



Corporate Responsibility Report 2013

– supporting our vision and strategy





ZEYNEP ÖZKAN,
DENMARK

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ISS AT A GLANCE

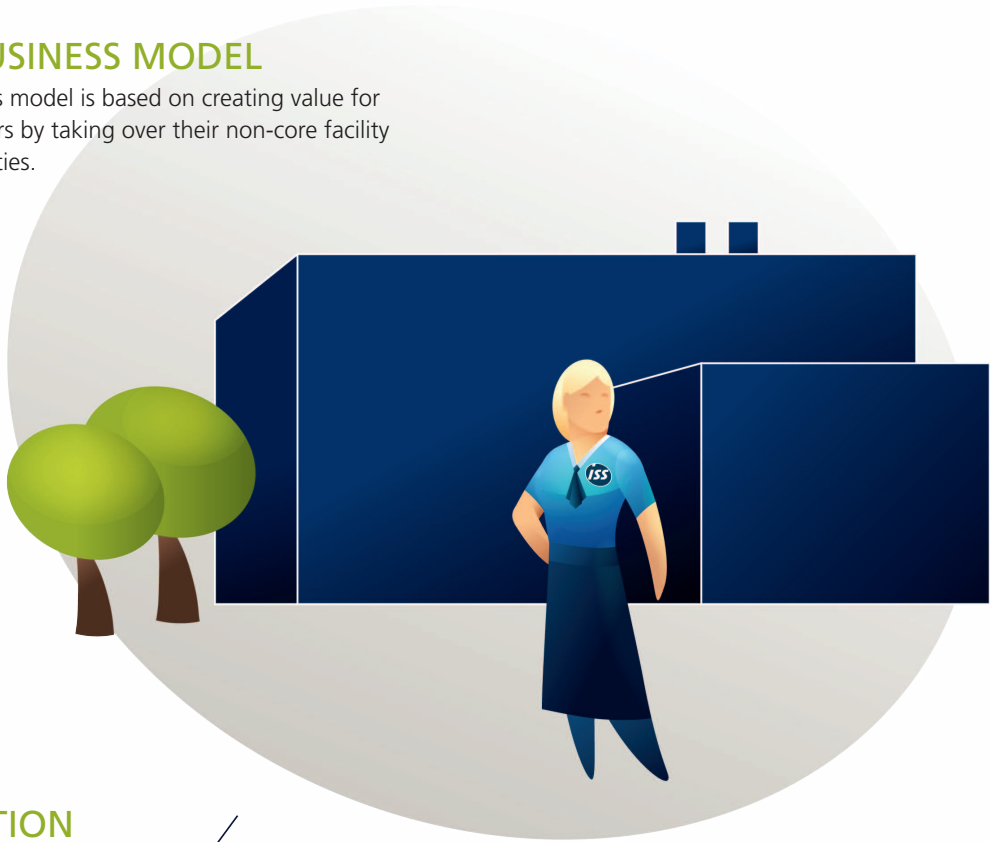
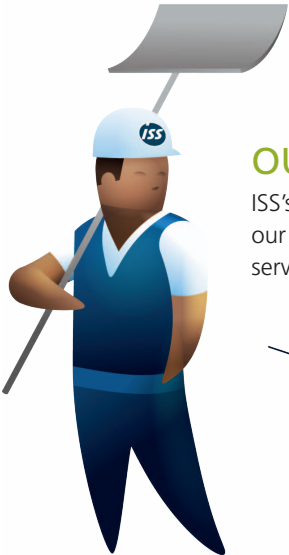


OUR VISION

"We are going to be the world's greatest service organisation."

OUR BUSINESS MODEL

ISS's business model is based on creating value for our customers by taking over their non-core facility service activities.



OUR VALUE PROPOSITION

"Service performance that facilitates our customers' purpose through people empowerment."



OUR GLOBAL PRESENCE

ISS was founded in Copenhagen in 1901 and is today one of the world's largest facility services providers present in over 50 countries across Europe, Asia, North America, Latin America and Pacific. We currently deliver services in countries responsible for more than 90% of the world's GDP. We have a strong position in emerging markets, where we have more than half of our employees and generate more than 22% of our revenue.



OUR SERVICES

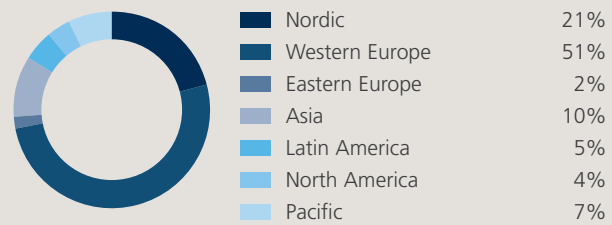
We offer single-service, multi-service and integrated facility service solutions (IFS) to public and private sector customers, including cleaning services, property services, catering services, support services, security services and facility management services.

Financial highlights 2013

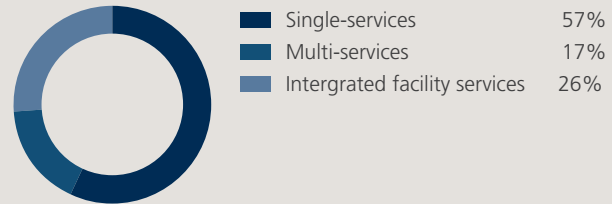
REVENUE	OPERATING PROFIT ¹⁾
78,459 DKKm	4,315 DKKm
ORGANIC GROWTH	OPERATING MARGIN
4.3%	5.5%
CASH CONVERSION	NUMBER OF EMPLOYEES
102%	533,544

1) Before other items.

REVENUE BY REGION



REVENUE BY DELIVERY



REVENUE BY SERVICE



Letter to our Stakeholders

2013 was an important year for ISS. We accelerated the implementation of our key strategic priorities, aligned and focused our business platform, reduced our debt significantly, strengthened our Executive Group Management team and implemented several large international IFS contracts – all while maintaining a solid business performance throughout the year.

At the end of 2013, ISS had 533,544 employees, making our company one of the largest private employers in the world and one of the largest employers in many of the countries where we operate. Our employees are our most important asset. They add the power of the human touch to every service that we deliver to our many customers around the world. Our responsibility is momentous and so is the opportunity we have to make a tangible positive difference in the job market as well as in the individual lives of hundreds of thousands of people around the world. We enable our employees to put their skills to good use, we develop them and we provide them the opportunity to secure an income. We promote thousands of customers' business by protecting their brands and allowing them to focus on what they do best; and we go about our business in a resource-efficient manner, which benefits our bottom-line as well as the environment.

In ISS, we have achieved a global leading position within the facility services sector and we are striving to become the world's greatest service organisation. A key factor for success is to take the global lead in making it simple and efficient for our customers to run a safe, pleasant and efficient workplace. Another key driver for approaching our ambition is that we deliver our services in a responsible manner – towards employees, customers, partners and society.

These elements are all core to our market leading value proposition.

Pursuing good relationships

Our role and responsibility is something we take on ourselves with pride and humility. We strive to deliver on our promises and obligations to all of our stakeholders. Our customers and employees expect it from us and it is part of our core values as a company.

We also know that in order to preserve our license to operate in countries around the world, we must be a positive contributor to society. For example, wherever we enter into business, we bring a zero-tolerance attitude towards corruption and unethical business practices. We pursue good relationships with authorities and see unions not as opponents but partners.

Progress in 2013 – even more focus in 2014

In 2013, we took further significant strides on key parameters within corporate responsibility.

In May 2013, for the first time ever, the International Association of Outsourcing Professionals (IAOP) ranked ISS as the world's best outsourcing provider ahead of many other leading global facility services providers, business process and IT outsourcing brands. One of the key evaluation criteria is how we lead and manage our employees.

In 2013, unfortunately, six of our employees lost their lives due to work-related accidents. This is deeply regrettable and unacceptable. Each of these fatalities has an impact on families, colleagues and friends and we extend our thoughts and sympathy to them.

We have taken many initiatives in 2013 to improve our performance in corporate responsibility such as increased training and awareness campaigns. To mention a few, we have improved our Lost Time Injury frequency by 45% and reduced the number of lost workdays by almost 35% over the past four years. Our absentee rate has decreased from 2.1% to 1.9%.

More initiatives are being taken in 2014 to keep up the momentum such as Personal Safety Action Plans, a Driver Safety Handbook and increasing our emphasis on Health, Safety and Environment (HSE) by implementing forward-looking KPIs to be proactive in preventing incidents at our workplaces.

Strong commitment to UN Global Compact

On human rights, labour rights, environmental protection and anti-corruption, we have made a strong commitment as a signatory and supporter of the United Nations Global Compact since its inception in 1999. We remain committed to aligning our strategy and operations with the ten Global Compact principles. Furthermore, we respect, support and promote human rights and support the ambitions stated in the United Nations Universal Declaration of Human Rights and the Core Conventions of the International Labour Organisation.



Lord Allen of Kensington, CBE
Chairman



Jeff Gravenhorst
Group Chief Executive Officer

Approach

This section describes how corporate responsibility at ISS is fundamental to business growth and that we have a dedicated approach connected to our business strategy.

The ISS strategy and corporate responsibility

ISS's vision is to be the world's greatest service organisation. We will achieve this through the ISS Way – our strategy. In 2013, we identified five strategic themes that will help us accelerate our progress towards the next level of service performance. Corporate responsibility plays a part in each of these themes – as illustrated below.



Empowering people through great leadership

Leadership is our key strategy enabler. We will continue to invest in leadership through development programmes – at many levels of the organisation – and the implementation of our Leadership Principles.

Corporate responsibility contribution: Leadership fosters engagement, and engaged employees deliver services more safely and efficiently. Credible and effective management of health, safety and environment (HSE), in compliance with local and international regulation and customer demands, is a key part of our value proposition to customers.



Transforming our customer base

The ISS Way continues to drive the transformation of our customer base towards customers with whom our value proposition resonates. This means directing a growing share of our business towards large national, regional and international customers.

