, we aim to retain employees to minimise churn.

In 2018, the total employee turnover-rate was 20.1%, compared to 17.4% the year before. This is not a trend that we want to see in the coming years.

Part of the increase is related to a high demand for certain employee groups, such as those employed in our shared service centres and blue-collar workers in a number of countries. They represent a significant part of the increase in employee turnover-rate.

Even though employee turnover increased in 2018, it remains at an acceptable level. At the same time, we retain employees with a high seniority who act as an important factor in facilitating knowledge-sharing and driving the development of DSV.

We are fully aware that DSV needs to retain employees at all levels of seniority to maintain knowledge and competencies and to secure DSV's development. To that end, we have launched several initiatives both globally and locally aiming to both attract, develop and retain the best people.

DSV provides development opportunities for white and blue-collar employees alike. The development programmes are closely aligned with our business strategy and focus on customers, growth and operational excellence. Ranging from leadership and sales training to literacy courses, the programmes all serve to equip employees with the skills they need in their roles.

Refugees employed through the programme pose for the camera in the Bochum warehouse.



## DSV in Germany creates career opportunities for refugees

In Germany, DSV's Bochum site collaborated with the local job centre in running a programme in which unemployed refugees are offered a chance to get back on their feet. The programme was a success for all parties involved in 2018.

DSV in Bochum often hires large numbers of new employees and decided to give refugees a chance to prove themselves in DSV.

The project is a collaboration between DSV and the local job centre in Bochum. They developed an integration plan for new employees. At the core of the programme was a six-week placement, enabling employees to get to grips with the role. DSV appointed an experienced employee to head up the programme, while the job centre selected six suitable candidates for every period, funded their forklift truck licences and provided interpreters to help with communication.

Management in Bochum is happy with the new colleagues, who have all left very positive impressions by being reliable and punctual employees – important qualities for employees in a busy warehouse.



**TALENT MANAGEMENT**

To build a steady pipeline of talented and competent employees and create robust succession plans for key positions in the different areas of business, our global HR Department focused on talent management throughout 2018.

HR worked to implement a framework for identifying people with potential for taking on more responsibility and establishing an improved setup for talent and succession management. The process offered valuable insights. Besides providing knowledge of po-

tential talents and where they work, identifying talent is expected to support employee retention.

The developments in 2018 constituted the first step for even better talent management in DSV. Following the good beginning, the area will continue to be a focus area within employee development in 2019.

**NEW DIVERSITY POLICY**

DSV's global presence in more than 75 countries means we have a both multifaceted and diverse employee landscape.

We view that diversity as a genuine strength.

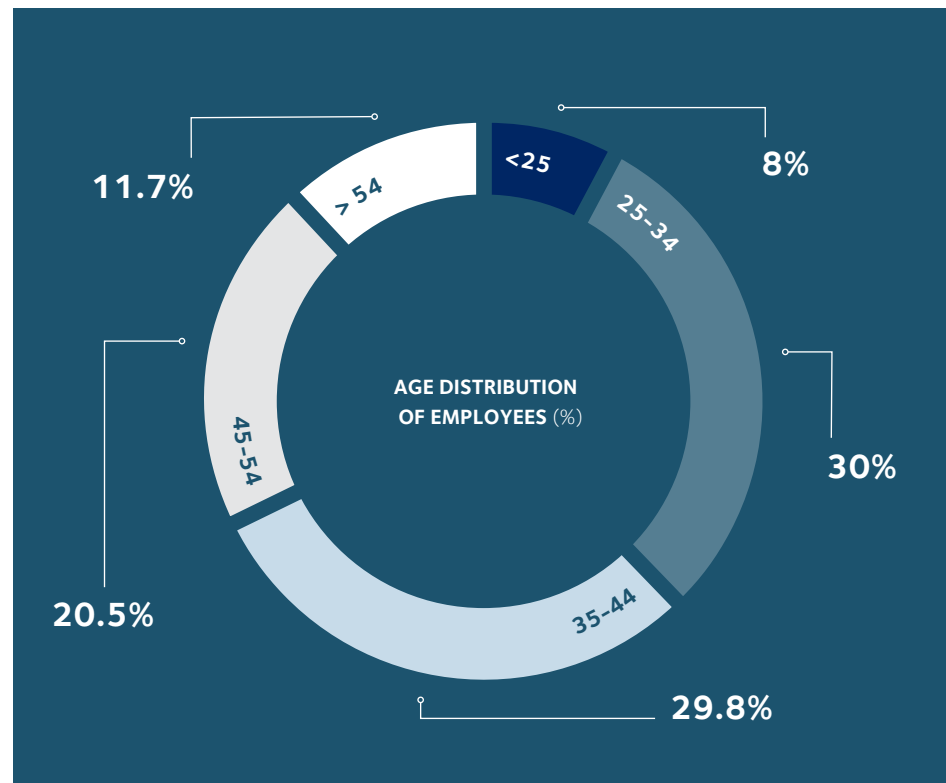
We believe that a balanced workforce with equal access to opportunities for all is crucial to our success as a business and contributes to ensuring a good working environment.

One diversity factor is gender, our gender ratio being 38% female and 62% male in 2018 against 39% and 61% in 2017.

At lower management levels, 28% were female in 2018 and 72% were male, compared to 31% and 69% in 2017.

We are aware of the decline in gender ratio, and to counter this, we have among several other initiatives, published a diversity policy in 2018 outlining our approach to diversity according to which we aim for a more balanced workforce. In 2019 we will give further attention to embedding the policy and foster greater awareness to diversity among our entities in DSV.

DSV's diversity policy is publicly available at [dsv.com](https://dsv.com)



### Reporting on section 99b of the Danish Financial Statements Act



Currently the Board of Directors of DSV A/S consists of 33% women and 67% men, one of whom is a U.S. citizen.

A similar ratio is not seen at lower management levels of DSV A/S, nor in other Danish legal DSV entities, but the Danish operational companies, have targets and initiatives in place to increase this ratio – both on higher and lower management levels.

Further description is available in the Danish entities' annual report.

A safe working environment

A good working environment is a safe working environment, and that is a DSV top priority. We focus on minimising risks and raising awareness about safety for our employees.

