



Global Transport and Logistics

2012 Corporate Social Responsibility Report

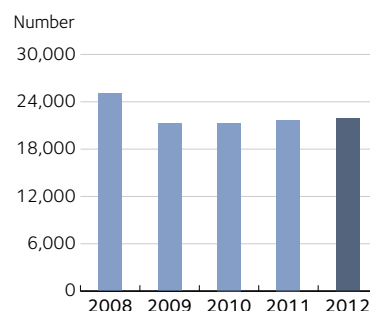


Contents

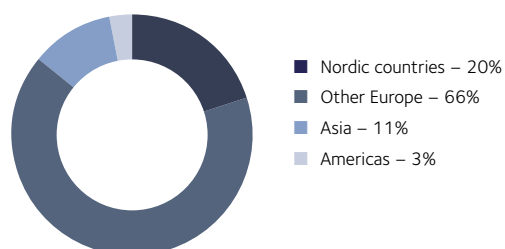
Corporate Social Responsibility is the right track for DSV	3
DSV in brief.....	4
Performance 2012	6
Targets 2013	7
Corporate Social Responsibility at DSV	8
Environment and climate	11
Business ethics and anti-corruption	14
Employees and working environment.....	16
Non-financial highlights.....	18
Global Reporting Initiative content index.....	21
CSR Policy.....	23

This CSR Report is the third Communication on Progress (COP) Report of DSV to the United Nations Global Compact since DSV joined the initiative in 2009. The Report covers the period 1 January – 31 December 2012.

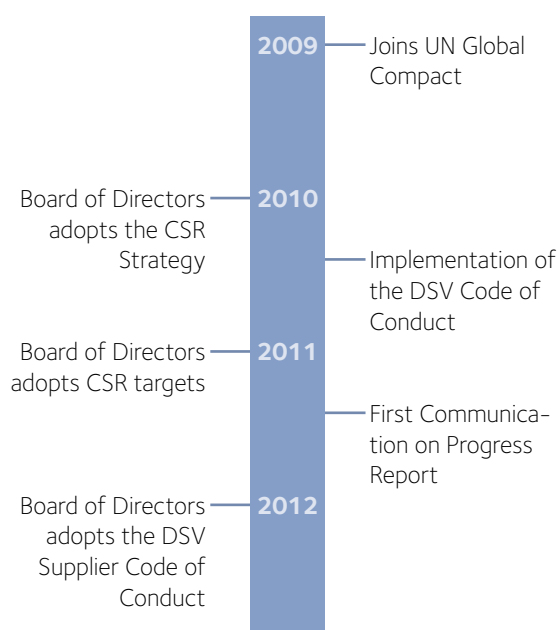
NUMBER OF EMPLOYEES



GEOGRAPHICAL DISTRIBUTION OF EMPLOYEES



CSR TIMELINE



Corporate Social Responsibility is the right track for DSV

DSV has taken major steps in 2012 to improve the Corporate Social Responsibility (CSR) performance of the Group. We have focused on several initiatives during the year which have boosted the Group and strengthened the platform for our CSR work across our global organisation.

Our work in relation to climate/environment and employees also continues at full speed. It is therefore a pleasure to note that we have achieved by far most of the targets established a year ago and that we are ready to set the bar higher and increase our efforts in the coming years.

CSR – part of everyday life

Our CSR strategy has formed the basis of the Group's CSR activities in 2012, which have resulted in a number of local and global initiatives. The DSV Group is characterised by a flat, decentralised organisational structure which accommodates local market conditions, cultures and languages. This also applies in relation to CSR, enabling the local DSV companies to work with measures and solutions that arise from local initiatives but also observe the overall targets and expectations communicated by Group Management.

DSV has opted to focus the CSR efforts on a few relevant issues with a view to promoting concrete action aimed at our business activities. It is important to DSV that all employees regard CSR as a natural part of their daily work. At times, CSR may have an air of philanthropy to it when the good cause is right in front of us, but we can create far more value to society when we let CSR go hand in hand with our operations and thereby strengthen our position in the market.

Our initiatives to avoid occupational accidents, our focus on energy saving measures and formulation of clear guidelines for our employees on their interaction with customers, suppliers and authorities are all examples of specific initiatives which are a result of our CSR approach and which are meaningful to the individual employee and to the Group as a whole.



Jens Bjørn Andersen, CEO of DSV A/S

New targets for the future

Group Management can conclude that almost all targets have been achieved in 2012 and that we are on the right track as concerns the remaining targets. Management has therefore adopted a number of new targets intended to drive the continued improvement of our CSR performance. These targets include the objective to cover more distant parts of the value chain and focus on raising our suppliers' awareness of and compliance with the DSV Code of Conduct.

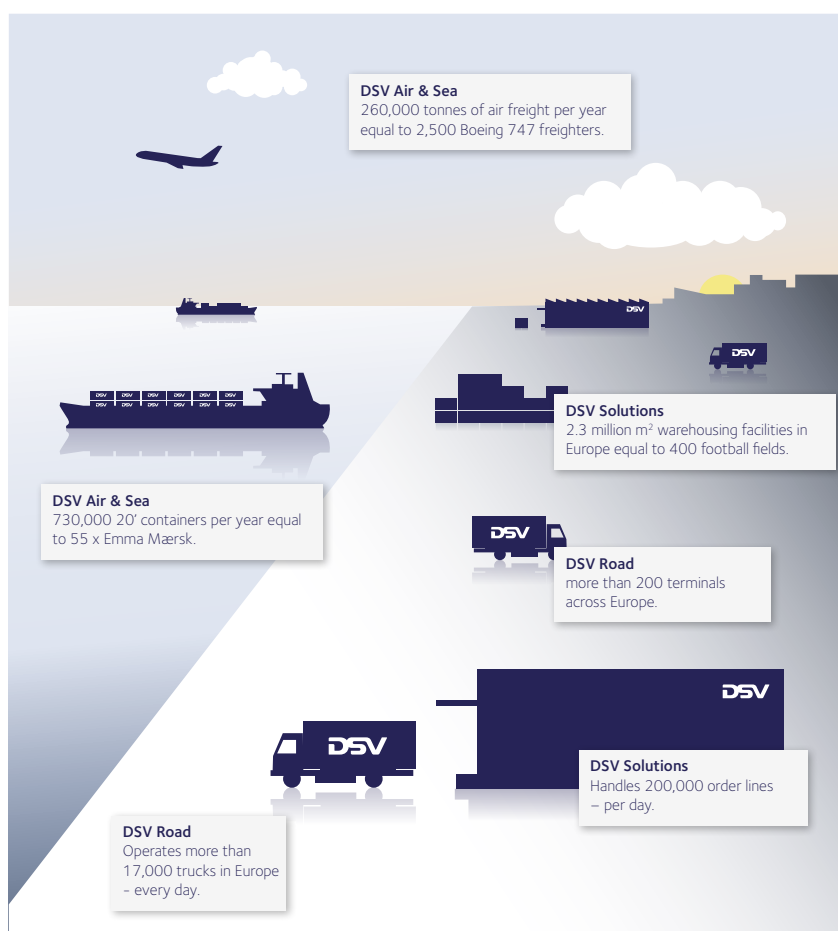
DSV intends to continue the efforts in line with the CSR strategy and targets set by Group Management; a CSR strategy with clear targets focusing on the employees, the business and the parts of our supply chain closest to our operations.