Corporate responsibility contribution: Effective management of corporate responsibility is key to this transformation, as our customers require effective and credible risk management. Our internal HSE processes ensure continuous monitoring of performance on safety and environmental factors, as well as compliance with human rights and labour laws.



Fit for purpose organisation

Transforming our customer base will require organisational changes. We are migrating from a service-based to a customer-based organisation model through sharing best practises and increased implementation of group standards (balanced with local adaption).

Corporate responsibility contribution: Corporate responsibility already serves as a driver of aligned and standardised service offerings, by applying global policies and standards for e.g. safety, anti-corruption and supplier code of conduct across our more than 50 markets.



Ready to deliver Integrated Facility Services (IFS)

Our IFS revenue has grown by a factor of 16 since 2004. Our ability to run a facility as a “one stop shop” for customers locally, regionally and globally, is at the core of our differentiated value proposition. IFS readiness is key to serving global customers and grasping new local market opportunities.

Corporate responsibility contribution: Due to our group-wide coordinated HSE systems we can assure consistency across services and locations, contributing to our customers' performance on health, safety and environment targets.



Striving for excellence

To become the world's greatest service organisation, excellence must permeate the entire organisation from procurement to frontline delivery. To ISS, excellence is about contributing to the customers' purpose by providing an environment that allows them to run their business efficiently, focussing on the essentials of their business.

Corporate responsibility contribution: We self-deliver services with our own employees who apply our contract life cycle processes that incorporate HSE and people management. Corporate Responsibility is also an important part of our Procurement Excellence programme and is a key criteria for evaluating our strategic suppliers.

Read more about our strategy and the market situation in the ISS Annual Report 2013.

Working through half a million people

Our vision provides a clear purpose. Our strategic priorities chart the route to get there. The challenge lies in the fact that over 530,000 individuals with millions of customer interactions every day will have to walk this route to achieve this vision. Otherwise, we will not get there. We need to deliver a consistent and excellent service performance enabling our customers to focus 100% on their core business.

This is where leadership plays a role. Our leaders will have to transfer the vision into a shared ambition among all our employees to make the difference between good and great every day at every site.

We will know we have reached our vision when our customers and our employees have become loyal ambassadors and active promoters of the ISS brand and the services we deliver. We monitor our progress through a centrally governed Customer Experience survey and Employee Engagement survey.



Corporate Responsibility is an integral part of our value proposition to our customers.

*Joseph Nazareth,
Head of Health, Safety
and Environment and
Corporate Responsibility*



HSE AND CR GOVERNANCE



Governance

ISS is a privately held company with a two-tier management structure comprising by the Board of Directors and the Executive Group Management Board (EGM), which has the Group CEO, Group CFO and two Group Chief Operating Officers (COOs) as members.

The Board determines the overall Group strategy and supervises the company's activities, its management and organisation. The EGM is responsible for ISS's day-to-day management. The two bodies are separate and have no overlapping members. The Board of Directors regularly reviews the Group's corporate governance in relation to activities, business environment and statutory requirements.

The EGM is responsible for ISS corporate responsibility activities. Group HSE and CR is mandated by the EGM and the Group Management Board (please see the Annual Report for the composition of this Board) to work with other Group functions, Regional CEOs and Country Managers to implement the Corporate Responsibility strategy in our operations and countries. The head of Group HSE and CR reports to a member of the GMB.

In each country, a designated HSE manager is tasked with implementing the Group strategy for HSE by integrating this into the country business strategy. The status of the actions that are part of this strategy are followed up during the regional business review. Countries report on their performance to Group HSE and CR based on the HSE and CR Reporting Manual. Group HSE and CR reviews the performance and works with countries in achieving the Group goals.

Please refer to the Annual Report for an overview of Corporate Governance.

Strengthened internal controls

As part of the strategy to achieve our new vision, ISS is strengthening the internal control environment. In order to build trust with our customers and investors that ISS adequately manages risks, performance must be documented and systems for oversight and transparency created.

We implemented a set of new internal audit policies in 2013. We nearly doubled the head count in the head office internal audit department while also increasing our use of digital data analysis tools. In addition, during the year, we conducted 57 internal audit assignments across the world.

SELF-ASSESSMENT CATEGORIES

NINETEEN CATEGORIES FOR SELF-ASSESSMENT

New in-depth audit guidelines were implemented in 2013. These guidelines now structure the control self-assessments that all countries are required to complete annually.

The assessments are based on a catalogue of 19 control categories split into three main areas: governance and compliance, business support and contract life cycle.

A. Governance and Compliance

A.01. Code of Conduct

A.02. Leadership

A.03. Corporate Governance

A.04. Competition

A.05. Anti-corruption

B. Business Support

Financial reporting

B.01. Systems, interfaces and configuration

B.02. Month-end procedures and accounting

B.03. Payroll

B.04. Invoicing and accounts receivables

B.05. Tax

B.06. Treasury

B.07. Procurement

B.08. IT

B.09. HSE and CR

C. Contract Lifecycle

C.01. Sales

C.02. Solution

C.03. Negotiation

C.04. Transition

C.05. Operation

After assigning responsibility to relevant managers for each category, Group Internal Audit (GIA) sends an online survey to each manager. When answered, GIA collects and analyses the data and improvement possibilities.

Self-assessments and internal audits in place

Controls are based on self-assessments covering both financial and non-financial subjects, including governance and compliance. ISS uses these self-assessments to determine risk but also to embed a culture of risk awareness that we believe includes a greater focus on fast implementation of mitigating actions.

Countries representing more than 95% of Group turnover submit the self-assessments that form the basis of internal audit activities. Smaller countries respond to a scaled-down version of the self-assessment document. Results of the self-assessments and audits are reported to Group Internal Audit who analyses and communicates results to Country, Regional and Group Management and the Audit Committee. The global assessment score in 2013 indicates that key controls are generally implemented; however, additional formalisation is needed in parts of the business.

HSE and CR weighs in

In the last three years, ISS has worked on developing the foundation in terms of developing policies, standards and

requirements to address, among others, safety issues. We are now in the second phase of being proactive and carrying out audits in countries to ensure that the global policies and standards are being implemented.

In 15 of the audits performed by Group Internal Audit in 2013, corporate responsibility issues such as the Code of Conduct, the ISS Safety Rules, child labour and working hours were part of the audit scope. With this activity level, we exceeded our target of carrying out audits of at least 20% of countries in which we operate regarding Corporate Responsibility issues.

Furthermore, Group HSE and CR performs audits against the ISS International HR standards, the HSE Manual, the ISS Safety Rules and the ISS Code of Conduct when visiting countries.

From 2014, there will be a greater focus on carrying out local internal audits. This process is also facilitated by training to ensure consistency of the expectations and process of these audits. The first such training was conducted during the Latin American region seminar in December of 2013.

Supply chain management

ISS has a global and diversified service offering within all areas of facility management. ISS uses a significant amount of suppliers of goods and services; some forming a strategic partnership with ISS and others used more on a transactional basis. ISS is currently implementing a common spend taxonomy across the Group and according to this the top 5 spend categories are food & beverage, cleaning supplies, tools & machines, parts and equipment, fleet and HR; together constituting around 60% of the total ISS spend on goods and services. ISS is committed to developing strategic partnerships with selected top-tier suppliers of goods and services to further strengthen the operational capabilities of ISS and our value proposition.

In addition to the spend on goods and services, ISS utilises several sub-contractors performing customer-facing activities on behalf of ISS. ISS predominantly utilises sub-contractors within cleaning, security, property service, waste management and catering where special local and/or commercial reasons deem it relevant.

In line with our commitment to the United Nations Global Compact and its principles, ISS in 2013 adopted a Supplier Code of Conduct. New and existing suppliers were made aware of these new formalised requirements with which they need to comply with in order to do business with ISS. They also need to make themselves available for audits from ISS if requested. When entering into a new contract, ISS makes the Code of Conduct part of the Request for Proposal and the terms of engagements.

The ISS Supplier Code of Conduct covers the areas of workplace standards, health and safety, compensation and working hours, freedom of association and collective bargaining, forced and compulsory labour, child labour, non-discrimination and harassment, and environment.

Supplier Management is essential for any account regardless of size because it ensures that ISS is able to fulfil all customer requirements through a sound risk based sourcing strategy.

Supplier management is part of the processes in our Operational Process Framework. The process consists of two parts: Supplier Selection and Supplier Management; and ensures that we select the right suppliers or subcontractors in accordance with the ISS Supplier Code of Conduct; ensuring ISS receives the required goods or services at the best price and quality.

The Supplier Management Process Framework

The main HSE and CR risks associated with the supply chain are related to human rights (child labour, wages), labour practices (health and safety, work time/overtime, freedom of association) and environment (water, chemicals and waste). We manage and mitigate HSE and CR risks through two parallel tracks. In the supplier selection process, potential suppliers are evaluated on a range of issues including labour, human rights and environmental criteria using a Self-Assessment questionnaire. In 2013, all new strategic suppliers have been screened using the Self-Assessment questionnaire as part of the supplier selection process.

In November 2012, we sent out our Self-Assessment questionnaire to Strategic Group Suppliers (Group agreements) and the largest suppliers in our 10 largest markets. The first and foremost objective to assess existing or potential suppliers is for them to understand our values and operating principles. In total, 85 existing suppliers completed the assessment. The most common issues were workplace health and safety and conditions of employment and work. In addition to the Self-Assessments, we carry out audits based on their risks in this area. For example, we audited a clothing manufacturer in Ningbo, China. The main audit findings were safety (fire protection control, slip and tripping hazards, and manual handling) and environmental (outdoor fuel storage tank) related. The supplier has taken corrective actions to address these findings.