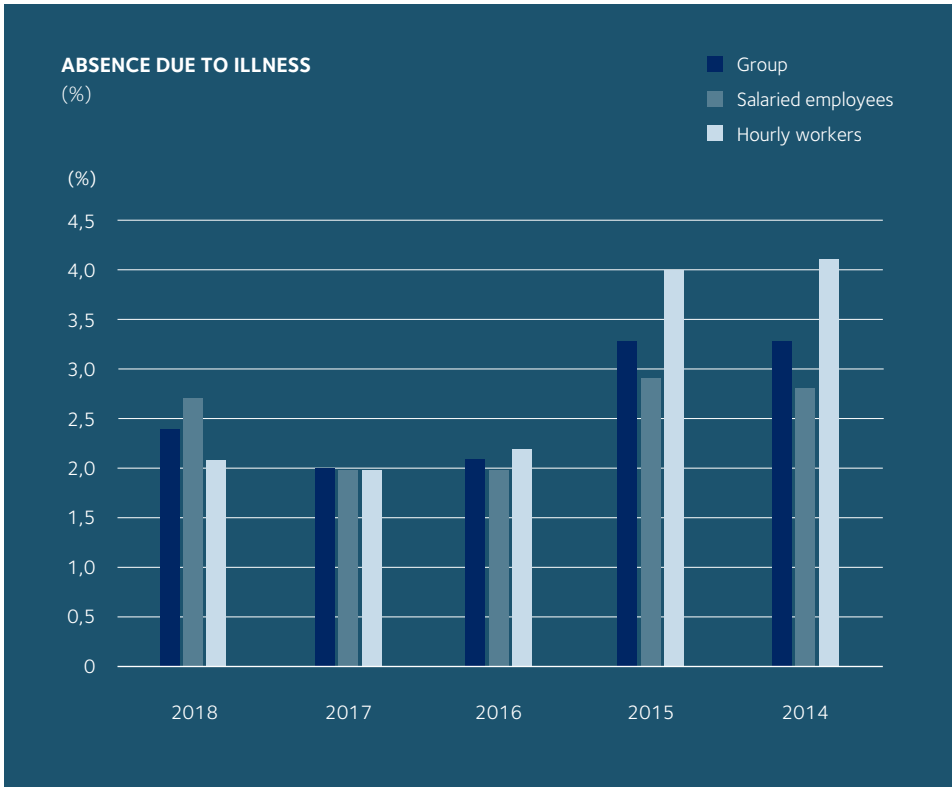
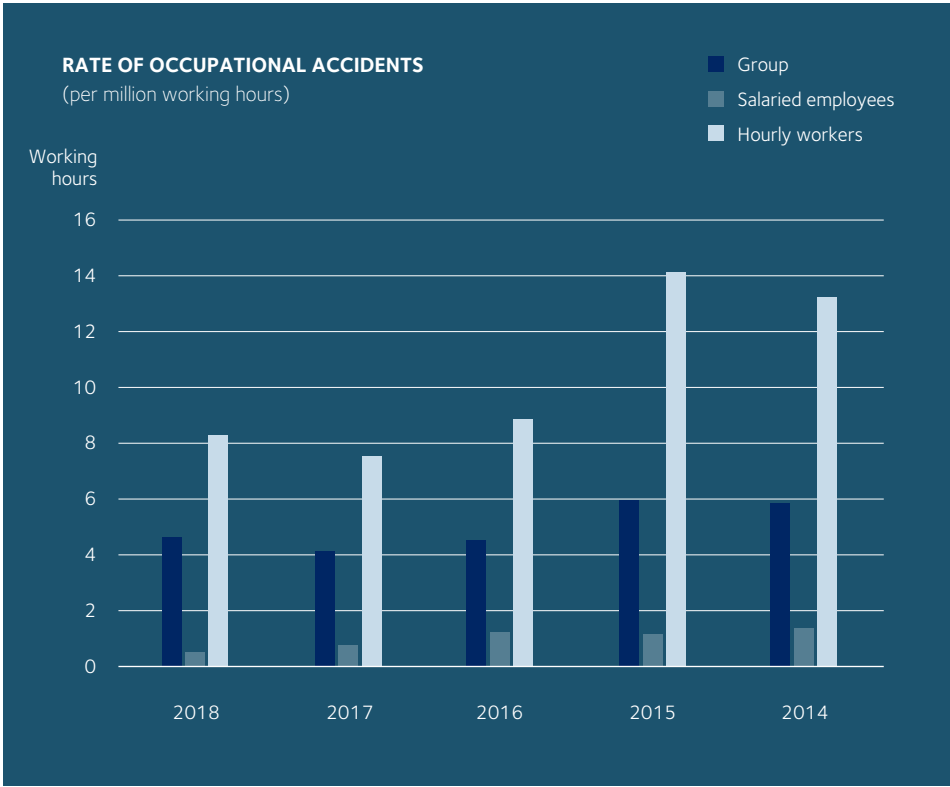
Our health and safety departments’ efforts are aimed at avoiding occupational accidents or injuries all together. Both at Group and local levels, staff assess risk and make sure procedures for safe conduct are in place.

We recorded a slight increase in numbers of occupational incidents and in absence due

to occupational injuries in 2018. Similarly, we have recorded a small increase in illness on the year before.

However, all the above ratios are still at an satisfactory level, and we do have prudent safety procedures and a setup for review that constantly makes DSV an even safer place to work.

In 2019, we will continue our efforts to secure the safety of all employees in DSV through even better processes for health and safety being developed centrally and rolled out globally.





 SUBJECT	 OUR TARGETS FOR 2018	 OUR ACHIEVEMENTS IN 2018	 NEXT STEP AND TARGETS FOR 2019
<b>SAFE WORKING ENVIRONMENT</b>	<p>The rate of occupational accidents must be reduced every year.</p> <p>Lost work days due to occupational injury must be reduced every year.</p>	<p>The rate of occupational accidents and lost work days due to occupational injuries increased slightly compared to last year.</p>	<p>The rate of occupational accidents must be kept stable and not exceed 5 per million working hours in total.</p> <p>The rate of lost work days due to occupational injuries must be kept stable and not exceed 100 per million working hours in total.</p> <p>To ensure even better procedures for our health and safety setup, we will develop and roll out an improved global approach in 2019.</p>
<b>UN GUIDING PRINCIPLES</b>	<p>We are committed to comply with the UN Guiding Principles on Business and Human Rights and continue our due diligence process disclosing local processes and practices on human rights to enable the remediation of any adverse human rights impacts we might cause or to which we contribute.</p>	<p>We worked to further integrate expectations for responsible behaviour in line with the UN Guiding Principles into our Code of Conduct and supplier screening process.</p> <p>We will maintain focus on this area in the coming years, but as a fully integrated part of the DSV Code of Conduct and supplier screening processes. We consider the target achieved.</p>	
<b>DIVERSITY OPPORTUNITIES</b>			<p>To maintain focus on a diverse workforce, we will continue the efforts to roll out our new diversity policy.</p>



# ENVIRONMENT AND CLIMATE

The transport sector is responsible for about a quarter of total global carbon dioxide emissions. For this reason the sector indisputably has huge responsibility towards the environment.