By this Progress Report, DSV wants to express the Company's continued commitment to the United Nations Global Compact initiative and the 10 fundamental principles and encourages all business partners of the Group to support the initiative.

Jens Bjørn Andersen

DSV in brief

Global transport and logistics. DSV is a global supplier of transport and logistics solutions. The Group has operations in more than 70 countries and approx. 22,000 employees worldwide.



Product development

The transport and logistics market is constantly moving, which poses great challenges on a company like DSV to continuously refine and improve our products and services. We see our customers adopting an increasingly professional approach to supply chain management, and it is of great importance to DSV to have the competencies required to offer a powerful concept to new as well as existing customers.

Several interesting projects are ongoing and we expect to accelerate the roll-out of two new products in 2013: "DSV Daily Pallet" – a time-sensitive concept linking more than 200 European locations with daily departures, and "DSV X-press" – worldwide express delivery of documents and small shipments. Both products have considerable potential and will be rolled out across the Group in the course of 2013.

DSV Air & Sea

The Air & Sea Division organises transports of cargo by air and sea. The Division offers conventional freight services through its global network supplemented by a Project Department. The Division has approx. 6,000 employees and own operations in more than 70 countries.

DSV Road

With a complete European network, the DSV Road Division is among the top three transport companies in Europe. The Division offers full and part load services through a strong network of more than 200 terminals across Europe. The Division has approx. 10,000 employees and own operations in 32 countries.

DSV Solutions

DSV Solutions specialises in logistics solutions across the entire supply chain, including freight management, customs clearance, warehousing and distribution, information management and e-business support. The Division has approx. 5,000 employees and own operations in 16 European countries.

Revenue*

DKKM

44,912

AIR & SEA

42%

ROAD

47%

SOLUTIONS

11%



EBITA*

DKKM

2,540

54%

36%

10%



Employees**

NUMBER OF

21,932

30%

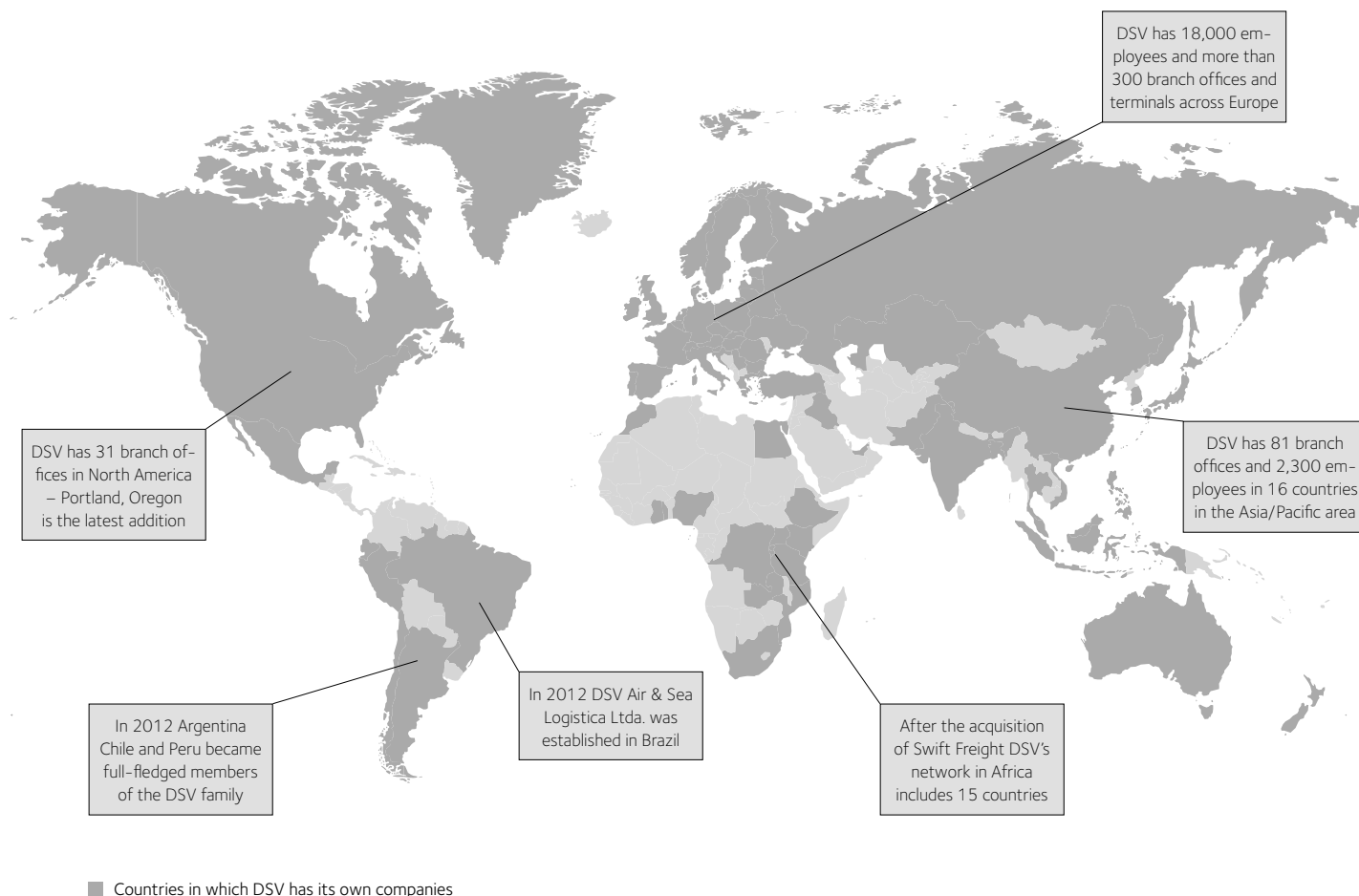
45%

25%



* External revenue and EBITA after elimination of internal transactions.

** Including Group functions.



Performance 2012

Progress achieved on 2012 targets:

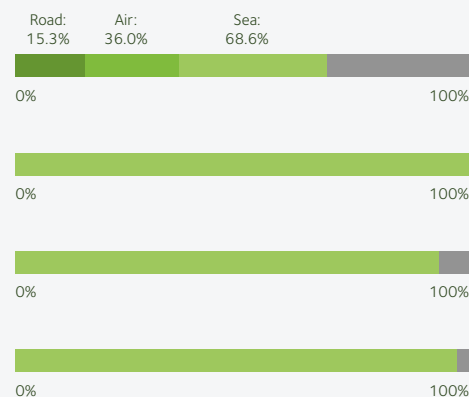
Environment and climate

Target 1: Subcontractors required to lower their carbon dioxide emissions with the aim to improve DSV's energy efficiency per transport activity by 15% by 2015 compared to 2010 figures.

Target 2: The Road Division (including its subcontractors) must use Euro 5 engine vehicles for at least 50% of all road transports by 2013.

Target 3: Automatic energy management systems must be installed or screening for potential energy savings carried out in 75% of all DSV buildings by 2015.

Target 4: 75% of all DSV locations must collect paper in offices and paper, plastic and cardboard in terminals and warehouses for recycling by the end of 2012.



Business ethics and anti-corruption

Target 1: All employees must have received information on the applicable DSV Code of Conduct by the end of 2012.

Target 2: The number of reported new violations of the DSV Code of Conduct must be zero.

Target 3: All executive employees must have completed training in the DSV Code of Conduct by the end of 2012.