Supplier Management is not as simple as getting the right quality at the right price. It is also about managing associated risks, negotiating the right conditions, fulfilling requirements at

THE SUPPLIER MANAGEMENT PROCESS FRAMEWORK

Supplier Management

Supplier Selection

Identify Required Supplier

Evaluate Potential Suppliers

Select Supplier

Supplier Management

Manage and Control Supplier

Evaluate Supplier Performance

the right time, and ensuring the on-going and overall management of performance, assessments and controls applicable to suppliers and sub-contractors.

Stakeholder engagement

We base our engagement with ISS stakeholders on dialogue and open communication. We aspire to speak with one voice regardless of geography and culture; a voice that is open and honest in good and bad times and reflects fairness and respect toward our stakeholders.

The ISS Group functions are dominant in some of the stakeholder engagements, while locally ISS countries engage with the stakeholders they have determined to be important in their community. The table on the next page shows stakeholder engagement types and examples from 2013.

Materiality

As a result of our 2012 stakeholder mapping and review that was based on input from Group functions, we hold an overview of the company's most important stakeholders at Group level, as well as their interest in and influence on our business.

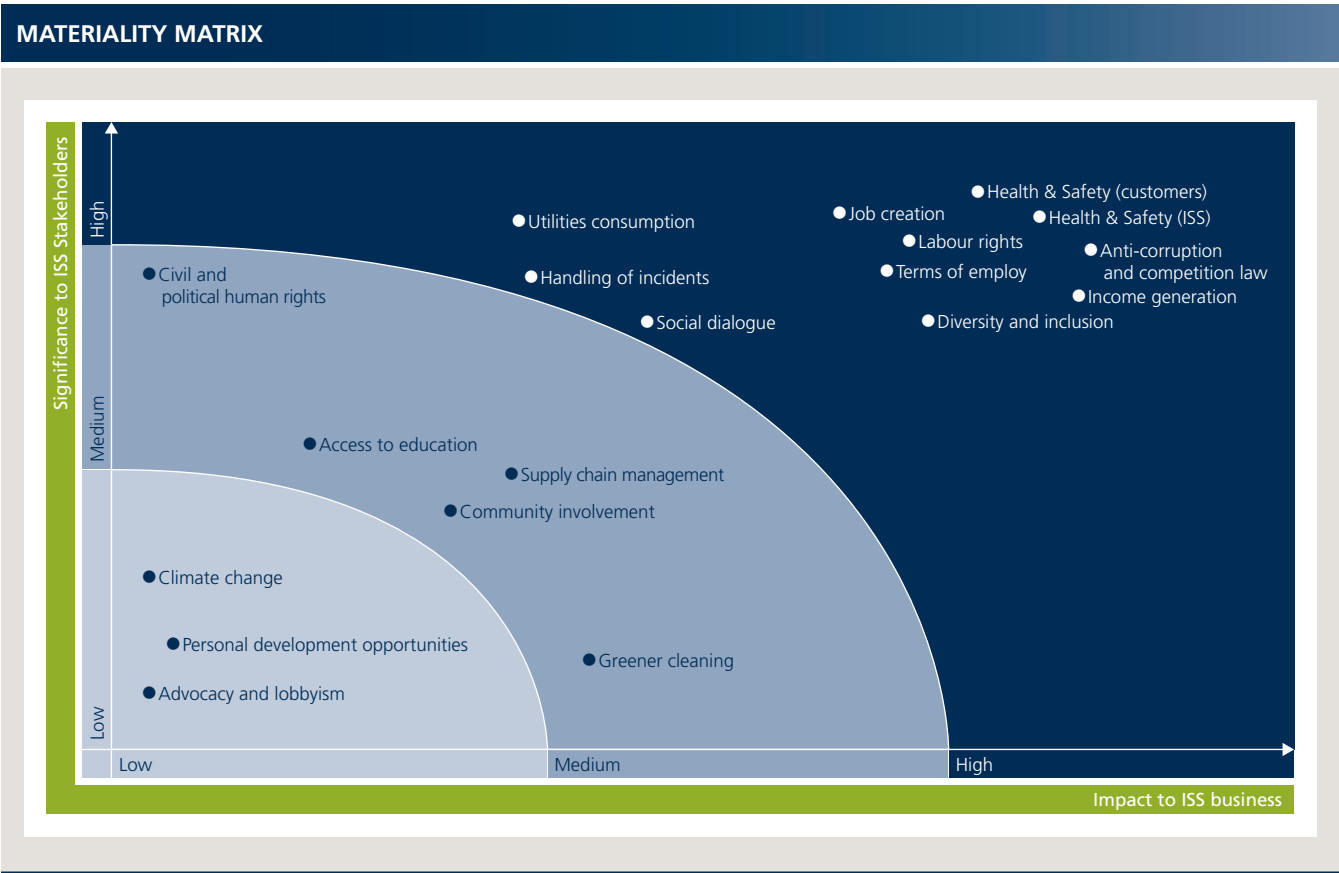
Our main take-away from this process was a confirmation of employees and customers, investors and the financial community as our main stakeholders.

The exercise also provided us with a consensus of which issues are most important to us, i.e. most material to business continuity and reputation in the future of the ISS Group.

The result is a materiality matrix as seen below. The 2013 reporting reflects this knowledge in its focus and priority of issues.

The fact that health and safety and fair business practices stand above and beyond all other issues, however, is a given. It is part of our value proposition to our customers and an integral part of who we are as a company.

As a process of validation, the conclusions of the stakeholder review were presented at three regional meetings for HSE managers during 2013, a process that confirmed the original conclusions. It is most likely, however, that individual ISS countries experience a variation. We will continue to validate this mapping (and make any relevant adjustments) with different stakeholders in 2014 to ensure that our view of risks and our stakeholders' expectations are up-to-date and accurate.



Stakeholder Engagement		
Stakeholder	Engagement	2013 examples
Employees	Employees are invited to share thoughts and opinions through daily contacts with their immediate management, as well as through a corporate Employee Engagement survey.	Our fourth corporate Employee Engagement survey (EES), was carried out in 2013, and 63% of our more than 335,000 employees in 45 countries who were invited responded to the survey. The survey was offered in 49 different languages.
Customers	We have regular contacts with all customers. Furthermore, we carry out a Customer Experience survey to gauge how we are perceived.	2013 was the 3rd consecutive year with a global Customer Experience survey within ISS. 8,000 customers in 46 markets were asked to evaluate their relationship with ISS. The lead indicator for the status of the customer experience is the Net Promoter Score and we improved this score for the third year in a row. Four factors are highly influential in order for customers to recommend ISS: Meeting the contract terms, delivering services to consistently high standards, effectively managing customers' risks and focus on improving the way ISS works. A number of initiatives on regional and country level were launched to focus our effort within these key behaviours.
Investors	At present, ISS has a limited number of owners: two private equity companies, a pension fund and a private holding investment company indirectly own ISS. Regular meetings between EGM and investor representatives are held.	Owners, management and the Board of Directors met seven times in 2013.
Unions	We engage in dialogue locally, regionally and globally to resolve possible issues. We have constructive interactions with works councils, unions and employee representatives. In case of operational changes that could substantially affect employees, for example in a divestment or during any transfer of employees (ISS takes over an operation or hands over an operation), ISS follows the legislative framework governing the operation such as European Union directives, national legislation on Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and Acquired Rights Directive (ARD) as well as collective agreements in the specific industry. This also means ISS does not have a globally mandated notice period for the change but follows the timeline as legally required and with due consultation with the bodies representing the employees (Union, workers councils or representatives).	Our annual European Works Council conference was held in June 2013 with participants from 20 countries, representing over 40% of our employees. Agenda topics were the employee engagement survey, and the 2013 renewal of the agreement between ISS and the EWC. This renewed agreement reflects both the EU directive (EWC directive 2009/38/EC) and our continued commitment to cooperating with the workers' councils around Europe. We renewed our global agreement on human rights and working conditions with UNI Global Union in 2013. Read more on page 18.
Suppliers	We engage with suppliers both to manage risks in the ISS supply chain management and to develop partnerships with special focus on ergonomics and reduction of environmental impacts.	We have implemented our Supplier Code of Conduct and received 85 self-assessment questionnaires in the last 14 months.
Media and NGOs	We have regular contact and open lines of communication, particularly in Denmark.	We answered more than 1,250 media requests at head office in 2013 driven by an increasing amount of inquiries from international media.



CANSU DEMIRCAN AND ÖZEN KARADA , TURKEY

Guiding documents for CR in ISS

A number of documents provides the framework for corporate responsibility in ISS:

- The ISS values: Honesty, Entrepreneurship, Responsibility and Quality^a;
- The ISS Code of Conduct^{b,c};
- The ISS Leadership Principles^{a,c};
- The ISS Strategy: The ISS Way^d;
- The ISS Corporate Responsibility Policy^c;
- The ISS International Human Resource Standards;
- The ISS Safety Rules^e;
- The ISS Group HSE Management Manual;
- The ISS HSE and CR Reporting Manual;
- The ISS HSE and CR Action Plan.

AWARDS AND RECOGNITION

Every year our countries receive awards from peers and stakeholders for their performance and initiatives within the areas of health, safety and environment and corporate responsibility. In the list below are some examples from 2013.