As a significant player in the sector, the thousands of transports DSV facilitates every day contribute to the use of fossil fuels. We acknowledge our responsibility for contributing to a reduction in the use of fossil fuels in the value chain.

To live up to this responsibility, we enter into dialogues with customers and suppliers about initiatives that can contribute to reducing our impact on the environment. We are experiencing a gradual increase in the number of customers expressing an interest in sustainable transports, and customers aiming to reduce their carbon footprint. However, they still only amount to a small part of our customer base.

With DSV's asset-light business model we have a limited direct sphere of influence because the transport is carried out by suppliers. That poses challenges throughout the value chain. In addition, the transport and logistics industry has been and continues to focus on cost, and current options for more sustainable transports are likely to increase the cost of a transport. Therefore, alternatives to traditional transports must be cost-efficient to gain a foothold.

#### OUR EFFORTS TO INFLUENCE

Despite the challenges, we continue our efforts where we can influence the value chain the most. We focus on three main areas:

- Collaborating with customers to optimise supply chains;
- Working with suppliers and customers to develop sustainable solutions;
- Focusing on responsible use of resources.

## Optimising supply chains to reduce environmental impact

We work with our customers to optimise their supply chains. Our efforts include consolidating freight, choosing the right mode of transport, and choosing the optimal location for warehouses. Besides making good sense from a commercial perspective for customers, all these aspects of supply chain optimisation may impact the environment in a positive way and can reduce the use of fossil fuels.

#### PROVIDING CARBON EMISSION REPORTS TO CUSTOMERS

DSV provides carbon emission reports to customers on their supply chains. The goal is to provide complete transparency in carbon emissions.

The carbon reports can form the basis for dialogues and collaboration with our customers to find solutions that can help reduce the carbon footprint of the services we provide on their behalf.

We experienced an increased demand for carbon emission reports for our customers in 2018. In total, we provided 2,216 carbon emissions reports for customers in 2018. That is a 75% increase on 2017.

In 2019, we will devote attention to refining our set-up for the preparation of carbon emission reports to ensure a good, transparent starting point for a dialogue about providing environmentally optimised transports.



## Recycling 100% of vehicle tyres

DSV has taken a big step towards environmentally responsible processing of discarded tyres by acquiring ownership share of Tire2Oil in Denmark.

DSV is now co-owner of a patented technology which has potential to positively impact a significant environmental problem.

Through a thermal process, Tire2Oil transforms tyres into recyclable raw materials that can be sold on the world markets: oil, steel and carbon – without any harmful environmental impact.

#### NO MORE POLLUTION

In many countries, discarded tyres accumulate in nature areas and are used for incineration, but Tire2Oil's process is eco-friendly.

The process produces no polluting residual products and the factory does not emit smoke. The part of the gas which cannot be condensed into oil can be used as fuel to heat the machinery and surrounding premises. Thereby, the energy costs of operating the facility are limited.

#### AIMING TO EXPAND TO THE REST OF EUROPE

In 2018, the factory was up and running with a single production line. The next goal is to triple the number of production lines, followed by setting up or selling production facilities in the rest of Europe.

#### COMPETITIVE PARAMETER

Tyre recycling may not be DSV's core business, but it combines a need and a wish for environmental accountability with commercial success.

**CONSOLIDATING FREIGHT**

Improving capacity utilisation is a way we can help significantly reduce customer's carbon footprint. Making sure that trailers and containers are loaded in the optimal way, considering cargo weight, volume and density, we can reduce carbon emissions and improve energy efficiency because fewer transports go out without full loads. Besides being sustainable, it also reduces the overall costs for customers.

We measure the energy efficiency for transports, and our aim is to increase it each year. We achieved that in 2018, increasing energy efficiency for road transports by 1%. In addition, we improved energy efficiency for air transports by 3% and 3% for sea transports.

**TRANSPORT MODE**

Choosing a transport mode and route also impacts the environment, as different trans-

port modes emit different amounts of CO<sub>2</sub>. We help our customers find the right routes and transport modes that suit their needs for time of delivery and budget, while still focusing on choosing the most environmentally friendly solution. Generally, the faster the transport and the heavier the goods, the higher the cost and carbon emissions.

Goods transported by air freight emit the highest amount of CO<sub>2</sub>e per tonne-km.

In fact, air freight emits approximately 95 times more CO<sub>2</sub>e per shipment than sea freight and road transports 8 times more.

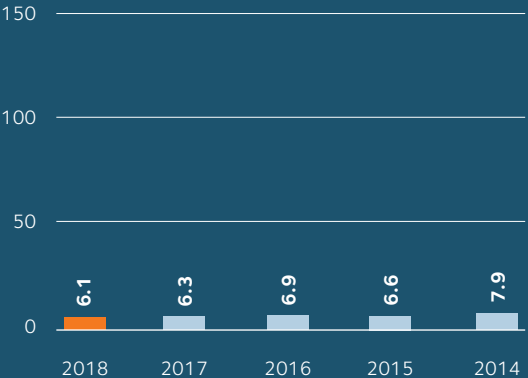
So, by being flexible on time of delivery the customer may be able to choose an alternative transport mode that emits less CO<sub>2</sub>, and sometimes even reduces the cost.

**Energy efficiency in average**

CO<sub>2</sub>e (g/tonne-km)

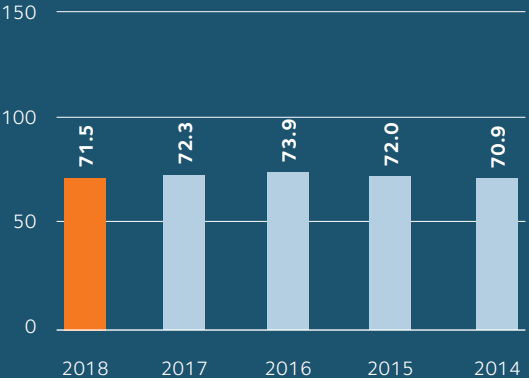
**SEA TRANSPORT**

CO<sub>2</sub>e (g/tonne-km)