Employees and working environment

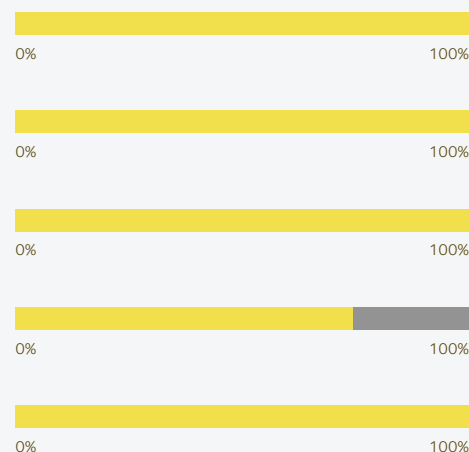
Target 1: DSV complies with internationally proclaimed human rights.

Target 2: Subcontractors of the DSV Group must be encouraged to observe the DSV CSR Policy.

Target 3: DSV satisfies national legislation on labour standards.

Target 4: DSV must reduce the rate of occupational accidents every year and by 25% in 2012 compared to 2010 results.

Target 5: Registration of absence due to occupational injury/illness as from 2012.



Targets 2013

DSV focus areas and targets for 2013:

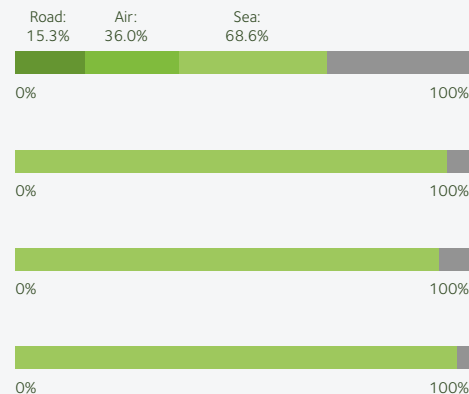
Environment and climate

Target 1: Subcontractors required to lower their carbon dioxide emissions with the aim to improve DSV's energy efficiency per transport activity by 15% by 2015 compared to 2010 figures.

Target 2*: The Road Division (including its subcontractors) must use Euro 5 engine vehicles for at least 60% of all road transports in 2013.

Target 3: Automatic energy management systems must be installed or screening for potential energy savings carried out in 75% of all DSV buildings by 2015.

Target 4: 75% of all DSV locations must recycle paper in offices and paper, plastic and cardboard in terminals and warehouses by the end of 2013.



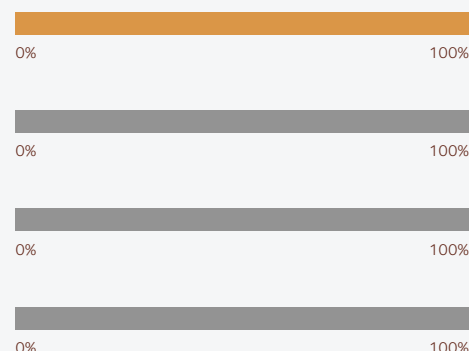
Business ethics and anti-corruption

Target 1: The DSV Code of Conduct must be communicated and made available to all employees.

Target 2*: The number of reported Category A violations of the DSV Code of Conduct must be zero (Category A is the most comprehensive reporting category of the Whistleblower Programme).

Target 3*: All managers must have completed training in the DSV Code of Conduct by the end of 2014.

Target 4*: 25% of all DSV entities must have carried out an internal CSR audit by the end of 2013.



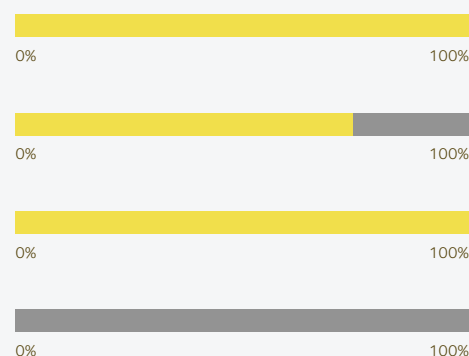
Employees and working environment

Target 1: DSV complies with internationally proclaimed human rights.

Target 2: DSV must reduce the rate of occupational accidents every year and by 25% in 2013 compared to 2010 figures.

Target 3: DSV satisfies national legislation on labour standards.

Target 4*: All subcontractors of DSV must be encouraged to observe the Supplier Code of Conduct, and the Code must have been communicated to 75% of all subcontractors of the Group (measured by total value of procurement) by the end of 2014.



*) new target

Corporate Social Responsibility at DSV

DSV still has high focus and continues to make progress on Corporate Social Responsibility.

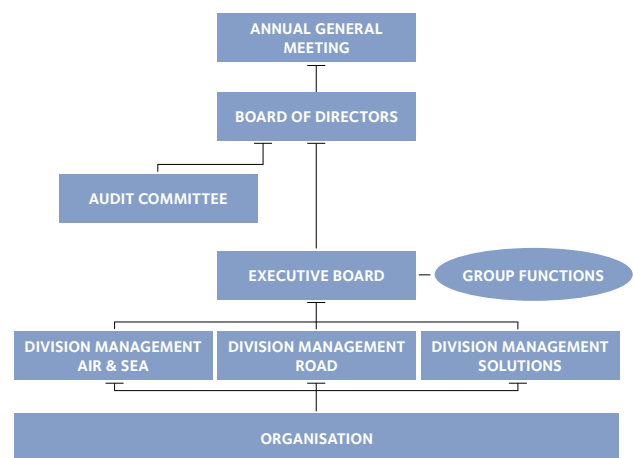
Targeted efforts are made within a few, relevant core areas with the aim to achieve concrete, measurable results.

DSV focuses on the following three essential CSR areas: environment and climate, business ethics and anti-corruption, and employees and working environment.

These areas have been selected as they have the highest relevance to the core business of DSV and therefore are areas where DSV is in a favourable position to exert influence. The focus areas are also considered to be of major importance to the stakeholders of DSV, i.e. customers, suppliers, employees, shareholders and the environment and society in general.

The issue areas are described in the DSV CSR strategy and each area is supported by a number of targets to drive progress in the field of CSR.

The targets have been adopted by the Board of Directors, and CSR is a permanent item in the annual cycle of the Board which includes the annual task of reviewing the



CSR reporting at DSV

Communicating progress on key focus areas

DSV's view on and approach to CSR build on the 10 principles of the UN Global Compact. This Report deals with these principles in the following key issue areas of DSV: environment and climate, business ethics and anti-corruption, and employees and working environment.

The reporting parameters of the Global Reporting Initiative (GRI) are also a source of inspiration. Where possible and relevant, the GRI guidelines and indicators have been used in preparing the CSR report to assure transparency and frame of reference. The approach used in the preparation of this Report is unchanged from the 2011 COP Report.



Group's internal Code of Conduct and its Supplier Code of Conduct.

The decisions made by the Board of Directors are subsequently implemented by the Executive Board. As an embedded element of Management's responsibilities CSR is a high-focus area of the Group, and DSV thereby sends a clear signal to the entire organisation about the importance of CSR to all Group companies.

Follow-up and adjustment of targets

In 2011, the DSV Management adopted a number of targets. One or more activities were established for each target to ensure that efforts are made to achieve the CSR targets.

Management evaluated the targets during the year and concluded that most of them have been achieved and that DSV is on track to achieve the long-term objectives. To further accelerate the CSR performance of the Group, several new targets have been adopted. Various new and updated activities have also been established for each target.