- ISS UK and PwC received an award from the British Institute of Cleaning Science (BICSc) for working in partnership to provide accredited training to ISS employees, on the safety of cleaners and the users of the building, and on building sustainability.
- ISS Norway won HR Norway's Competence award for among others its massive investment in apprentices and outstanding integration of employees from 120 different cultures/nations.
- ISS UK won the Green Award from the Educating Excellence Awards for integrating economic, environmental and sustainability factors in the delivery of school menus to 278 UK schools.
- ISS Taiwan received the highest recognition from the Labour Standards Inspection Office with a Labour Safety Award.
- ISS Hong Kong won two awards from the Employee Retraining Board as well as a Caring Company award from the Hong Kong Council of Social Services.
- ISS Estonia won Estonian Unemployment Insurance Fund's recognition award "The Best Employer in 2013 in Harju County".
- ISS Spain received the prize INCORPORA AWARDS in the category, Big Company, in recognition of their good business performance in integrating people experiencing or at risk of social exclusion.
- ISS Belgium received the Green Jersey as subcontractor who delivered the biggest effort for a safe and healthy environment by MONSANTO.
- ISS Taiwan was awarded Best Employer Enterprise Honour by the government for the hiring of vulnerable and disabled people.
- ISS Australia won a record-breaking eight awards at the annual Customer Service Institute of Australia (CSIA) Service Excellence Awards.
- ISS Spain was awarded the 2013 Queen Sofia Prize for the integration of disabled employees.

a) <http://www.issworld.com/en/about-iss/strategy/our-values>

b) <http://www.issworld.com/en/career/iss-as-employer/code-of-conduct>

c) <http://inv.issworld.com/policies.cfm>

d) <http://www.issworld.com/en/about-iss/strategy>

e) <http://www.issworld.com/en/corporate-responsibility/initiatives/safety-rules>

Our Performance and Targets

This section presents our Key Performance Indicators and results against objectives and targets for 2013. We have also established

objectives and targets for 2014. We report on our performance within three areas: **PEOPLE, PLANET, AND PROFIT**

PEOPLE			
	2013	2012	2011
Number of employees	533,544	534,273	534,519
– Full time %	74	73	73
– Part time% ¹⁾	26	27	27
Total workforce			
Front line	503,300	503,304	505,265
– % Front line	94	94	94
– % Male	51	51	49
– % Female	49	49	51
White collar	30,244	30,969	29,254
– % White collar	6	6	6
– % Male	58	57	54
– % Female	42	43	46
Turnover			
% All employees	52	50	45
% Front line	53	51	46
– Male	58	n/a	n/a
– Female	48	n/a	n/a
% White collar	23	23	23
– Male	24	n/a	n/a
– Female	22	n/a	n/a
Hours of training	7,454,016	4,819,716	2,609,132
– Front line	6,896,410	4,377,634	2,212,730
– White collar	557,606	442,082	396,402
Absentee rate	1.9%	2.1%	2.3%
Incidents of discrimination	11	10	29
Fatalities	6	7	7
Lost time Injury Frequency (LTIF) ²⁾	7	8	10
Exposure hours (million hours) ³⁾	1,011.7	970.2	930.7
Number of vehicles	21,909	22,741	22,589
Number of Vehicle Accidents	4,476	5,685	6,453

PLANET			
	2013	2012	2011
Electricity consumption (Mwh) ⁴⁾	85,744	93,723	100,734
Electricity emissions (tonnes CO ₂ eq.) ⁴⁾	22,818	28,121	39,341
Electricity costs (million DKK) ⁴⁾	74.0	86.2	88.4
Fuel usage (million litres) ⁵⁾	55.72	52.97	57.74
Vehicle emissions (tonnes CO ₂ eq.) ⁵⁾	128,806	122,449	133,489
Business Travel emissions (tonnes CO ₂ eq.) ⁶⁾	12,328	14,782	16,367
Water consumption (m ³)	549,256	586,849	702,690
PROFIT			
	2013	2012	2011
Revenue (million DKK)	78,459	79,454	77,644
EBITA (million DKK)	4,315	4,411	4,388
Net Finance costs (million DKK)	2,276	2,718	2,807
Taxes paid (million DKK)	933	885	749
Staff costs (million DKK)	51,234	52,071	50,089
Other taxes	Income taxes paid by over 530,000 employees.		

¹⁾ Defined as employees working an average of less than 30 hours per week for ISS.
²⁾ A LTI is defined as any work related injury or occupational illness which results in a person being unfit for his/her normal duties for more than 24 hours any day after the injury. The LTIF is based on 1 million exposure hours. This includes contractors under ISS operational control.
³⁾ Exposure hours include contractors working under ISS operational control.
⁴⁾ Electricity consumption, emissions and costs corrected for 2012.
⁵⁾ Fuel usage and vehicle emissions corrected for 2012.
⁶⁾ Covers emissions from Business travel from Group and 34 countries.

PERFORMANCE AGAINST OBJECTIVES AND TARGETS FOR 2013		
Targets 2013	Performance 2013	Trend
In accordance with the HSE Vision, our first priority is to prevent fatalities at our work places. Our Group target is 0.	We experienced six fatalities. See page 14.	▼
In terms of Lost Time Injury Frequency (LTIF), the Group target for 2013 is to reduce LTIF by 45% to below 7.	LTIF decreased by 45% from the baseline value of 13, to 7 in 2013.	▼
Related to the LTIF are Lost Work Days (LWD) as a result of lost time incidents. The Group target for 2013 is a reduction of 35% per 1,000 exposure hours from the baseline in 2010.	The number of Lost Work Days per 1000 exposure hours was 0.182, a reduction of 34%.	▼
In terms of Total Reportable Cases Frequency (TRCF), the Group target for 2013 is to reduce our TRCF by at least 45% from the baseline in 2010.	TRCF decreased by 56% from the baseline value of 23, to 10 in 2013.	▲
At least one yearly Management Review by Country management of the suitability, adequacy and effective-ness of the Country's HSE Management System.	95% of countries have carried out at least one management review for 2013.	▼
Systematically measure the carbon emissions across the Group from electricity in 2013.	Began measuring consumption of electricity at our own sites, enabling us to establish baseline data for these consumptions. We can start to establish baseline data for improvement targets.	▲
Reduce the emissions from our leased cars (g/km) from 2011 over the leasing period of 4 years by 15%.	In 2013, we have reduced emissions from our leased cars (g/km) by 13.3% compared to the baseline figure in 2010.	▲
To conduct an annual employee engagement survey with a target to have offered 400,000 of our employees to respond to the questionnaire by the end of 2013.	We offered 335,000 employees, nearly two-thirds of our workforce , the opportunity to express their opinion of working for ISS. 63% chose to make use of this option.	▼
To carry out audits in at least 20% of countries we operate with regard to issues within Corporate Responsibility.	In 2013, the scope of internal audits in 15 countries (greater than 30% of countries) included the Code of Con-duct, the ISS Safety Rules, child labour and working hours.	▲

Objectives and targets for 2014

The focus of our objectives and targets are related to health and safety as our business is based on our employees. We have also included objectives and targets on environment as well as audits to show that we are being proactive in addressing these issues.

1. In accordance with the HSE Vision, our first priority is to prevent fatalities at our work places. Our Group target is 0.
2. In terms of Lost Time Injury Frequency (LTIF), the Group target for 2014 is to reduce LTIF by 50% relative to our baseline figure in 2010.

3. Related to the LTIF are Lost Work Days (LWD) as a result of lost time incidents. The Group target for 2014 is a reduction of 45% per 1,000 exposure hours relative to the baseline figure in 2010.
4. Reduce the emissions from our leased cars (gm/km) from 2011 over the leasing period of 4 years by 15%.
5. To carry out audits in at least 20% of countries we operate in regarding to issues within Corporate Responsibility.
6. To conduct an annual employee engagement survey with a target to have offered 400,000 of our employees in 50 coun-tries the opportunity to respond to the questionnaire by the end of 2014.

People

– a safe and respectful employer

This section describes how providing jobs, safety and training for more than half a million employees is a responsibility ISS takes seriously.

ISS has over 530,000 people working for us. This makes us not only one of the largest private employers in the world but also an important factor in the lives of millions of people.

On average, each time we hire someone it impacts the life of three other persons by providing income and in some countries access to health and education. We are able to facilitate the right to work in a way only a few other global companies can. We do this by offering employment and opportunities to people with few documented skills and qualifications and limited options for establishing themselves in the labour market.

A defining factor of ISS is the huge diversity in our people. Our global employee engagement survey is available in 49 languages. For example in our Danish organisation, our 8,000 employees come from more than 130 countries and span the ages of 18 to 87*.

ISS must keep our employees safe, our customers free of the impacts of health and safety risks and our company growing. Achieving this depends on the skills and enthusiasm of our people, facilitated by quality leadership.

Health and Safety

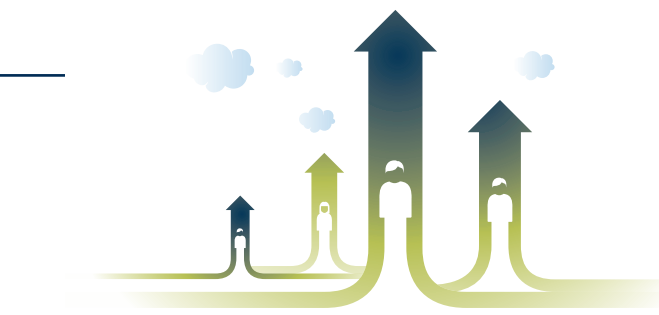
Stronger health and safety leadership

Each year, we send out a Group HSE and CR Action Plan with actions for each country to implement as part of their country action plan. These actions address the challenges we have faced in the previous 12 months.

In 2013, we asked the countries to develop a Personal Safety Action Plan (PSAP) with objectives and targets for each member of a country management team. We believe that in line with our Leadership Principles, our management teams should demonstrate their commitment in this area through visible actions. Progress and performance on these plans and targets are reviewed twice a year by a newly established HSE leadership team in the country.

The PSAPs followed the requirement in 2012 for countries to develop a 'Drive to Zero' action plan as an integral part of their country's strategy.

* At 87, after 55 years of employment with ISS, our employee, Mrs Madsen, now works 1.5 hours a day at an ISS office.



Campaigning for awareness

In support of the countries' safety work, Group HSE and CR provides a number of tools to raise safety awareness and disseminate knowledge on how to create a zero-incident environment. One example is how the ISS Safety Rules, that are a mandatory part of our training of front line employees, have been communicated. To address the challenge of the many languages our employees speak across the world, in 2013, we have made a speechless animation film covering each of the ten safety rules. The film was sent to every country to use for their training. Each clip covers a specific rule embedding the key messages we want our employees to understand. The animations are widely used across the countries and at the 17th annual Videographer Awards in the USA, won the Award of Excellence in the safety category.