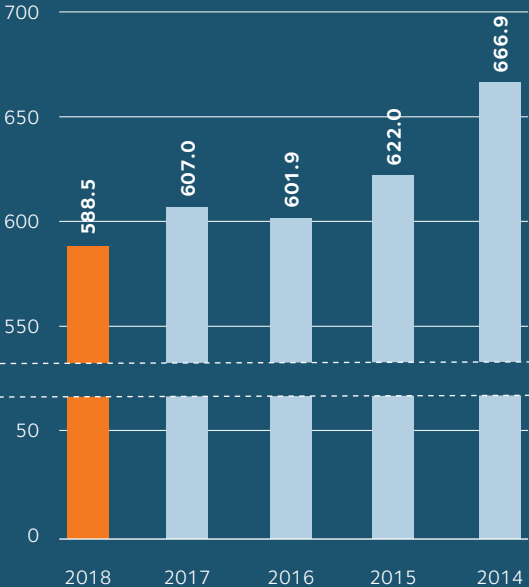
**ROAD TRANSPORT**

CO<sub>2</sub>e (g/tonne-km)



**AIR TRANSPORT**

CO<sub>2</sub>e (g/tonne-km)





## Developing sustainable solutions

Reducing our impact on the environment requires changes, and changes require new ideas. We engage with our suppliers and customers to make use of new ideas and innovative solutions that can help improve carbon efficiency.

It is equally important that DSV's own fleet emits as little CO<sub>2</sub> as possible. As an example, a team of engineers in South Africa reduced the carbon footprint of the long-haul trucks which travel longer distances by more than 13% through fuel savings by implementing aerodynamic drag reducers, which are thin plastic items mounted on the trucks' top or side to reduce wind resistance. This example shows that reducing our environmental impact is not always a question of inventing new technologies, but it is also about using existing solutions to optimise wherever possible.

### ENERGY EFFICIENT BUILDINGS

Our buildings are a part of our activities on which we can directly influence carbon emissions. We continuously renovate, consolidate and build new warehouses to make sure that our buildings live up to the energy efficiency requirements we set for ourselves. In 2018, DSV's buildings emitted 55,000 tonnes of CO<sub>2</sub> compared to 51,000 tonnes in 2017. This increase in emissions is caused by DSV's growth, as we built and expanded in 2018.

When planning a building project, we calculate which possible locations will give rise to

the lowest total transportation costs, and thereby the lowest carbon emissions. Our Group Property Department, consisting of specialists within the area, sets standards and requirements for buildings Group-wide.

New DSV locations are built according to some of the most demanding national and international building standards, and we invest in materials that can ensure energy efficiency. Also, new sites are built with energy efficient solutions like automated lighting and low energy light bulbs and water saving fixtures. Lastly, new buildings have good working conditions for employees, and we e.g. prioritise natural lighting.

In 2019, we will continue to focus on building sustainably.

## Responsible use of resources

DSV's more than 1,000 sites around the world vary from small office spaces to large warehouses of more than 100,000 m<sup>2</sup>. Each of them uses paper, wooden pallets, plastic and cardboards, which we make an effort to recycle wherever possible in our efforts to minimise DSV's impact on the environment.

### RECYCLING MATERIALS AND SORTING WASTE

Across DSV, we are working to increase the number of sites with a systemic approach to garbage collection and recycling.

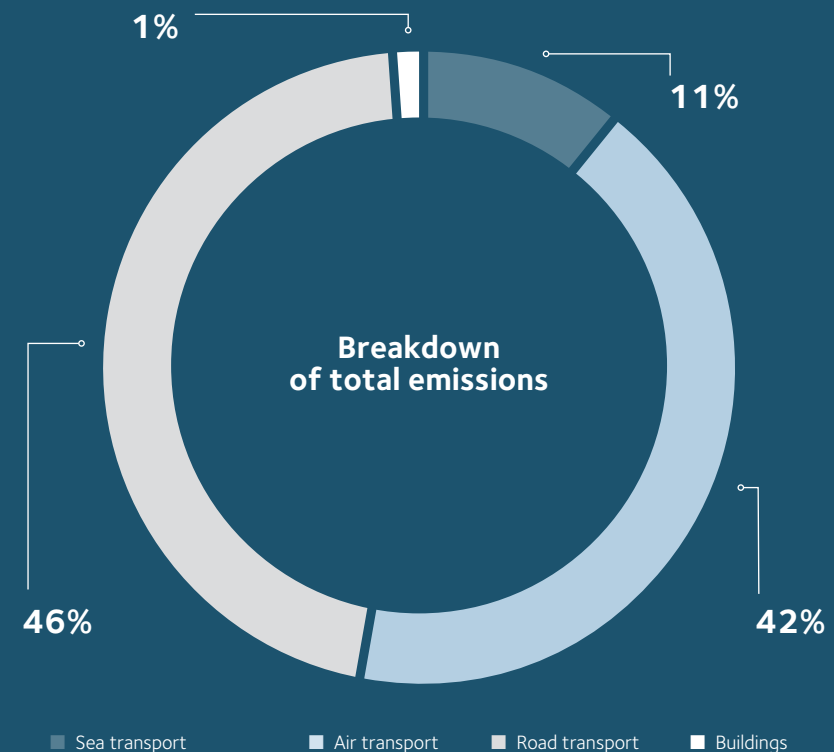
The recycling initiatives vary across countries and types of location.

## Transparency in carbon emissions

We measure our total carbon footprint and energy efficiency for each transport mode for the DSV Group of companies.

Because we use suppliers to carry out the transports booked by our customers, most of the chart below contains carbon emissions from transports performed by our suppliers. Our emissions make up approximately 2% of total emissions.

The majority of greenhouse gas emissions from our operations is attributable to air and road transports, constituting 42% and 46% respectively, while 11% of our carbon emissions came from sea freight and 1% from DSV's buildings.



Many DSV sites recycle spare cardboard, paper and wooden pallets from operations and activities, and other sites use only recyclable storage boxes in the warehouses.

For 2018, the goal was to recycle materials in 78% of our sites measured by square metre, taking into account the difference in

size of the locations. Due to the attention devoted to recycling, we reached 79% in 2018, which is a level we aim to further increase in 2019 to 80%.

#### REDUCING PAPER CONSUMPTION

In 2018, DSV made it mandatory to use the system "FollowMe" for printing in all DSV

offices. The system helps minimise the environmental impact from printing and keep it cost-efficient. FollowMe sends printed documents to a server, where they stay until the employee releases the documents at a DSV printer.

Our calculations from a handful of European offices showed impressive savings: Close to 4 tonnes of paper were saved, a reduction in electricity consumption by around 42,000 KWh, reduced carbon emission by around 11,000 CO<sub>2</sub> (kg) and significant cost reductions.