Increased internal reporting

DSV has introduced biannual internal reporting of various CSR data to better be able to follow up on the implementation of policies, guidelines and targets by the DSV companies. The internal processes put in place to validate the internal CSR reports are also still in focus. Major customers of the Group receive regular reports on some of these data for use for the customers' own CSR reports, etc.

DSV value chain challenges

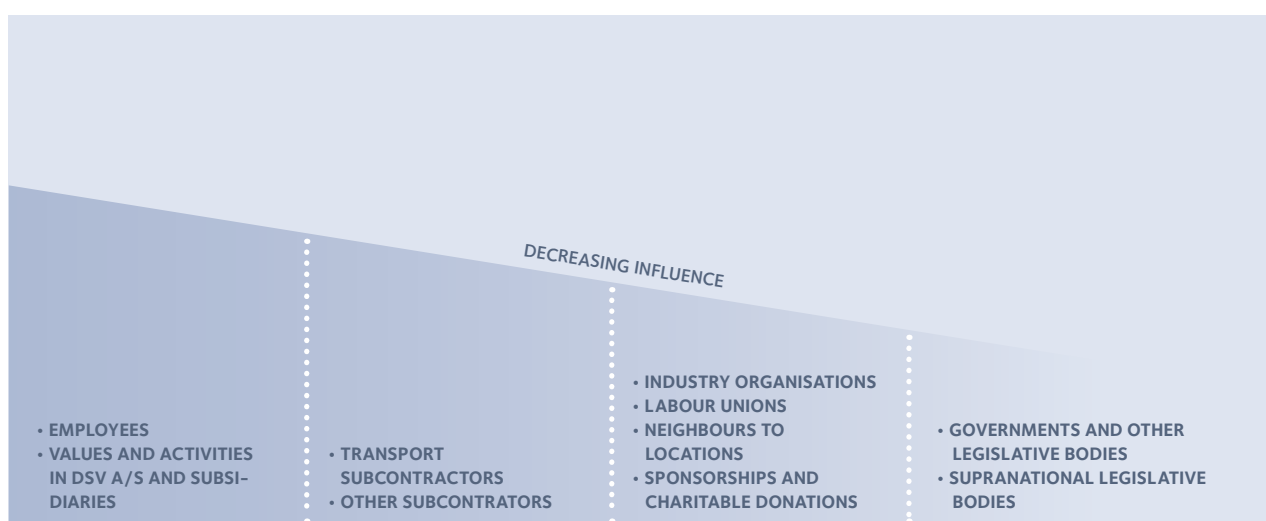
The work towards achieving the CSR objectives mainly concern the activities controlled directly by the Parent company or subsidiaries of DSV and the employees of these companies.



Obviously, the greatest impact is achieved on the activities directly controlled by DSV, but considerable influence is also achieved in relation to the subcontractors used by DSV for the physical transportation of cargo. DSV contracts with hauliers, shipping companies and airlines and is therefore not directly responsible for the performance of the actual transport activity.

The transport service providers of DSV comprise a diverse group of enterprises; from a few large, well established global regular business partners of DSV within air and sea freight to hundreds of hauliers operating very small businesses with only a few trucks and employees and which are loosely affiliated with DSV. This diversity complicates the task of implementing the Group's CSR strategy among its suppliers and implies that different methods must be used to communicate and implement the CSR policies externally.

DSV's sphere of influence



Paying tax is also corporate social responsibility

There is an ongoing public debate about corporate tax payments and the alleged lack thereof. DSV complies with the legal standards and upholds a high ethical standard in this respect. However, DSV is under an obligation to apply the legislation in the most effective manner within the framework of these standards with a view to maximising profits.

DSV demonstrates social responsibility by paying corporation tax, withholding tax, VAT, excise duties, etc. Furthermore, the Group's investments in operational development and strengthening of its market position contribute to job creation and are also an example of social responsibility. The investments made in regards to the latter activities are eligible for tax allowances, which reduce the corporation tax. This is a fully legal practice designed to benefit national economy.

High awareness of business ethics among DSV companies

In 2011, the DSV Code of Conduct was updated and circulated to all Group companies, and all employees have been made aware of its contents and thereby of the guidelines on business ethical conduct in their daily interaction with customers, suppliers and competitors. Furthermore, the DSV Code of Conduct is available to all employees at the corporate intranet.

Although it can be established that the Code of Conduct has been communicated to all employees of the Group, the DSV Management wants to further increase awareness of the guidelines. For that reason, training and tests were conducted among the senior executives of all DSV companies and divisions in 2012.

Outlook

As described in this Report, DSV continues its efforts to achieve the CSR targets established for the Group. The Group also focuses on building a solid awareness of the Code of Conduct, both internally among employees and externally in terms of the requirements made on suppliers.



Environment and climate

The burning of fossil fuels is by far the major contributor to pollution caused by the transport industry. For that reason, partnering with subcontractors to reduce emissions is of special importance to DSV in terms of protecting the environment and climate.

Effective transportation is a crucial prerequisite for an efficient and high-growth society. Historically DSV has grown both through organic growth and through acquisitions and intends to continue to develop its business.

Increased operations entail an increase in the energy consumption of our suppliers which perform the physical transportation of cargo. As transportation is based to a large extent on fossil fuels, a growing energy consumption leads to increased burning of fossil fuels and thereby increased emissions of CO₂ and other substances.

Despite the fact that the means of transportation become more fuel efficient for every new generation, we must focus on improving the sustainability of the existing stock of vehicles on the basis of current technology. First of all, this can be achieved through more fuel efficient driving, intermodal transportation solutions and use of biofuels. However, these initiatives have little significant effect on carbon dioxide emissions here and now.

With the aim to promote a positive development DSV has set a number of targets for the internal processes at DSV and targets aimed at the suppliers providing transport services for the Group.

Reduced CO₂ emissions through more efficient transport solutions

As a general objective, DSV must reduce the carbon emissions of suppliers and own operations. Therefore DSV has set a concrete target of a 15% improvement of the energy efficiency of all transport activities by 2015 compared to 2010 figures.

This means that DSV must continue to work with the suppliers to improve fuel efficiency and that DSV must continue its efforts to optimise capacity utilisation per unit. An optimum utilisation of the space available on the individual means of transportation will benefit the environment and can be achieved, e.g., by ensuring a good and effective planning of the cargo volumes available in the business network. The transport market is still highly fragmented and characterised by many small and medium-sized transport providers. Ranking among the top players in the market, DSV has an extensive network and thus a good basis for maximising capacity utilisation.

DSV Spain has reduced its carbon emissions by several tonnes in just one quarter by shifting freight from road to rail. Every month, 50 truckloads are carried by rail from the Barcelona area to Luxembourg. After the 15-hour and 1000 kilometre train ride, the cargo is reloaded onto trucks again and carried to the customers. The customers of DSV Spain are showing a great interest in rail transport and DSV Spain aims to offer more rail transport solutions in future to the extent possible considering the potential of the existing railway network.

Global air and sea freight providers increasingly energy efficient

The air and sea transport providers used by DSV are typically regional and global companies, which each focus on optimising operations. Both types of suppliers make efforts to minimise fuel consumption, e.g. by means of optimised route planning, adaptation of speed relative to distance and change of equipment.