Similarly to previous years, we conducted three 'Me and You' campaigns in 2013, to create awareness and sustain focus on particularly relevant health and safety risks. The campaigns focused on manual lifting, personal protective equipment, healthy lifestyles, working alone, driver safety, working at heights and 'slips, trips and falls'. Posters produced by Group HSE are translated into more than 20 languages.



Most fatalities are vehicle related

In 2013, six people were involved in accidents with fatal outcomes while performing a job for ISS. While this was one less compared to 2012, we can never be satisfied until such accidents never occur at our operations. We will continue to work toward this goal. This is the HSE Vision.

Of the six incidents, two occurred in Spain, one each in India, Chile, USA and Brazil respectively. Two of the incidents were in Cleaning, two in Sales management, and one each in Support services and Security respectively.

Each fatality and serious injury is reported to Group HSE within 24 hours of occurrence and local management carries out an investigation determining the root cause of the incident and the corrective actions to be taken to prevent similar incidents in the future.

Five of the fatalities in 2013 were vehicle related. As a result, we issued a Global Safety Flash in August to create awareness. Furthermore, we will be running a special focus campaign in February 2014 as part of the Global Safety Campaign on driver safety where we will launch the ISS Driver Safety handbook.

Improved injury performance

The total lost time injury frequency (LTIF) for ISS fell to 7 from 8 in 2012. This was in line with our target of a 45% reduction in LTIF from our 2010 baseline of 13.

In the case of the number of lost workdays (LWDs) due to lost time injuries, we reduced the number of lost workdays by 34% compared to our target of 35% reduction. While it is unrealistic to reduce lost workdays to zero, even a modest decrease has material positive operational and financial impact.

To illustrate the size of these costs, in Australia, a reduction in LTIF from ~21 to ~11 from 2011 to 2013 drove a decrease in LWDs and generated savings representing an improvement of ~15 basis points on the country operating margin.

The Total Reportable Cases Frequency (TRCF) registered a reduction of 56%, compared to the 2010 baseline. We believe we are able to continue our drive to zero at this rate due to stronger leadership and governance in the area of health and safety. The fact that our 2010 HSE Management Manual and the ISS Safety Rules are now being implemented in our operations is a main contributor to this.

It should also be noted that in line with the implementation of company strategy – 'The ISS Way' – the link between safety and value has become increasingly clear prompting a new perspective for managers and leaders across the ISS Group. Safety is now part of the performance scorecard and business reviews and part of the performance bonus scheme.

In our operations, there are no work categories or specific jobs where there is a high risk or incidence of communicable diseases. In special cases where for example there is a potential for asbestos or an outbreak of the H1N1 virus, risk assessments and special control measures are taken.

Leadership

Driving engagement through leadership

One truth has been repeatedly proven in ISS surveys of employees and customers and therefore forms the basis of performance

VISION AND POLICY

OUR HSE VISION IS CALLED '100':

- 1: we aim to be number 1 in our industry and recognised as an industry leader in the way we deliver health, safety and environmental performance;
- 0: we operate with 0 fatalities in our workplaces; and
- 0: we incur 0 serious incidents and occupational injuries at our workplaces.

OUR HSE POLICY IS TO:

- Have a systematic approach to HSE management designed to ensure compliance with the law and achieve continuous improvement;
- Measure, review and report performance and set targets for improvement;
- Investigate incidents to determine their root causes and take appropriate corrective actions;
- Require our suppliers to manage their HSE in line with this policy;
- Include HSE performance in the appraisal of staff and reward accordingly.

related human resources initiatives in the ISS Group: engaged employees drive performance better than anything else. There is a direct correlation between employee engagement, customer satisfaction and financial performance. In 2013, we strengthened our focus on metrics, providing indications about the future performance of ISS. We continued the focus on both customer and employee engagement as well as HSE, which have led to improved leadership scores, customer and employee ratings, essential to our retention strategies for both employees and customers.

Consequently, we focus on measuring leadership performance through an annual leadership survey, the employee engagement survey, health and safety performance and sickness rates. We link this to leadership performance evaluation and remuneration. At the same time, we have a talent performance management system rolled out in 10 countries and in the Global Corporate Clients division that now encompasses almost 9,500 leaders in ISS. What we have also learned is that two main factors in driving employee engagement are leadership quality and length of employment.

DRIVING ENGAGEMENT

Engaged employees

Customer satisfaction and loyalty

Sustainable and profitable business

Leadership at all levels

ISS is a people company. We depend on engaging all employees as part of our business strategy and in the future of the company. Leadership is paramount and we are investing heavily in equipping our management teams for this: engage with people to get people engaged.

Leadership in ISS is defined through our Leadership Principles. Besides their inclusion in management training, we also work to embed these in employee appraisal meetings. This implies translation of business targets into individual targets, conversations about each employee's role and purpose in relation to each of the nine principles.

Training at the very top

In January 2013, 19 ISS managers embarked on the first of our Leadership Mastery programmes. Through five modules they build intimate knowledge of the ISS Way, i.e. our company strategy as well as their own strengths and development areas. The second group of 18 people began in August of the same year.

Participants are country managers, country CFOs, and key leaders from head office and regions, and in line with the premise of engaging to engage. The programme is run almost exclusively by Executive Group Management, supported by external speakers.

This level of understanding of company goals and priorities furthers leadership and the ability to implement and communicate the strategy – to employees and to customers.

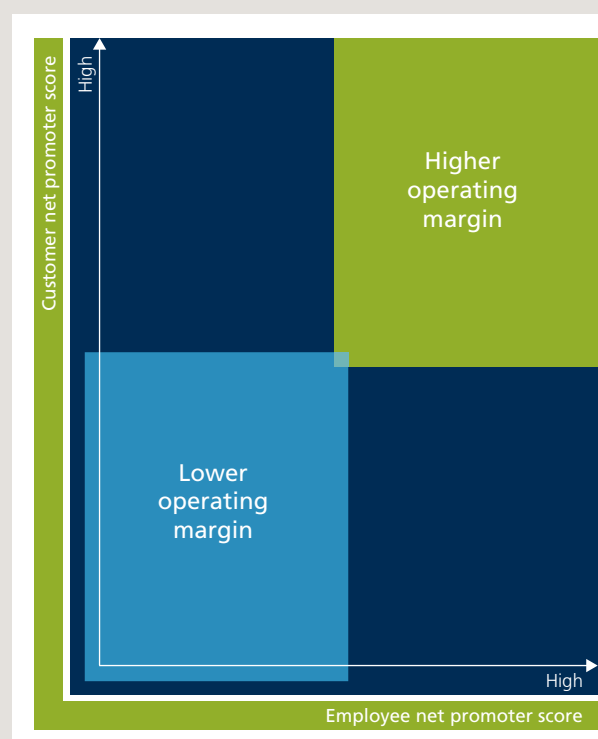
Higher level management

The ISS University runs a selection of programmes for the nearly 400 people in higher management in ISS to strengthen leadership competencies. In 2013, 212 managers participated in these programmes.

- The Advantage programme, where members of Group management present and discuss 'The ISS Way', the Group strategy.
- The Value Proposition programme, a hands-on workshop focussed on creating the most effective pattern for presenting value and motivating buyers.

At the same time, the ISS University will train and certify regional and country managers to run programmes in local languages, providing further leadership training.

THE ENGAGEMENT TO PROFIT RATIO



Based on September 2013 YTD numbers.

Training facts

Front line employees received 6,896,410 hours of class room training in 2013, compared to 4,377,634 hours in 2012. This is equal to over 13.5 hours per person in 2013. Subjects included health and safety, technical training, management, language training, leadership and supervisory, IT, security and fire prevention.

White collar employees had 557,606 hours of training in 2013, and 442,082 hours of training in 2012 – equal to over 18 hours per person.

THE 9 LEADERSHIP PRINCIPLES

1. in ISS we put the customer first;
2. in ISS we have passion for performance;
3. in ISS we encourage innovation;
4. in ISS we treat people with respect;
5. in ISS we lead by example;
6. in ISS we lead by empowerment;
7. in ISS we develop ourselves and others;
8. in ISS teamwork is at the heart of our performance;
9. in ISS we are one Company with shared values, one brand and one strategy.

SECURING THE RIGHT GOVERNANCE IS ABOUT RELENTLESS COMMUNICATION AND TRAINING

Main programmes	Selected examples	Level in the organisation
<ul style="list-style-type: none"> • Top management conference • Leadership mastery programme • Advantage programme • Performance Appraisals • Mandatory governance e-learning programmes 	400 senior leaders addressing the strategic objectives and direction of the company	Top Management
<ul style="list-style-type: none"> • Advantage programme • Performance Appraisals • Apple Awards 	More than 150 participants annually to the Advantage programme for managers	Middle Management
<ul style="list-style-type: none"> • Local management programmes • Performance Appraisals • Apple Awards 	Country training in service excellence, processes and leadership to enhance employee skills and encourage staff mobility	Supervisors
<ul style="list-style-type: none"> • Local training programmes • Performance Appraisals • Service with a Human Touch 	Employee recognition programmes driving motivation and sense of purpose	Front line

Getting employees to stay with ISS

The status in 2013 is that 74% of employees were employed full-time (working 30 hours or more a week), up from 73% in 2012. Employees with more than one year of service constituted 68%, a decrease from 69% in 2012. 26% of our employees have more than five years of service.

We work on reducing turnover and absenteeism by offering more full-time and daytime work, jobs with greater variation in tasks, offering career development opportunities and programmes to promote teamwork and skills development. However, our turnover rate in 2013 increased to 52%, driven by a tight labour market in emerging markets where our business is growing.

ISS expects each of our employees working for us to understand their purpose and the importance of his or her contribution. We do that through training, and through personal appraisal meetings which are conducted once annually for employees (except temporary staff).