 SUBJECT	 OUR TARGETS FOR 2018	 OUR ACHIEVEMENTS IN 2018	 NEXT STEP AND TARGETS FOR 2019
<b>WORKING WITH SUPPLIERS TO DEVELOP SUSTAINABLE SOLUTIONS</b>	<p>We wish to increase collaboration with interested strategic customers and suppliers in order to find transport solutions focusing on the reduction of carbon emissions and general environmental impacts.</p>	<p>We expanded our collaboration with customers, e.g. in relation to route optimisation.</p> <p>We continued collaboration with suppliers in order to develop sustainable business models and transport solutions.</p>	<p>We will continue to increase our collaboration with interested strategic customers and suppliers in order to find transport solutions focusing on the reduction of carbon emissions and general environmental impacts.</p>
<b>TRANSPARENCY IN CARBON EMISSIONS</b>	<p>We will report on climate parameters such as group carbon emissions, energy efficiency from transport modes and energy and water consumption from buildings.</p>	<p>The reporting and commentaries on climate parameters were incorporated into the text of this chapter and in non-financial statements.</p> <p>The data reported are based on a structured data collection and verification process carried out at year-end 2018.</p>	<p>We will report on climate parameters such as Group carbon emissions, energy efficiency from transport modes and energy and water consumption from buildings.</p> <p>To increase awareness of and transparency about CO<sub>2</sub> emissions among our customers, we will work on improving our CO<sub>2</sub> emissions platform.</p> <p>We will implement an improved setup for responsibility reporting internally and potentially externally to ensure even better transparency in our responsibility data.</p>
<b>RESPONSIBLE USE OF RESOURCES</b>	<p>We will in 2018 increase the share of DSV locations that sorts waste for recycling measured per square meter to 78%.</p>	<p>In total, 79% of all DSV square metres implemented recycling procedures.</p>	<p>We will work on increasing the share of DSV locations that sort waste for recycling, measured per square meter to 80% in 2019.</p>



**DSV performs services for customers worldwide, and because of our asset-light business model, we rely on a large supplier network consisting of more than 200,000 suppliers.**

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



**17** PARTNERSHIPS  
FOR THE GOALS





When our suppliers carry out services on our behalf, they become DSV ambassadors, because we are part of the same value chain. Therefore, we expect every supplier to share and live up to the same ethical standards that we hold ourselves to.

However, a large and widespread network of suppliers means that DSV faces risks beyond our internal control from time to time. To minimise these risks, we continuously work to secure an even better standard for supplier conduct that rests on DSV's fundamental principles.

We believe that by working ethically and expecting our suppliers to do the same, we can help ensure an ethical business conduct in the supply chain.

#### LIVING UP TO DSV STANDARDS

DSV's ethical standards and required behaviour are defined in the DSV Code of Conduct. In our Supplier Code of Conduct, these standards and requirements are specified and targeted for the suppliers to make it clear what we consider appropriate business conduct by suppliers when they perform services on behalf of DSV. As a minimum, suppliers must live up to the DSV Supplier Code of Conduct.

For suppliers carrying out road freight services, we distribute a Road Haulier Code of Conduct to hauliers. In addition to defining the ethical code, the Road Haulier Code of Conduct lists requirements for truck safety, safe conduct on the road, working rights for drivers etc. Further, we have processes in place for supplier selections on both global

and local levels. In 2018, we started developing more customised sanction and supplier screening processes matching the different types of suppliers. An effort that will continue during 2019.

#### SUPPLIER AUDITS

We have processes for review of suppliers in place across our organisation. Depending on the country, the DSV division and the existing legislation, we measure supplier compliance with our standards. We e.g. use a quality management framework, such as the ISO standards.

On average, 31% of our locations have an ISO certification, compared to 25% in 2017.

Having a quality management framework in place helps us set requirements for suppliers.

Often, this includes a dedicated quality person that conducts supplier audits for all transports whether by air, sea or road.

#### IMPROVING STANDARDS FOR ETHICAL CONDUCT

We believe that the processes we have in place across DSV play an important part in maintaining a standard for ethical business conduct within DSV and in the transport and logistics sector in general.

At the same time, our supplier network is large, and the many different types of suppliers pose a challenge for ensuring alignment across the supply chain.



It is an area in which we want to improve. Going forward, we will work to improve our global screening processes, which will be prepared centrally and anchored at the local DSV entities to make sure the processes are followed throughout our organisation and supplier network. In this way, we aim to put additional emphasis on the importance of a responsible and ethically business conduct from our suppliers.



 <b>SUBJECT</b>	 <b>OUR TARGETS FOR 2018</b>	 <b>OUR ACHIEVEMENTS IN 2018</b>	 <b>NEXT STEP AND TARGETS FOR 2019</b>
<b>SUPPLIER CODE OF CONDUCT</b>	<p>The DSV Supplier Code of Conduct must be communicated to suppliers and subcontractors with a yearly spend above 25 kEUR.</p>	<p>95% of our entities have communicated the Supplier Code of Conduct to relevant suppliers.</p>	<p>We aim to further increase the number of suppliers to whom we communicate the DSV Supplier Code of Conduct.</p>
<b>SUPPLIER SCREENING PROCESS</b>	<p>We will continue improvement of our supplier screening process through centralised and decentralised procedures.</p>	<p>We improved our global screening processes with a new set-up for sanction screenings of all customers and suppliers. Furthermore, improvements are made in terms of general screening procedures when we onboard new suppliers' master data.</p> <p>We mapped our onboarding processes according to the main areas of the process. The findings will be used for improving in the onboarding process in each of these main areas.</p>	<p>We will continue improving of our supplier screening process through centralised and decentralised procedures.</p>



# COMMUNITY ENGAGEMENT

We make it a priority to engage in and support the communities where we operate, using our expertise to help people in need. We believe that long-term relations and transparent partnerships are paramount to achieving global, lasting improvement.

Picture taken by employee Brian Hennesser on a Red Cross project visit in Malawi.



17 PARTNERSHIPS  
FOR THE GOALS





Our efforts are primarily centered around our human aid partnership with the Red Cross | Red Crescent and supported by a number of local activities.

#### A PARTNERSHIP THAT MATTERS

2018 was the second year with Red Cross as DSV's international human aid partner. Through the partnership, DSV provides support for transport, sponsors 2,000 m<sup>2</sup> warehousing space for disaster preparedness, and we support Red Cross' efforts in Malawi and Cox's Bazar, Bangladesh.