These measures are reflected in an improved overall energy efficiency among the subcontractors of DSV. Thus, the overall energy efficiency measured in carbon emissions per consignment improved by 3% for DSV's air transport activities and 8% for the shipping activities compared to 2011. Compared to 2010, which is the basis for the target of a 15% reduction, we are also on track to deliver on the objective. For air freight, the overall energy efficiency improved by more than 5% and for sea freight by more than 10%.

A fragmented road freight market

In 2012, DSV Road operated in a fragmented and highly competitive market with focus on domestic transports, typically resulting in many departures and short distances. In addition, the overall fuel consumption of the trucks used by DSV (own and suppliers') dropped by 2.7% on average.

This is a result of several factors, including weather conditions, driving style, traffic density and route planning. The

energy efficiency of the Road Division dropped by almost 9% compared to 2011, but has improved by more than 2% compared to 2010. The Road Division aims to change this by focusing on multimodal transport solutions, offering more eco-friendly products and working together with customers to switch to night distribution due to far better road passability.

Progress through collaboration and measurement

DSV partners with several customers to reduce the emissions from transport operations.

A specific calculation of transport emissions based on key figures from DSV's suppliers and actual cargo volumes carried for the customers is used in assessing the emission reduction potential of the transport operations. Improvements can be obtained through better planning of shipments, use of intermodal transportation, etc.

Green Freight Europe

As a step towards expanding our cooperation with the customers, DSV joined the Green Freight Europe programme in 2012. The organisation is a newly established independent joint programme for enterprises and transport operators to promote knowledge sharing and implementation of sustainability improvements and to track improvements by providing a common platform for collecting, analysing and monitoring carbon emissions from European road freight operations. Green Freight Europe already has a long list of members among both large and small European manufacturers and transport operators, and DSV expects that it will soon become the leading independent voluntary programme for reporting and improving environmental performance of road freight transport in Europe.

Euro standard targets for DSV Road

Management has set a target for the Road Division's use of trucks that meet the highest emission standard applicable. This target has been set to assure that we make optimum use of the newest technology.

According to the target set, at least 50% of the trucks used by the Road Division (own and subcontractors' trucks) must have Euro 5 engines by the end of 2013. We are pleased to note that this target was met already in 2012 as 57% of all trucks used by DSV satisfied the standard. Management has therefore decided to adjust the target so that at least 60% of the trucks used by DSV (own and subcontractors') must be Euro 5 vehicles by the end of 2013.

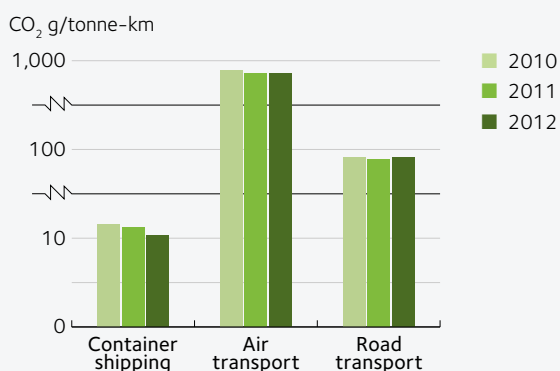
Massive reduction in emissions of harmful substances

The current EU requirements on truck exhaust emissions will soon be replaced by a new Euro 6 standard, which introduces stricter limits on the emissions of pollutants and harmful substances from trucks. As from 2014, all new trucks must satisfy this standard. Emissions of the toxic substance nitrogen oxide (NOx) from a Euro 6 vehicle will thus be reduced by approx. 95% as compared to trucks certified according to the Euro 1 standard, which was the prevailing standard from 1992–1996.

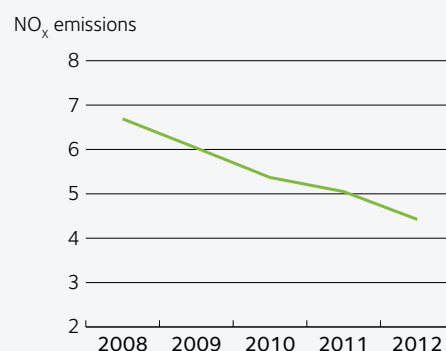


In 2012, DSV Sweden combined several locations in one newly built transport and logistics facility at Landskrona, Sweden. The building has been constructed with focus on sustainability and use of energy saving elements. As a result, the energy consumption of the building is 25% lower than for buildings constructed according to local standards.

ENERGY EFFICIENCY (CO₂ G/TONNE-KM) – PER TRANSPORT ACTIVITY



NO_x EMISSIONS (G/KM) FROM DSV ROAD TRANSPORT ACTIVITIES





DSV's and subcontractors' trucks are certified according to different Euro standards, and 96% of all the trucks comply with the Euro 3 standard as a minimum. Hence, as a result of the Euro emission standards, nitrogen oxide emissions from the trucks used by DSV have been reduced by 34% per kilometre over a 5-year period and by almost 56% over the last 10 years.

Improved operation of buildings and waste sorting procedures

The DSV Management has also established internal targets for improving the energy efficiency of the Group's buildings and introduction of waste sorting procedures at DSV locations.

The energy saved in the operation of own buildings means lower emissions, and Management has adopted a target according to which 75% of all DSV companies must have carried out energy efficiency analyses of their buildings and implemented any relevant energy saving measures by 2015.

Other steps have also been taken to reduce energy consumption at the DSV locations, and which initiatives are the most effective varies greatly among the local companies. For example, at some locations most of the energy is used for heating of terminals and offices, whereas at other locations it is used for air conditioning and charging of battery powered forklifts. However, central management of heating, air conditioning, ventilation and lighting contribute to reducing the total energy consumption at all locations.

As a result of the implemented measures, emissions from the operation of DSV's locations have been reduced for the second year running and by just over 16% compared to 2011. The consolidation of locations in different companies and countries is an ongoing process and, when deemed necessary, new facilities are built which can often accommodate several activities at the same location. Some of the advantages of constructing new buildings is that it is possible to optimise the operation of the building according to the companies' business activities and optimise the facility's energy efficiency already at the construction stage.

Global recycling target

Another internal target states that 75% of all DSV locations must have implemented waste collection procedures for the recycling of paper, plastic and cardboard by the end of 2012.

It is difficult to measure the positive effect of waste recycling measures on emissions, but the recycling of waste does contribute to reducing the consumption of resources.

DSV is close to achieving this target as almost 73% of all DSV locations have implemented procedures for collecting recyclable materials like paper, cardboards and plastic. Continued efforts are made to meet the target in 2013.

Business ethics and anti-corruption

In 2012, DSV has worked on raising the level of awareness of business ethics across the organisation and among suppliers.

Operating across many different cultures all over the world, DSV finds it essential that all employees share the same business ethical belief: that all commercial agreements must be concluded by equal partners on a fair and transparent basis.

In order to ensure that this is the case in business transactions involving DSV a number of guidelines are stipulated in the DSV Code of Conduct, which constitutes the very basis of the Group's CSR initiatives in relation to business ethics and anti-corruption. The guidelines have been formulated so as to serve as a source of information as well as a guide on ethical conduct for the employees in their interaction with customers, competitors and suppliers.

Increased information on business ethics

Management adopted a number of targets in relation to business ethics in 2011 with the aim to promote the implementation of the corporate Code of Conduct. The work towards achieving these targets continued in 2012.