Service with a human touch training

In 2013, we developed and are now running a new front line employee-training programme called "Service with a human touch". It aims to increase motivation through recognition and rewards for excellence in the day-to-day work of providing our customers with the services we offer.

SUPERVISOR TRAINING

OVERVIEW OF A LEADERSHIP PROGRAMME IN INDONESIA

The ISS Academy was established in 2009 and was designed to accommodate the needs of having new Team Leaders and Service Supervisors. Participants have been prepared and selected through a process called "Cadetship Programme". The programme runs for 12 consecutive days consisting of 40% theory and 60% practical, both inside and outside the classroom.

The programme includes:

1. Quality control and monitoring;
2. Health, Safety and Environment;
3. Operational processes;
4. Leadership skills;
5. Communication skills (oral and written).

There are 600 cadets that graduate from the Academy annually and they are deployed as Supervisors. The programme builds on-site performance by providing a clear driver to people career within ISS. The average turnover for Supervisors completing this programme is significantly reduced to less than 5% per year.

Long term we aim to create global consistency in the way frontline employees are trained in recognising customer needs and signals, as well as in the way employees are trained, coached and recognised.

2013 employee engagement results

Every year for the past three years, we have provided the opportunity for employees to express their opinion of what they think about working for ISS. In 2013, our original target was to include 400,000 employees in this our 3rd annual survey. However, in the process of aligning the customer survey with the employee engagement survey, this target was reduced. In the end, more than 335,000 employees across 45 countries were invited to participate in the survey.

This makes our survey the largest global employee survey conducted by a private employer in the world. 63% of all eligible employees responded to the survey providing useful insights to managers across the globe. For 2014, we aim at reaching out to 75% of our employees.

The 2013 survey consisted of 2 parts. The first part consists of leading indicators for leadership performance in ISS: the employee net promoter score (eNPS) and four measures for employee engagement. The second part is a diagnostic toolbox for improving the engagement of ISS employees.

The eNPS showed a positive development compared to 2012. The score was above 30 and more than 50% of our employees are now promoters of ISS. Our aim is to increase our promoter base in the coming years. The four measures of employee engagement show a steadily high level well above 4 (on a 1 to 5 point scale). ISS employees are motivated to deliver and feel capable to fulfil their roles.

Diversity

Formalising diversity commitments

With more than 130 nationalities represented among our more than 530,000 employees, ISS is a diverse company almost by default. But we want to go further than this. Diversity makes ISS creative, productive and more attractive to its workforce, and we are committed to fostering, cultivating and preserv-

ing a culture of diversity and inclusion in its broadest terms, including age, gender, ethnicity, nationality, culture, language, religion, physical ability, education and skills.

In line with Danish legislation, in 2013 the Board of Directors of ISS World Services A/S adopted a diversity policy stating the company's commitment to diversity and to zero-tolerance of discriminatory actions and behaviour. It creates a baseline and presents objectives for women in management, defined as top management levels, managers and specialists.

The tools employed to increase this share will be:

- 1. At least one female candidate must be identified for vacant management positions;
- 2. Succession planning with the aim of identifying female successors;
- 3. Appropriate level of female participants at ISS's Leadership development programmes;
- 4. Partnership/membership with external body promoting women in leadership;
- 5. Establish a diversity award where gender diversity may also be recognised;
- 6. Women in leadership on the agenda of Executive Group Management Board and Group Management Board at least once annually.

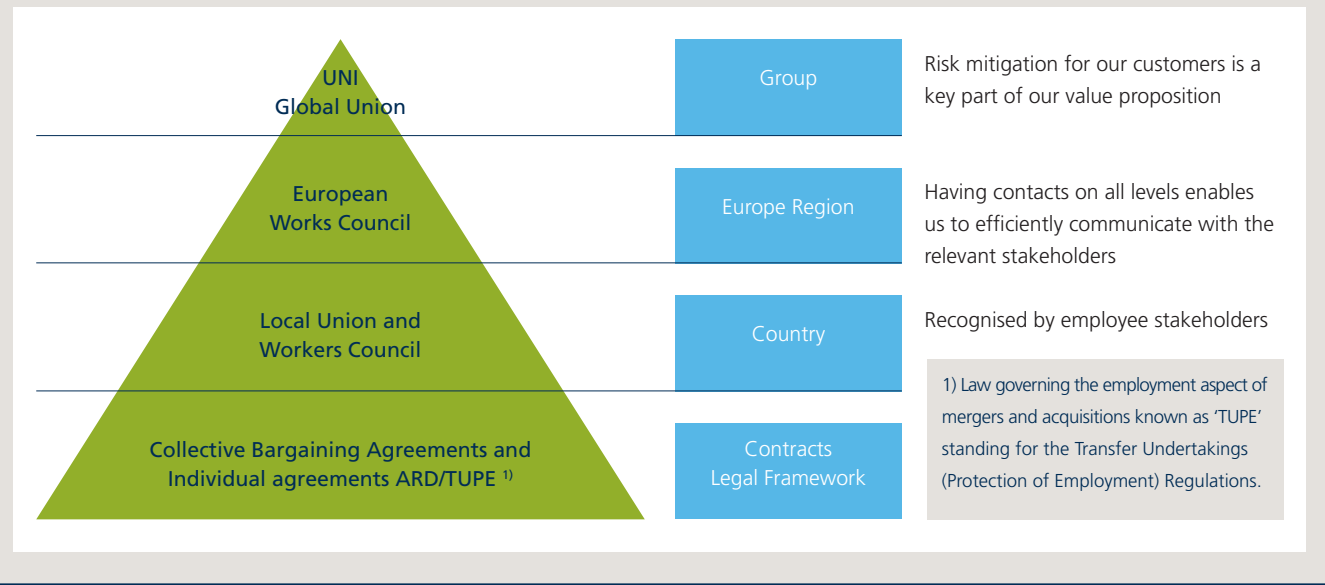
Human Rights

Working with unions on human rights

Established in 2003 and renewed again in 2013, ISS holds an agreement with the international network of national labour organisations – UNI Global Union. The agreement covers all our employees where UNI has a cooperation with a local union.

It commits both UNI and ISS to work to secure fundamental human rights and working conditions – at the workplace, in our industry and in the community. It secures ISS support of

ISS MANAGES TRADE UNIONS AND EMPLOYEE WORKS COUNCILS ON BEHALF OF THE CUSTOMER



UNI's 12 fundamental principles based on the international labour organisations' (ILO) conventions, and it constitutes an important part of our commitment to human rights.

A set of shared goals is agreed:

- Fair competition and the highest possible standards in the service industry;
- Foundations for financial growth and strengthening of the ISS service delivery;
- A balanced achievement of financial success on one hand, and secure and adequately paid jobs on the other.

The agreement states that:

- Employment is freely chosen;
- Child labour is not used;
- Freedom of association and the right to collective bargaining are respected;
- The right to represent workers;
- Living wages;
- Hours of work are not excessive;
- Working conditions are decent;
- Respect for others at work;
- Education and Training;

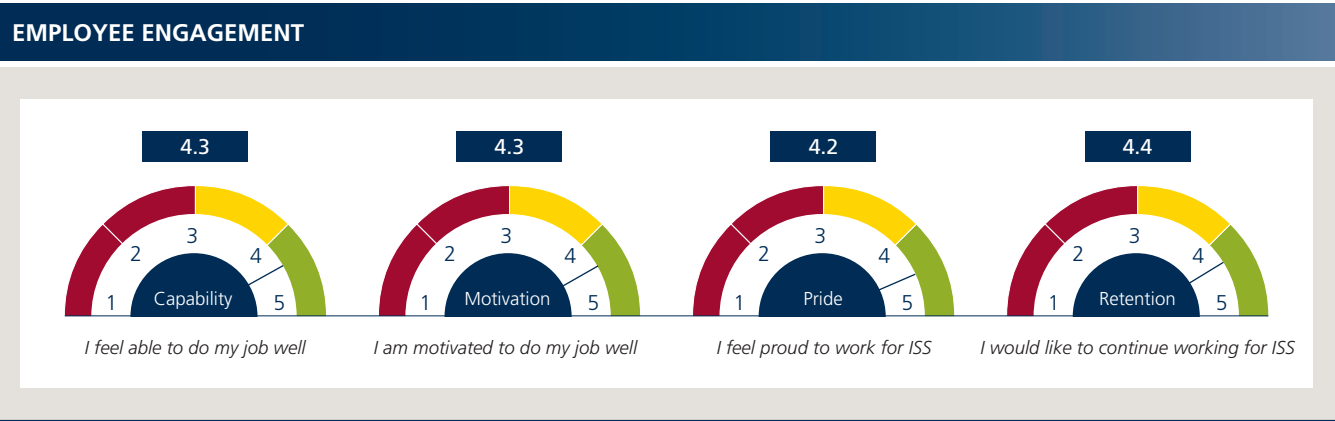
- Employers' obligations are respected;
- Respect for the environment.

Moreover, the agreement deals with support for measures to create a level playing field and UNI's obligation to disclose and work against companies evading tax payments and social security contributions or in other ways disregarding basic standards in the service industry. This has led to the piloting of a UNI-run project in Mexico, supported by ISS with Euro 100,000 per year, to improve tender processes in the service industry.

Management-employee relations are formally governed through frameworks for dialogue and collaboration at all levels of the organisation, as seen in the figure above. Health and safety are on the agenda at all levels.

CASE

IT IS BETTER WHEN WORKERS ARE UNION MEMBERS
ISS Norway has just over 13,000 employees from 120 countries and a CEO who would very much like to see more employees join the union.
"Strong unions create a good relationship between management and employees. They establish order and predictability", says Hans John Øiestad, CEO of ISS Norway.
He is supported by trade union representative Brede Edvardsen, who mentions the ability to solve disagreements outside of the courts, through internal relationships and procedures established by unions and management in collaboration.