DSV's support to and collaboration with the Red Cross enables the organisation to work towards reducing poverty and hunger, fighting climate change and improving the quality of the education for children and youth in developing countries.

#### CAPACITY BUILDING IN MALAWI

In Malawi, Red Cross works to build resilience in the three poorest provinces in the southern part of the country. DSV's support helped enable Red Cross make a significant contribution to reducing hunger and malnutrition: More than 14,000 school children receive a daily meal and more than 23,000 children under five years of age receive a monthly health check.

DSV's support to the people of Southern Malawi also helps build capacity by educating the children of the area and teaching hygiene and agricultural skills to women in the area. Close to 1,000 children receive a primary school education, and more than 11,500 children attend a Red Cross kindergarten. The kindergartens free up time for the mothers

and give them a chance to learn about domestic hygiene and how to grow crops that will last through droughts or floods.

#### BETTER LIVING CONDITIONS FOR REFUGEES IN BANGLADESH

Cox's Bazar in Bangladesh houses the world's largest refugee camp. Close to one million refugees live there in makeshift and spontaneous settlements in crowded conditions unprotected from dangers, cyclones and monsoons. The vast majority of the refugees have fled to Cox's Bazar since August 2017, and they have insufficient food, water, sanitation, clothing and basic household supplies.

In 2018, DSV started supporting the Red Cross' work in Cox's Bazar. The Red Cross has been able to support thousands of families with safe drinking water, and tens of thousands of homes have received hygiene kits to help promote sanitation and hygiene.

**Red Cross** are experts in providing disaster relief – but they cannot do it without support and donations. So DSV made a donation to Indonesian Red Cross to help the victims of the disastrous tsunami and earthquake that occurred in Indonesia in September 2018.

In the aftermath of the tsunami, the survivors desperately needed help for essentials like clean water, food, shelter and clothing. DSV in Indonesia reached out to their local Red Cross to ask how DSV could best provide aid. That resulted in a financial donation to emergency aid from DSV to Indonesian Red Cross. The donation was used to distribute canned food, blankets, tents and solar lamps to the people who lost their homes.



Photo taken by Danish Red Cross



### LOCAL COMMUNITY ENGAGEMENT

Community engagement is also a local priority for DSV. Around the world, we interact with the communities in which we operate to make a positive difference.

The local engagements take many different shapes, from sponsoring the transportation of different items that serve a good cause

to supporting local sports clubs or teaching safe conduct on the roads.

Examples include that DSV in Spain sponsors the transportation of wigs for cancer patients who have lost their hair, DSV in Denmark and Norway engage in teaching road safety to school children, and DSV Germany runs a project aiming to help refugees into employment.

**Children** in the Peruvian Amazon region waiting for presents that DSV helped transport to the isolated area in December 2018. The children live in a community that is difficult to access, so DSV decided to help transport Christmas presents for the children and other seasonal goods to Bagua and Santa María de Nieva in Peru for the fourth consecutive year.



**For a number of years**, DSV has made annual donations to the Child's Cancer Fund. The support helps children with cancer and their families get by in difficult times during and following the treatment for cancer. For the 2018 donation, DSV's CEO Jens Bjørn Andersen presented the donation to the patron of the Foundation, Danish actress Ghita Nørby, and CEO of the Child's Cancer Foundation, Marianne Benzon Nielsen.



# NON-FINANCIAL HIGHLIGHTS OF THE DSV GROUP

## Environmental data

	2018	2017	2016	2015	2014
<b>Transport emissions ('000 tonnes) - Estimates on Suppliers</b>					
CO <sub>2</sub> e emissions – Total transport	6,344	6,278	5,921	3,687	3,388
CO <sub>2</sub> e emissions – Sea transport	715	738	757	516	566
CO <sub>2</sub> e emissions – Air transport	2,660	2,593	2,425	1,270	1,278
CO <sub>2</sub> e emissions – Road transport*	2,969	2,947	2,739	1,901	1,544
<b>Direct emissions ('000 tonnes)</b>					
CO <sub>2</sub> emissions – Buildings**	55	51	63	48	45
<b>Water ('000 m³)</b>					
Total water consumption – Buildings	689	666	534	332	260
<b>Energy efficiency in average (gram CO<sub>2</sub>e per ton transported one km)</b>					
CO <sub>2</sub> e (g/ton-km) – Sea transport	6.1	6.3	6.9	6.6	7.9
CO <sub>2</sub> e (g/ton-km) – Air transport	588.5	607.0	601.9	622.0	666.9
CO <sub>2</sub> e (g/ton-km) – Road transport	71.5	72.3	73.9	72.0	70.9

\* Our own fleet make up 0-1% of total road emissions

\*\* Emissions are emitted only by DSV buildings

	2018	2017	2016	2015	2014
<b>Euro engine standards (%)</b>					
Proportion of trucks of DSV Road satisfying Euro 2 standard or older (own and suppliers' trucks)	0.7	0.7	1.2	1.6	2.5
Proportion of trucks of DSV Road satisfying Euro 3 or 4 standards (own and suppliers' trucks)	19.3	20.8	24.1	29.8	33.7
Proportion of trucks of DSV Road satisfying Euro 5 or 6 standards (own and suppliers' trucks)	80.0	78.5	74.7	68.6	63.8
<b>Reports on carbon footprint data to customers</b>					
Total number of reports on carbon footprint data to customers	2,216	1,265	1,141	1,243	1,214
<b>Reports on carbon footprint data to customers (%)</b>					
Proportion of total carbon dioxide equivalent emissions reported to customers	8.6	7.2	4.9	7.2	-
<b>Recycling of paper, cardboard and plastic (%)</b>					
Proportion of locations recycling paper, cardboard and/or plastic from offices, terminals and warehouses	79	74	70	88	85



## Social data

	2018	2017	2016	2015	2014
<b>Employees (full-time employees)</b>					
Total	47,394	45,636	44,779	22,783	22,874
Salaried employees	23,088	22,730	23,436	14,540	14,216
Hourly workers	24,306	22,906	21,343	8,243	8,658
<b>Employee gender ratio (%)</b>					
Proportion of female employees	38	39	38	38	38
Proportion of male employees	62	61	62	62	62
<b>Management gender ratio (%)</b>					
Proportion of female managers	28	31	31	26	-
Proportion of male managers	72	69	69	74	-
<b>Age distribution of employees (%)</b>					
Employees <25	8.0	8.3	7.9	8.0	8.0
Employees 25-34	30.0	30.7	31.8	28.6	30.4
Employees 35-44	29.8	29.6	28.7	28.0	28.5
Employees 45-54	20.5	20.5	20.2	22.6	21.7
Employees >54	11.7	10.9	11.4	12.8	11.4
<b>Employee seniority (%)</b>					
Seniority <1 year	19.4	19.1	19.5	16.8	13.6
Seniority 1-2 years	21.9	21.1	21.5	17.3	18.6
Seniority 3-5 years	17.2	16.2	16.1	15.8	17.8
Seniority 6-10 years	15.2	17.3	18.1	18.9	20.1
Seniority 11-25 years	21.4	20.5	19.0	24.1	23.6
Seniority >25 years	4.9	5.8	5.8	7.1	6.3