First of all, efforts have been made to ensure that the Code of Conduct is made available to all employees of the Group. This objective has been met as the information has been distributed to all employees and the rules have been published on the corporate intranet. Management has therefore revised the target to maintain a high level of awareness. As a means to achieve this new employees are informed about the Code of Conduct and where they can view and download the Code.

Training and tests of managers

Another target established by Management was that all senior executives of the Divisions and companies of the DSV Group must have completed a training programme and related tests on the Code of Conduct by the end of 2012.

The training was conducted as a mandatory e-learning programme including a final test among more than 200 employees with a satisfactory outcome. The DSV Management has therefore decided that managers at all levels must have completed a similar training programme before the end of 2014. The training and tests specifically aimed at executives are supported by a broader training programme for other employees of the Group. This initiative

not only helps build a solid awareness of the Code of Conduct but also makes the principles an integral part of our business activities.

Anti-corruption

Corruption is recognised to be one of the world's greatest challenges. It is a major hindrance to sustainable development and has a disproportionate impact on the very fabric of society. The impact on the private sector is also considerable – it impedes economic growth, distorts competition and represents serious legal and reputational risks for everyone involved.

DSV wants a transparent and fair market and has formulated a clear policy that prohibits our employees from accepting or offering bribery of any kind.



More than 200 managers of all companies and Divisions completed training and tests in the DSV Code of Conduct in 2012.

Although anti-corruption measures break the norm in some countries, the firm policy of the Group is fairly easy to administer for the employees. The work to maintain a high level of employee awareness about and respect for this policy and to support and further develop local anti-corruption initiatives is an ongoing process at DSV.

Active fight against facilitation payments

By its worldwide operations, DSV is faced with a highly complex problem related to corruption that is difficult to combat: the so-called facilitation payments. DSV supports the abolition of facilitation payments, but understands that it is a practice which is widely used in certain countries and regions and which the employees of DSV experience in their daily work.

In 2012, DSV analysed the scope of the problem among the companies that face this challenge in their day-to-day operations. It can be concluded that it requires extraordinary efforts to refuse or minimise demands for facilitation payments without risking an adverse effect on our operations.

The DSV Management has therefore decided to examine the possibilities of eliminating facilitation payments. Consequently, a pilot project will be launched which is to work towards an elimination of facilitation payments through targeted efforts in some of the affected countries, dialogue through relevant networks and other relevant initiatives.

Global Whistleblower Programme implemented in 2012

A global Whistleblower Programme was launched across the DSV Group in 2012.

The Programme consists of a hotline and a website through which employees, managers and Board members can report any situations, events and circumstances that seem wrong or are direct violations of the DSV policies and guidelines.

The Programme is managed by an external provider and allows whistleblowers to submit anonymous reports. DSV regards the Whistleblower Programme as an effective tool for monitoring and analysing reported events. Also, it allows Management to gain an insight into and learn about any violations and respond to them.

A detailed Whistleblower Programme Manual has been made and is available to all employees at the corporate intranet.

The Whistleblower Programme has been in force since the final quarter of 2012, and no reports have been received yet that are covered by the Programme.

This means that the final target for this issue area has also been achieved. The target stated that there should be no violations of the DSV Code of Conduct in 2012. In connection with the introduction of the Whistleblower Programme, Management has decided to adjust this target. Whistleblower reports are divided into three categories according to the severity of the reported issues. The revised target states that there must be zero reports of issues covered by the most severe Whistleblower reporting category.

Code of Conduct for suppliers

In 2012, DSV formulated the Supplier Code of Conduct – a common set of business ethics rules and requirements for the suppliers of the Group. Obviously, the requirements made on the suppliers of the Group are not very different from the internal DSV Code of Conduct as the suppliers must adhere to the same high standards as DSV.

The guidelines describe what DSV considers appropriate business conduct from its suppliers and thereby also the conduct that is expected from the suppliers when performing services on behalf of or supplying products to DSV. The DSV companies implemented the Code in the beginning of the year and the rules and guidelines have subsequently been communicated to the main suppliers of the DSV companies.

Management has decided to set a target for the communication of the Code of Conduct by the DSV companies to their suppliers. According to this target, each company must have communicated the DSV Supplier Code of Conduct to at least 75% of its suppliers, measured by the total value of procurement from these suppliers, by 2014.

Examples of the difference between bribery and facilitation payments

Bribery

You need a permit, but do not fulfil all criteria to obtain it. You offer the employee handling the permits a sum of money to issue the permit. By this you make the employee handling the permits change his mind and issue the permit even though you do not fulfil all necessary criteria.

Facilitation payment

You need a permit and do fulfil all criteria, however the employee handling the permits demand a small sum of money to issue the permit straight away. The employee states that it will take a week longer to issue the permit without payment. If you pay a small sum of money you will not make the employee change his mind, but only work faster and speed up the process issuing the permit.

Employees and working environment

Reduction of occupational accidents and job satisfaction are the cornerstones of DSV's efforts in relation to employees and working environment.

Employees and working environment is an obvious focus area in relation to the CSR strategy and initiatives of DSV. Employees are the backbone of DSV, whether they plan the shipments, load and unload cargo at the terminals, find the best possible transport solution for the customers or work to develop our business in general. DSV aims to minimise the number of occupational injuries and accidents, and ideally eliminate this issue altogether, by focusing on minimising the risks and raising employees' awareness of safety. Management has therefore set various targets with the view to maintaining and nurturing a positive working environment at all DSV locations.

Another important objective of DSV is to meet and comply with internationally proclaimed guidelines and national provisions on labour rights. It is therefore a pleasure to note that, once again, no violations were registered by the Group in the past year. Any violations can be reported through the Whistleblower Programme described above.

Fewer occupational accidents at DSV

Management has set an ambitious target stating that the number of occupational accidents must be reduced by 25% compared to 2010 figures. Several companies have subsequently been involved in a joint initiative to share knowledge and best practice on the prevention of work-related accidents. Furthermore, companies across the Group have been engaged in various local initiatives, from risk mapping and management to registration of "near accidents" and causal analyses of accidents.

It is a pleasure to note that the initiatives have led to a major overall decline in the number of occupational accidents as well as in the rate of occupational accidents among the employees of DSV. Occupational accidents declined notably among hourly workers in particular, down by almost 10% compared to the year before and a reduction of almost 18% compared to 2010, when the target was adopted. All Divisions have worked with various initiatives and contributed to reducing the number of occupational accidents. Overall, the number of reported occupational accidents dropped by almost 100 compared to 2011.

Traditionally, the salaried employees are less likely to suffer a work-related accident in connection with their daily

tasks as they are mainly engaged in office work. Indeed, the rate of occupational accidents dropped a pleasant almost 29% compared to last year.

This means that the total rate of occupational accidents for the Group declined by almost 19% compared to the results for 2010. Despite the efforts to prevent and reduce the number of occupational accidents, we have to realise that the target of a 25% reduction relative to the 2010 level has not been achieved.

Any type of occupational accident, regardless of the consequences it may have for the employee, is a major concern and cannot be accepted. DSV therefore continues its efforts to further reduce the number of work-related accidents with the aim to continuously improve perfor-



A safe working environment and job satisfaction are important elements of DSV's initiatives in relation to employees. The occupational health and safety management standard OHSAS 18001 is one of the tools applied by the companies of the Group. Several Group companies have implemented the OHSAS 18001 standard, which means that the proportion of DSV employees covered by the standard increased also in 2012.

mance in this area. The initiatives mentioned above will continue and further efforts will be made in a number of DSV companies where the effect of the initiatives has not yet fully materialised. By these measures DSV expects to achieve the target in 2013.