Our employee relations for our European operations are according to an established model of the European Works Council. This consists of quarterly meetings between management and union representatives and an annual meeting for all union members and a number of management representatives.

In 2013, the annual meeting continued its discussion of ways to improve 'Social Dialogue', i.e. the communication between employer representatives and employees. The meeting included a session on Health, Safety, and Corporate Responsibility. During this session, there was training on incident investigation and an exercise on hazard identification was carried out. In addition, there was training on the ISS Safety Rules including stopping unsafe work. The results of the stakeholder assessment and the materiality assessment carried out in 2013 were also presented.

Human rights embedded

The commitment to respect human rights is part of the ISS Code of Conduct which in turn is part of the terms of employment for all employees. Training in human rights issues and related risks are part of the Advantage programme which targets top and middle management.

Governance

ISS HSE vision and policy governs our health and safety work, while the ISS Group Health, Safety and Environment (HSE) Manual, that is based on four international standards (OHSAS 18001, ISO14001, ISO 22000 and ISO 9001) and supporting documents guide implementation in the countries.

Our human resources work is guided by our International Human Resources Standards which covers the following areas: recruitment, compulsory and forced labour, child labour, working hours, discrimination, harassment and abuse, remuneration, benefits and incentives, employee appraisals and reviews, training and development, health and safety, succession planning, motivation and loyalty, employee relations and managing sickness and absenteeism. We are also obligated by our agreement with UNI – Global Union to adhere to a set of relevant ILO conventions.

NO SUBSTANTIATED DISCRIMINATION CASES

The number of incidents of discrimination increased from 10 in 2012 to 11 incidents in 2013. In line with the ISS Code of Conduct and the International HR standards, ISS takes all claims of discrimination seriously. All incidents of discrimination that were filed were investigated and followed up with the appropriate local legal authorities in the country. Each time an employee filed a claim with the local legal authority, ISS responded with a position paper on ISS's understanding of the facts. Most of the incidents filed were dismissed by the country's legal authority as being without cause.

PEOPLE

WHAT IS THE ISSUE?

The relationship with employees is multi-faceted in ISS.

The primary responsibility is to respect the basic human right to a safe and secure work environment as well as to treat employees in compliance with labour laws and conventions.

Moreover, by offering engaged leadership and training we help not only our business but also further our people's labour market value and options.

WHY IT MATTERS TO ISS

A core element in our value proposition is that we take over the risks related to the running of a business environment. It is our promise to customers that these risks will be mitigated and there will be no surprises related to the management of their facilities.

The financial opportunity from improved health and safety performance is substantial, both in terms of additional evidence of credible and effective risk management as well as cost savings by reducing e.g. lost work days.

As such, high performance on health and safety matters is important to customers, owners and potential investors.

The way we manage our relationship with employees is by no means all business. We want to keep our people safe and they have every right to expect this of us.



Planet

– our ambition is to limit our environmental footprint

This section highlights initiatives we are undertaking to increase our operational efficiency and thus reduce our environmental impact.

Since our first materiality review in 2009, we have focussed mainly on reducing our impact from transport and the chemicals we use for cleaning. This did not change in the 2013 review.

Managing our impact on climate change is part of our overall commitment to reducing adverse environmental effects of our operations, as stated in our Code of Conduct. The commitment is carried out through our environment management systems and we measure, monitor and take initiatives to reduce our emissions and the impact on our climate.

The aspects, the indicators and our initiatives to reduce our impact are shown in the table below.

Reducing our impact

The running of ISS's business impacts the environment through use of chemicals and consumption of water and energy, primarily when we clean. Cleaning services constitutes 50% of our business. Our secondary impact is created by the use of cars and air transport.

In 2013, we consumed 85,744 Mwh of electricity, a decrease from 2012 when we reported 93,723 Mwh. We achieved this through targeted efforts to reduce consumption, e.g. more efficient offices and the ISS Green Offices Programme.

ISS has a strong focus on resource management and is continuously looking for ways to reduce our consumption. We therefore installed an energy surveillance system, Smart Flex

CASE

NEW HEAD OFFICE IS OUR INNOVATION LAB

In addition to our new head office building being a showcase for the new ways of working, the building will be our living 'Lab'. The ISS Lab is a new and innovative initiative among our employees, customers and our strategic suppliers fostering improvements in our service delivery. The ISS Lab is an incubator for creativity, collaboration and hands-on execution.

The first round of items tested are robot vacuum cleaners, a new mop design, hygienic hand rubs, efficient glass cleaner and a project called 'usage based work order'. Each project is determined by a steering group, based on suggestions received, including success criteria. If the idea lives up to these criteria, we will share it and embed it in other parts of the organisation.

at our new headquarters. The system enables us to monitor the consumption of power, heat and water. The system consists of a number of wireless meters that monitor consumption 24/7 for specified consumption sources such as the ventilation and cooling systems. The Smart Flex web portal gives an intuitive overview of the resource consumption, providing reports and alarms when consumption exceeds pre-set limits. This allows us to detect inconsistencies and take actions to improve our consumption. Prior to moving into our new HQ, we implemented initiatives such as LED lighting, lighting sensors optimising the use of natural lighting, water faucet sensors, high efficiency



ENVIRONMENTAL PERFORMANCE

Aspect	Indicator	Initiatives
Transport	CO ² emissions from leased cars and business travel	Leasing of more environmentally friendly cars; Driver Safety Handbook; Driver training; more web meetings
Chemicals	Consumption	Supplier cooperation
Electricity (own)	Consumption	ISS Green Offices Programme, Internal campaigning
Water (own)	Consumption	ISS Green Offices Programme, Internal campaigning

dual flush toilets, automatic actuator water taps (hygiene and water efficient) and hand dryers. The installation of the LED lights will result in energy savings of 57,000 kWh/yr.

As climate partner with DONG, a Danish energy company, we are reducing our energy consumption and promoting the use of renewable energy. We have offset our electricity consumption by purchasing Renewable energy certificates (RECS) from the wind farm at Horns Rev2. In 2013, ISS purchased 150 MW RECS and in 2014, our electricity consumption at our headquarters will be fully offset making the CO₂ emissions from our electrical consumption zero. Through the purchase of renewable energy certificates, ISS is contributing to the promotion of renewable energy in Denmark.

Since our first year of measuring water consumption in 2011, we have lowered our consumption, from 586,849 m³ in 2012 to 549,256 m³ in 2013. Driving this improvement is the combination of our improved quality in data collection, Global awareness campaigns and the implementation of the ISS Green Offices Programme. We are working on ways to resolve the challenge of reliable data for water usage in leased offices, where water is included in the lease rather than paid separately.

We are still on track towards reaching our target for reducing emissions from leased cars by 15% in four years beginning in 2011. Compared to the baseline figure of 172 g/km in 2010, this figure was 149 g/km in 2013, a decrease of 13.3%. Safe driving training, global awareness campaigns and implementing environmental criteria for the selection of our leased cars are the main factors in this improvement.

Emissions from business travel decreased from 14,782 tonnes in 2012 to 12,328 tonnes in 2013. The reason for the decrease is

PLANET

WHAT IS THE ISSUE?

Environmental degradation and climate change due to greenhouse gas emissions constitute one of the most important global challenges. Public, private, collectively and individually – all must contribute to reducing the impact of our behaviours.

WHY IT MATTERS TO ISS

As a global company, we too have a role to play in reducing the environmental impact of human activities. We have committed to this as signatories to the UN Global Compact.

Environmental consciousness in our service offerings also has a commercial upside, particularly in relation to the large global customers, that our strategy emphasises. Not only can they prove that their supply chain management is efficient in terms of HSE, there are also financial savings to be found in lower consumption of water and electricity.

In a risk perspective, the main impact to ISS would come from non-prudent handling of chemicals used to provide our services. This would lead to both environmental and health and safety risks.

primarily due to changing our work culture towards higher use of online meetings rather than physical meetings requiring air travel.

We did not identify any significant non-compliance with environmental laws and regulations in 2013.

RESOURCE CONSUMPTION MONITORING AT OUR NEW HEAD OFFICE



Finally, we contributed to the Carbon Disclosure Project for the second time in 2013. The CDP is an annual survey of how well the world's largest companies manage and report on risks and opportunities related to climate change. For our 2013 CDP response, ISS received a score of 79, where the CDP Supply Chain Average was 49.

Mandatory greening of offices in 2014

The ISS Green Offices Programme (GOP) – a voluntary programme designed to reduce the environmental impact of our own offices and daily work practices – continued in 2013 with three additional countries joining the programme. In 2014, the Green Offices Programme will become mandatory for all countries in the ISS Group.

Certification is available at three progressive levels. The core content of the programme focuses on behavioural change to use resources efficiently and dispose of waste responsibly, and engages employees and creates awareness.

Reducing customers' impact

ISS delivers cleaning services according to documented processes and a management approach called 'Cleaning Excellence'. It combines tried-and-tested working methods and tools with procurement processes and cost optimisation based on worldwide best practice to optimise quality, planning, efficiency and workflows.

Our specialists map out our clients' current solution and then identify areas for improvement, including the environmental impact of facilities management. The actual delivery is documented and monitored through a defined Service Level Agreement (SLA) and Key Performance Indicators (KPI).

Analyses have shown that customers with Cleaning Excellence contracts can achieve reductions in the use of detergents by 75%, water consumption and disposal can be reduced by up to 70%.

Environmental management in our supply chain

The ISS Supplier Code of Conduct requires suppliers and sub-suppliers to always ensure compliance with all applicable environmental laws and regulations. It also states our own intent to minimise environmental impacts from our activities, and our intention to seek out and favour suppliers that do the same.