	2018	2017	2016	2015	2014
<b>Employee turnover (%)</b>					
Total	20.1	17.4	25.5	17.6	16.6
Salaried employees	20.7	17.4	26.0	16.8	16.6
Hourly workers	19.4	17.3	24.9	19.0	16.7
<b>Absence due to illness (%)</b>					
Total	2.4	2.0	2.1	3.3	3.3
Salaried employees	2.7	2.0	2.0	2.9	2.8
Hourly workers	2.1	2.0	2.2	4.0	4.1
<b>Rate of occupational accidents (per million working hours)</b>					
Total	4.6	4.2	4.6	5.9	5.9
Salaried employees	0.5	0.8	1.3	1.2	1.4
Hourly workers	8.3	7.6	8.9	14.1	13.2
<b>Rate of lost work days due to occupational injury (per million working hours)</b>					
Total	98.0	81.2	64.1	112.0	114.8
Salaried employees	23.2	20.8	9.7	26.2	17.6
Hourly workers	164.5	142.5	133.5	263.7	275.0
<b>Quality management standards (%)</b>					
ISO 14001	33	24	23	31	30
ISO 9001	40	39	43	55	55
ISO 45001 (OHSAS 18001)	19	12	15	15	15
<b>Distribution of DSV's Supplier Code of Conduct (%)</b>					
Proportion of companies having distributed DSV's Supplier Code of Conduct to suppliers delivering goods and services for more than EUR 25,000 each year	95	93	79	80	-

## ACCOUNTING POLICIES FOR NON-FINANCIAL HIGHLIGHTS

### Environmental data

#### GENERAL DETAILS

The figures and charts of the 2018 Responsibility Report have been prepared in accordance with the policies applied last year.

#### EMISSIONS

Carbon dioxide equivalent emissions from transport activities are calculated based on average fuel consumption ratios from suppliers and trucks owned by DSV, combined with data on freight volumes and routing from DSV's own traffic management systems. The calculations include CO<sub>2</sub> emissions from air and sea carriers and road hauliers.

Carbon emissions from buildings are calculated based on direct consumption of electricity, gas, oil and water from DSV's location.

#### WATER

Total consumption of water at DSV's locations.

#### ENERGY EFFICIENCY

Average emissions from shipment relative to freight volume and transportation distance.

#### EURO ENGINE STANDARDS

Proportion of different Euro engine standards of trucks operating for DSV Road. Data collected in Europe among more than 15,000 trucks owned primarily by suppliers.

#### REPORTS ON CARBON FOOTPRINT DATA TO CUSTOMERS

Total number of reports on carbon footprint data delivered to customers.

#### PROPORTION ON CARBON FOOTPRINT DATA TO CUSTOMERS

Proportion of total transport emissions reported to customers in carbon footprint reporting.

#### RECYCLING OF PAPER, CARDBOARD AND PLASTIC

Total square metres at DSV locations having initiated recycling schemes for paper, cardboard and/or plastic, relative to total number of square metres locations of DSV. A few entities have leased premises without waste management schemes operated by DSV. Those locations are not included in the data.

### Social data

#### GENERAL DETAILS

The figures and charts of the 2018 Responsibility Report have been prepared in accordance with the policies applied last year.

#### EMPLOYEES

Average number of full-time employees of the year.

#### EMPLOYEE GENDER RATIO

Number of female and male employees relative to total employees at year-end.

#### MANAGEMENT GENDER RATIO

Number of female and male managers relative to total managerial employees at year-end.

#### AGE DISTRIBUTION OF EMPLOYEES

Number of employees by age group relative to total employees at year-end.

#### EMPLOYEE SENIORITY

Number of employees by seniority level relative to total employees at year-end.

#### EMPLOYEE TURNOVER

Number of employees leaving DSV Group during the year relative to the average number of employees calculated on the basis of monthly surveys of the actual number of employees at the end of the month.

#### RATE OF ABSENCE

Number of days of absence due to illness relative to the number of working days during the year adjusted for maternity/paternity leave, agreed holidays and national public holidays. Absence due to illness is measured on the basis of wage/salary system records.

#### RATE OF OCCUPATIONAL ACCIDENTS

Number of reported occupational accidents resulting in more than one day of absence per million working hours scheduled for the year.

#### RATE OF LOST WORK DAYS DUE TO OCCUPATIONAL INJURY

Number of reported days of absence from occupational accidents resulting in more than one day of absence per million working hours scheduled for the year.

#### QUALITY MANAGEMENT STANDARDS

Percentage of DSV locations certified according to ISO 14001, ISO 9001 or ISO 45001 (OHSAS 18001). Number of locations certified relative to the total number of locations of the Group.

#### DISTRIBUTION OF DSV'S SUPPLIER CODE OF CONDUCT

Number of companies having distributed DSV's Supplier Code of Conduct to suppliers relative to total number of companies of the Group.

# GLOBAL REPORTING INITIATIVE (GRI) INDEX

The Global Reporting Initiative is a non-profit organisation that has produced a set of indicators and guidelines for sustainability reporting. The main goal of the GRI is to create a framework for systematic, transparent and comparable sustainability reporting for corporations.

DSV follows the GRI standards for determining content and quality in terms of materiality, but does not apply specific GRI-disclosures. To increase the transparency and comprehensibility of the detailed content table below, we indicate whether our level of disclosure covers the GRI requirements fully or partially. To simplify the table, we have included only indicators for which we provide either full or partial data.

In addition, every profile or performance indicator applied is linked to a specific section on our corporate website ([www.dsv.com](http://www.dsv.com)), the Annual Report (AR), the Responsibility Report (RR) or our latest report to the CDP (formerly the Carbon Disclosure Project).