Absence due to occupational injury

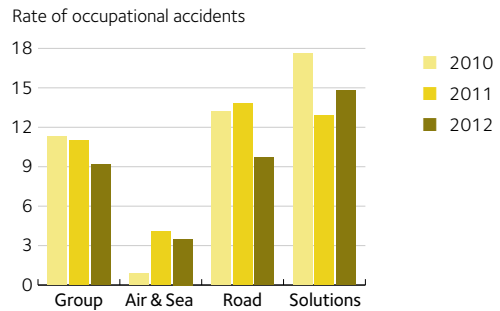
Registration of absence from work as a result of occupational accidents was introduced in DSV in the beginning of the year. The data quality has been improved during the year and the data will be used internally for further analysis. A qualitative target for absence due to occupational injury/illness has therefore been established for the time being, and DSV expects to set a quantitative target in 2013.

Satisfied DSV employees

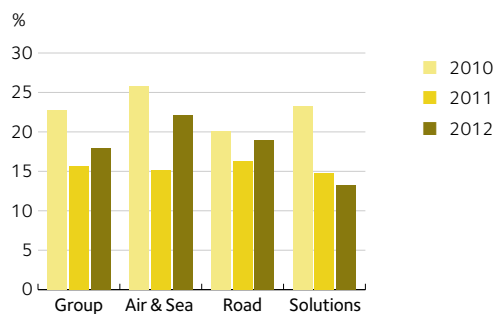
The DSV Group has worked on and announced an adjustment of overheads in response to the global financial crisis, resulting in a minor increase in employee turnover in 2012. Employee turnover increased in all three Divisions, however the total number of employees at DSV increased slightly compared to the previous year despite the adjustment.

Absence due to illness among the employees of DSV remained on a stable and low level, maintaining the same low level as in 2011 among both employee groups. The total rate of absence of the Group corresponds to an average of 7.9 days of absence in a year for every employee of DSV.

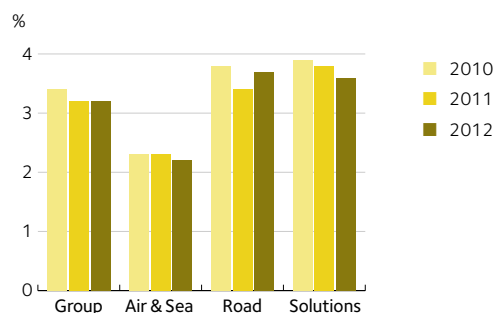
OCCUPATIONAL ACCIDENTS PER MILLION WORKING HOURS



EMPLOYEE TURNOVER



ABSENCE DUE TO ILLNESS



Non-financial highlights of the DSV Group

	2010	2011	2012
Key figures			
Employees (full-time employees)			
Group	21,300	21,673	21,932
Salaried employees	13,253	13,423	13,570
Hourly workers	8,047	8,250	8,362
Emissions ('000 tonnes)			
CO ₂ emissions – Group	3,297	3,336	3,131
CO ₂ emissions – Container shipping	619	587	518
CO ₂ emissions – Air transport	1,154	1,174	1,099
CO ₂ emissions – Road transport	1,447	1,523	1,471
CO ₂ emissions – Buildings	77	52	43
Water ('000 m³)			
Total water consumption	317	297	288
Indicators			
Gender ratio (%)			
Women	•	•	38%
Men	•	•	62%
Employee turnover (%)			
Group	22.7	15.6	17.9
Salaried employees	18.8	15.5	17.2
Hourly workers	29.0	15.6	19.2
Absence due to illness (%)			
Group	3.4	3.2	3.2
Salaried employees	2.9	2.8	2.8
Hourly workers	4.4	3.9	3.9
Occupational accidents (per million working hours)			
Group	11.3	11.0	9.2
Salaried employees	2.8	2.8	2.0
Hourly workers	25.8	23.2	21.1

	2010	2011	2012
Indicators, continued			
Energy efficiency (g/tonne-km)			
CO ₂ per consignment – Container shipping	*11.5	*11.2	10.3
CO ₂ per consignment – Air transport	762.0	745.0	721.1
CO ₂ per consignment – Road transport	82.2	74.1	80.3
Quality management standards (%)			
ISO 14001	34	42	46
ISO 9001	71	75	74
OHSAS 18001	15	19	23
Anti-corruption (%)			
Employees who have received information about anti-corruption policies and procedures	85	94	100
Human rights (%)			
Employees who have received information about human rights policies and procedures	80	94	100
Implementation of CSR Policy (%)			
DSV entities which have produced a self-declaration of compliance with the CSR Policy of the DSV Group	78	94	100
Recycling of paper, cardboard and plastic (%)			
DSV locations which collect paper, cardboard and/or plastic from offices, terminals and warehouses for recycling	•	62	73
Screening of buildings for potential energy savings (%)			
DSV entities which have performed a screening of their buildings to identify any energy savings potential	•	•	70



ACCOUNTING POLICIES FOR NON-FINANCIAL DATA

EMPLOYEES

Average number of full-time employees for the year.

EMISSIONS

CO₂ and NO_x emissions from transport activities are calculated based on the average fuel utilisation ratios and CO₂ and NO_x emissions reported in respect of trucks owned by DSV and subcontractors from transportation of DSV freight, partly on data from DSV's own traffic management systems, including data on the freight volumes carried to and from various destinations. CO₂ and NO_x emissions from buildings are calculated based on direct consumption of electricity, gas, oil and water at own locations.

GENDER RATIO

Female and male proportion of total number of employees at year-end.

RATE OF EMPLOYEE TURNOVER

Number of employees leaving the 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 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 during the year.

ENERGY EFFICIENCY

Emissions from consignment relative to freight volume and transportation distance.

QUALITY MANAGEMENT STANDARDS

Percentage of DSV entities certified according to ISO 14001, ISO 9001 and OHSAS 18001. Calculation proportionate to the number of employees of the certified enterprises.

ANTI-CORRUPTION AND HUMAN RIGHTS

Number of employees of the enterprises which have informed their employees about the CSR policies and procedures of DSV that must be followed relative to the total employees of the Group.

IMPLEMENTATION OF CSR POLICY

Number of enterprises that have evaluated their compliance with the CSR Policy of the DSV Group relative to the total number of Group enterprises.

RECYCLING OF PAPER, CARDBOARD AND PLASTIC

Number of DSV locations which have implemented systems for collection of paper, cardboard and/or plastic waste for recycling relative to the total number of Group locations. A few entities have operations at leased premises. Such premises are not included in the statistics.

SCREENING OF BUILDINGS FOR POTENTIAL ENERGY SAVINGS

Number of DSV entities which have performed a screening of one or more of their buildings to identify any energy savings potential relative to the total number of DSV entities.

COMMENTS

* Improved shipping data quality of DSV's Traffic Management System has made it possible to calculate the average cargo weight per TEU (twenty-foot equivalent unit) in 2012. Previously, average weight was based on data reports from individual customers. Due to the increased accuracy of calculations based on 2012 data, the energy efficiency results for 2010 and 2011 have been recalculated and restated using these data.

Global Reporting Initiative (GRI) content index

The Global Reporting Initiative is a non-profit organisation that has produced a set of indicators and guidelines for sustainability reporting. The index indicates the location of information relevant to specific GRI indicators.

GRI	Indicator	Information available at ¹⁾	Level of fulfilment ²⁾
Strategy and analysis			
1.1	Statement from the CEO	CSR p. 3	●
1.2	Key impacts, risks and opportunities	AR pp. 7 – 36, CSR pp. 8 – 10	●
Organisational Profile			
2.1	Name of the organisation	CSR p. 24	●
2.2	Primary brands, products, and/or services	CSR p. 4	●
2.3	Operational structure of the organisation	AR pp. 8, 16 – 27	●
2.4	Location of organisation's headquarters	CSR p. 24	●
2.5	Number of countries where the organization operates	CSR pp. 4 – 5	●
2.6	Nature of ownership and legal form	AR pp. 34 – 36	●
2.7	Markets served	CSR pp. 4 – 5	●
2.8	Scale of the reporting organization (number of employees, number of operations, net sales, total capitalization broken down in terms of debt and equity and quantity of products or services provided)	AR pp. 10 – 27	●
2.9	Significant changes during the reporting period	CSR pp. 18 – 19	●
2.10	Awards received in the reporting period	-	●
Report Parameters			
3.1	Reporting period	CSR p. 2	●
3.2	Date of most recent previous report	CSR p. 8	●
3.3	Reporting cycle	CSR p. 2	●
3.4	Contact point for questions regarding the report or its contents	CSR p. 24	●
3.5	Process for defining report content	CSR pp. 8 – 10	●
3.6	Scope of the report	CSR p. 8	●
3.7	Limitations on the scope of the report	CSR pp. 8 – 10	●
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations etc.	CSR pp. 8 – 10	●
3.9	Data measurement techniques and the bases of calculations	CSR pp. 18 – 19	●
3.10	Re-statements of information provided in earlier reports	CSR pp. 18 – 19	●
3.11	Significant changes from previous reporting periods in the scope of the report	CSR pp. 18 – 19	●
3.12	GRI overview	CSR pp. 21 – 22	●

Global Reporting Initiative (GRI) content index (continued)

GRI	Indicator	Information available at ¹⁾	Level of fulfilment ²⁾
Governance, Commitments and Engagements			
4.1	Governance structure of the organization	AR pp. 31 – 33, CSR p. 8	●
4.2	The roles of the chairman of the Board and the CEO	AR p. 31 – 33, CSR p. 8	●
4.3	Members of the Board	AR pp. 31, 77	●
4.4	Mechanisms for shareholders and employees to provide recommendations to the Board	AR pp. 31 – 36	●
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives	AR p. 32	●
4.6	Processes in place for the Board to ensure conflicts of interest are avoided	AR pp. 31 – 33	●
4.7	Process for determining the qualifications of the Board members	AR p. 31	●
4.8	Statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	CSR pp. 8 – 17	●
4.9	Procedures for the Board to overseeing the organisation's identification and management of economic, environmental, and social performance	CSR pp. 8 – 9	●
4.10	Processes for evaluating the Board's own performance, particularly with respect to economic, environmental, and social performance	CSR pp. 8 – 10	●
4.11	Explanation of whether and how the precautionary approach or principle is addressed	CSR pp. 8 – 10	●
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	CSR p. 2	●
4.13	Memberships in associations	CSR p. 12	●
4.14	List of stakeholder groups engaged by the organisation	CSR pp. 8 – 10	●
4.15	Basis for identification and selection of stakeholders with whom to engage	CSR p. 8	●
4.16	Approaches to stakeholder engagement	CSR pp. 8 – 10, 15	●
4.17	Key topics and concerns that have been raised through stakeholder engagement	CSR pp. 8 – 10, 15	●
Performance Indicators			
	Economic management approach	AR pp. 7 – 9	●
EC1	Direct economic value generated and distributed	AR pp. 10 – 15	●
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	CDP	●
	Environmental management approach	CSR pp. 8 – 13	
EN8	Total water withdrawal by source	CSR p. 18	●
EN16	Total direct and indirect greenhouse gas emissions by weight	CSR p. 18	●
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	CSR pp. 12 – 13, 18 – 19	●
EN26	Initiatives to mitigate environmental impacts of products and services	CSR pp. 12 – 13	●
	Labour Practises management approach	CSR pp. 16 – 17	●
LA1	Workforce by employment type, employment contract and region	CSR pp. 2, 5	●
LA2	Total number and rate of employee turnover by age group, gender ad region	CSR p. 18	●
LA7	Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities	CSR pp. 16 – 18	●
	Human Rights management approach	CSR pp. 14 – 15	●
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	CSR p. 19	●
	Society management approach	CSR p. 14	●
SO2	Percentage and total number of business units analyzed for risks related to corruption	CSR p. 19	●
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	CSR p. 19	●

1) AR = Annual report, CSR = CSR report, CDP = Reporting to CDP 2011

2) ● = Full reporting, ● = Partial reporting

CSR Policy



UN Global Compact

ENVIRONMENT

PRINCIPLE 7: Businesses should support a precautionary approach to environmental challenges.

PRINCIPLE 8: Businesses should undertake initiatives to promote greater environmental responsibility.

PRINCIPLE 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

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

HUMAN RIGHTS

PRINCIPLE 1: Businesses should support and respect the protection of internationally proclaimed human rights.

PRINCIPLE 2: Businesses should make sure they are not complicit in human rights abuses.

LABOUR

PRINCIPLE 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

PRINCIPLE 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.

PRINCIPLE 5: Businesses should uphold the effective abolition of child labour.

PRINCIPLE 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

DSV's CSR Policy

ENVIRONMENT

- DSV is committed to offering sustainable transport and logistics systems which result in the lowest possible depletion of resources and strain on the environment. Therefore, the business concept of DSV is constantly being developed and improved so that the products and services of the Group always reflect our environmental considerations.
- DSV will lead an open and constructive dialogue with authorities, shareholders, customers, suppliers, employees, and other stakeholders about the environmental and safety conditions related to the activities of the Group. DSV has a clear conception of its responsibility so that we comply with public authority requirements at all times.
- Our suppliers are selected on the basis of professional business parameters, including assessment of their environmental and social responsibility policies.

ANTI-CORRUPTION AND BUSINESS ETHICS

DSV wants:

- to make sure that all employees of the Group observe general principles of business ethics;
- to support the work against bribery, facilitation payments, certain types of gifts, entertainment, travel costs, etc.;
- to provide guidance on charitable donations and rules on contributions to political parties and NGOs;

HUMAN AND LABOUR RIGHTS

- DSV supports and wishes to comply with internationally proclaimed human rights.
- DSV recognises and supports equal human rights and is against discrimination and differential treatment in employment and working conditions, whether based on race or gender, or sexual, religious or political orientation or ethnical or social background.
- DSV recognises employees' right to join a union and to collective bargaining. DSV supports a constructive dialogue between employer and employee.
- DSV is against all kinds of forced employment and working conditions.
- DSV does not employ children and recognises international standards of minimum age for children and that youths should work in different types of employment than adults.
- Employees of DSV must receive a letter of confirmation of their employment conditions if so required by national legislation.
- The remuneration of DSV employees meets or exceeds statutory or agreed national industry minimum standards.
- DSV complies with current national legislation and agreed standards relating to employee working hours.



Global Transport and Logistics



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