GRI reference	Information available in <sup>1)</sup>	Level of reporting <sup>2)</sup>
<b>Strategy and analysis</b>		
GRI 102-14	Statement from CEO	RR 3 ●
GRI 102-15	Key impacts, risks and opportunities	AR 28-32, RR 5-6 ●
<b>Organisational profile</b>		
GRI 102-1	Name of organisation	RR 31 ●
GRI 102-2	Primary services	AR 6-7, RR 3-4 ●
GRI 102-3	Location of HQ	RR 31 ●
GRI 102-4	Countries of operation	AR 82-87 ●
GRI 102-5	Ownership and legal form	AR 38-39 ●
GRI 102-6	Markets served	AR 18-27 ●
GRI 102-7	Scale of organisation	AR 3-11 ●
GRI 102-8	Workforce breakdown	AR 18-27, RR 27-28 ●
GRI 102-9	Supply chain description	AR 8-11, RR 20-22 ●
GRI 102-10	Significant changes to organisation	AR 5 ●
GRI 102-11	Precautionary approach	AR 28-32, RR 20-22 ●
GRI 102-12	Externally principles endorsed	RR 2 ●
GRI 102-13	Membership of associations	<a href="http://www.dsv.com/csr">www.dsv.com/csr</a> ●

GRI reference	Information available in <sup>1)</sup>	Level of reporting <sup>2)</sup>
<b>Identified material aspects and boundaries</b>		
GRI 102-45	Entities and boundaries	AR 82-85 ●
GRI 102-46	Report content	RR 5-6 ●
GRI 102-47	List of material topics	RR 5-6 ●
GRI 103-1	Explanation of the material topic and its Boundary	RR 5-6 ●
GRI 102-48	Restatements	N/A ●
GRI 102-49	Changes from previous reporting	N/A ●
<b>Stakeholder engagement</b>		
GRI 102-40	Stakeholders engaged	RR 5-8 ●
GRI 102-42	Identify stakeholders	RR 5-8 ●
GRI 102-43	Stakeholder engagement	RR 5-8 ●
GRI 102-44	Key topics and concerns raised	RR 5-25 ●
<b>Report profile</b>		
GRI 102-50	Reporting period	RR 31 ●
GRI 102-51	Previous report	CSR Report 2017 published on 8 February 2018 ●
GRI 102-52	Reporting cycle	Annually ●
GRI 102-53	Contact point	RR 31 ●
G4-32	GRI content index	RR 29-30 ●
<b>Stakeholder engagement</b>		
GRI 102-18	Governance structure	AR 34-37 ●
GRI 102-19	Delegating authority	AR 34-37 ●
GRI 102-20	Responsibility for economic, environmental and social topics	RR 5-6 ●
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	RR 5-9 ●
GRI 102-22	Composition of Board members	AR 37 ●
GRI 102-23	Relationship between chair and CEO	AR 34-37 ●
GRI 102-24	Governance nomination	AR 34-37 ●
GRI 102-25	Conflicts of Interest	AR 34-37 ●
GRI 102-26	Role of highest governance body	RR 5-6 ●
GRI 102-27	Board's competencies	AR 37 ●
GRI 102-28	Board evaluation	AR 34-36 ●
GRI 102-29	Board's role in of economic, environmental and social impacts, risks	AR 34-36, RR 5-6 ●
GRI 102-30	Risk management review	RR 5-6 ●

<sup>1)</sup> AR = Annual Report, RR = Responsibility Report, CDP = Reporting to CDP 2018 <sup>2)</sup> ● = Full reporting, ● = Partial reporting



GRI reference	Information available in <sup>1)</sup>	Level of reporting <sup>2)</sup>
<b>Governance</b>		
GRI 102-31	Frequency of review	RR 5-6 ●
GRI 102-32	Committee/Position review	RR 5-6 ●
GRI 102-33	Critical concerns communication	RR 5-6 ●
GRI 102-34	Communicated concerns	AR 28-32, RR 5-6 ●
GRI 102-35	Remuneration policy	AR 34-37 ●
GRI 102-36	Process for determining remuneration.	AR 34-37 ●
GRI 102-37	Stakeholders' involvement in remuneration	AR 34-36, RR 5-6 ●
<b>Ethics and integrity</b>		
GRI 102-16	Values, principles, standards	RR 5-25 ●
GRI 102-17	Advice mechanisms and unethical behavior	RR 7-9 ●
<b>Economic performance</b>		
GRI 201-1	Direct economic value generated and distributed	AR 3-27 ●
GRI 201-2	Financial implications	CDP ●
<b>Indirect economic impacts</b>		
GRI 203-1	Impact of investment	RR 5-25 🦋
<b>Energy</b>		
GRI 302-1	Energy consumption within the organization	RR 26 ●
GRI 302-2	Energy consumption outside of the organization	RR 26 ●
GRI 302-3	Energy intensity	RR 26 ●
GRI 302-4	Reduction of energy consumption	RR 15-19, 26 ●
GRI 302-5	Reductions in energy requirements	RR 15-19, 26 ●
<b>Water</b>		
GRI 303-1	Water withdrawal	RR 15-19, 26 ●
<b>Emissions</b>		
GRI 305-1	Direct (Scope 1) GHG emissions	RR 15-19, 26 ●
GRI 305-2	Energy indirect (Scope 2) GHG emissions	RR 15-19, 26 ●
GRI 305-3	Other indirect (Scope 3) GHG emissions	RR 15-19, 26 ●
GRI 305-4	Greenhouse gas (GHG) emissions intensity	RR 15-19, 26 ●
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	RR 15-19, 26 ●
<b>Compliance</b>		
GRI 307-1	Non-compliance with environmental laws and regulations	N/A ●

GRI reference	Information available in <sup>1)</sup>	Level of reporting <sup>2)</sup>
<b>Supplier environmental assessment</b>		
GRI 308-2	Environmental supply chain impacts and actions taken	RR 20-22 ●
<b>Environmental grievance mechanisms</b>		
GRI 103-2	The management approach and its components	N/A ●
<b>Labour practices and decent work</b>		
GRI 401-1	Employee turnover	RR 10-14, 27 🦋
<b>Diversity and equal opportunity</b>		
GRI 405-1	Diversity indicators	RR 10-14, 27 🦋
<b>Supplier assessment for labour practices</b>		
GRI 414-2	Social supply chain impacts and actions taken	RR 10-14, 27 🦋
<b>Anti-corruption</b>		
GRI 205-2	Communication and training about anti-corruption	RR 7-9 ●
GRI 205-3	Corruption response	RR 7-9 ●

<sup>1)</sup> AR = Annual Report, RR = Responsibility Report, CDP = Reporting to CDP 2018    <sup>2)</sup> ● = Full reporting, 🦋 = Partial reporting