ISS has worked with cleaning materials supplier Diversey in developing an IT tool to provide a cleaning methodology using products and materials in alignment with our Green Cleaning practices. This simple and user friendly tool allows our operational employees to recommend alternate solutions to our customers that incorporate environmentally friendly products and materials that are recyclable, ergonomic, reduce the usage

CASE

BARCLAYS AND ISS COLLABORATION TO MINIMISE ENERGY CONSUMPTION

In 2012, ISS commenced the roll out of facilities management services to Barclays Real Estate Teams in the UK, Europe, the Americas, Asia Pacific and the Middle East. This involved provision of support across a spectrum of services including energy and environmental management.

Using a collaborative approach, setting up engagement forums, industrialising best practice and improving data capture, there has been a renewed focus on energy management. The ISS team have utilised their experience and knowledge in the industry to expand and improve data collection and evaluation to aid the sharing of best practice across each region. By the adoption of key performance indicators, a best in class approach for the selection of environmental projects has ensured delivery of energy, carbon and cost savings to meet the bank's targets.

of water and electricity, reduce emissions, waste and storage and can extend the life of the surfaces. The solutions also offer improved cost in use and productivity.

Through co-operation with leading suppliers of environmentally friendly products and using the latest processes we are able to reduce the use of chemical detergents by 75%. Nearly 15% of the products we use for our daily cleaning needs are eco label certified according to the European Union requirements. We also adhere to other officially approved eco labels around the world.

Governance

Included in the ISS Code of Conduct is the commitment to continuously reduce the adverse environmental effects of our operations.

Through our HSE Manual, which was introduced in 2011, we are able to systematically manage the impacts from our activities. This manual is integrated in other environmental management systems applied and certified by some of our countries.



THOMAS HOCHMEISTER, AUSTRIA

Profit

– integrity and stronger controls

In this section, we present an overview of our financial performance, highlight our principles related to economic sustainability and report on related activities in 2013.

Being a responsible business goes hand in hand with being a profitable business. This link is also demonstrated by how risks and focus areas within corporate responsibility change when a company's market context and customer portfolio change.

ISS has, in spite of overall challenging macroeconomic conditions, seen robust organic growth in 2013. Group revenue amounted to DKK 78.46 billion, compared with DKK 79.45 billion in 2012.

The organic growth was driven by growth in both developed and emerging markets, particularly in Asia that continues to report double-digit growth. Another very important growth driver was our Global Corporate Clients (GCC) department and in particular the start-up of the Barclays, Citibank in the Asia Pacific Region and Novartis contracts. We expect GCC to continue their growth in the years to come. The implementation of GCC contracts acts as an incubator of Group policies and processes, facilitating the implementation of our HSE and CR policies and processes at our operating sites across the world.

With a growing share of business from corporate clients (now at 8%), integrated facilities services (now at 26%) and emerging markets (now over 22%), our risk profile and business needs have changed too. With larger clients, demands on compliance with supplier requirements have increased, and effective management of risks within safety and labour has become more prominent in our value proposition. With more business and employees in emerging markets, our exposure to human rights related risks are growing as is our opportunity to positively impact developments within e.g. working time, fair wages and anti-corruption.

Sharper focus has led to stronger controls

Since 2008, ISS has changed from an acquisitive growth strategy to a strategy of growth through focussed market segmentation and integrated services. Today, ISS is a company measured on organic growth; a focussed enterprise with almost primarily onsite delivery of services. During this process of transformation, our internal controls have uncovered a number of areas for improvement.

As an outcome, we have strengthened our control processes and systems, which include relocating global financial talents to certain hotspot areas; implementing automated cash balance reporting from our local banks; filing of statutory accounts audited by local auditors (the Big Four audit firms) within 6

months from end of calendar year; reviewing reconciliations between local books and our HFM reporting systems on sample basis as part of monthly controlling process and rolling out automated interfaces between local ERP systems and our HFM reporting system.

Competition law

Compliance with competition law is another area of risk for global companies. To emphasise the importance of this subject, we have updated our guidelines from 2008 and elevated these to policy status and we will roll this policy out in 2014.

The policy is specific on the risks relevant to ISS such as sharing of information with competitors or other types of market behaviour that could be seen as price fixing, and further provide guidelines on how to act in industry and branch associations in order to avoid unintentional violation of competition laws.

CASE

TAKING A STAND FOR OUR VALUES

In 2007-2008, the Damage Control activities of ISS Denmark suffered a severe loss of key employees and customers to a competitor, SSG A/S.

Six years later, the Danish Maritime & Commercial Court ("Sø- og Handelsretten") passed its judgement on 7th January 2014 in the matter of ISS vs. SSG A/S. ISS had decided to pursue the matter in Court to draw a clear "line in the sand" and defend the Values and Leadership Principles of ISS. The court established in its ruling that SSG A/S in soliciting the key employees and certain customers had grossly and intentionally violated the good marketing practices of the Danish Marketing Practices Act and that the ISS manager of the Damage Control activities at that time had grossly and intentionally violated his obligations under the Salaried Employees Act including his duty of loyalty towards ISS by colluding with the competitor.

Due to the severity of the violation, the major disruption in the Damage Control business and the uncertainty among employees caused by the coordinated solicitation of the key employees, ISS was awarded DKK 15 million in damages (in total DKK 21 million together with interest and cost).

The judgement marks an important victory for ISS and the employees who suffered the consequences of the violation.



Our goal is to create awareness of the danger zones of competition law. Steering clear of all potential hazards requires a fair amount of attention, and we need ISS's people equipped to understand the layout of this field.

Anti-corruption and competition law training

We have robust compliance training programmes in anti-corruption and corruption laws based on two e-learning modules. These compliance training modules have been in place since 2011. The anti-corruption training programme is currently available in six languages, English, German, French, Spanish, simple Chinese and Brazilian Portuguese, with the latter being added in 2013.

Additionally, in 2013 we focussed on training of new hires as well as re-training of relevant employees in what we define as high-risk countries and regions: India, China, Eastern Europe and Latin America.

A total of 361 managers completed training in anti-corruption and 181 training in competition law in 2013. This brings up the total number of people trained in these two subjects to 2,995 and 1,780 respectively since June 2011.

Compliance training is also an integrated part of the ISS Advantage programme as well as the Negotiation Process Framework training programmes in contract management. Operations are assessed for risks of fraud and corruption as part of the financial controlling processes. (See ISS's Annual Report 2013 for more information on risk management, including corruption.)

Managing contractual risk

In line with the ISS value proposition and inherent focus on risk management for both ISS and our customers, we have continued the training in our Negotiation and Contract Process Framework with further roll-out in 2013 to UK, Turkey, India, Hong Kong and Finland. Furthermore, we are continuing the roll-out of our web based contract risks assessment tool named CRAM@ISS. The tool allows us to map key risks such as the transfer of employee rules and HSE before entering into customer contracts of an increasingly complex business environment. In 2013, we commenced roll-out of CRAM@ISS to India, Sweden and Hong Kong in addition to the previously commenced deployment of eight CRAM@ISS country and ISS Group sites. CRAM@ISS is a supporting tool in our governance and contract approval processes.

Whistle blower system

The ISS whistle blower system launched in 2012 continues to serve as a reporting channel for raising serious and sensitive concerns guaranteeing all persons making complaints in good faith protection from reprisals or retaliation. The system is open to all our stakeholders and available on our corporate website. In 2013, we had 55 reports posted in the system. The vast majority of these are outside the scope of the Whistle Blower Policy, e.g. local human resources issues, where we have referred the complainant to for example the local human resources

PROFIT

WHAT IS THE ISSUE?

Whenever there are business transactions there is the risk of corruption and fraud. Business practices in these areas have increasingly come into the spotlight over the last 20 years, and today instances of low business integrity are highly detrimental to a business' reputation and performance.

WHY IT MATTERS TO ISS

Engaging in any form of fraud, corruption and bribery goes against everything ISS stands for.

ISS must be a compliant business. If not, we cannot succeed with our strategy and build a flourishing, sustainable business.

We want to be the world's greatest service organisation, offering our clients peace of mind as we take over and manage their risks. This requires trust, which in turn requires integrity and transparency.

It is simple: no one trusts a company that cheats or deploys unfair practices.

managers for further consideration. In two cases, investigations were carried out but did not lead to grounds for action. Our target for the coming year is to increase communication and awareness of this reporting option.

Governance

We are obligated as signatories to the UN Global Compact to *combat the use of corruption, extortion and bribery wherever we do business*.

Business integrity is guided by our values and implemented through our Code of Conduct and Anti-corruption policy. It is a central element in the terms on which we hire and potentially sanction our employees. In 2013, we reviewed our Code of Conduct, adding conflict of interest as a separate subject.

There are cultural variances and different business practices in the countries we operate across the world. We are aware of the topics and issues unethical business practices potentially create for our customers and ISS. We, however, require all operating business units to live the ISS values and to comply with local and global regulations. We have a 'zero' tolerance policy in this area and as a consequence, we have decided not to work with certain customers or customer segments if it would compromise our business principles.

Independent review statement

To the management and broader stakeholders of ISS A/S

In accordance with the agreement dated 31 October 2013, we have reviewed the 2013 Corporate Responsibility Report ('the report') to provide limited assurance on the text and data therein. The report covers ISS's global activities from 1 January to 31 December 2013. The management of ISS A/S is responsible for collecting, analysing, aggregating and presenting the information in the report. Our responsibility is to express a conclusion based on our engagement and in accordance with agreed terms of reference.

Scope of work

We have conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information and additional requirements under Danish audit regulation. Our task was to obtain limited assurance that the group level data and text in the report are presented in accordance with the reporting practice described and the information reported by countries and group functions. Compared to a reasonable assurance engagement, our work has been limited primarily to inquiries of group personnel as well as analytical procedures to ascertain the quality of underlying processes for data collection, analysis and consolidation.

Our scope of work also included a review of the report against the requirements of the UN Global Compact Policy on Communicating Progress, the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines Version 4 (In Accordance – Core), and the Danish Financial Statements Act (FSA) §99a.

We performed our on-site review at the ISS Head Office in Denmark between November 2013 and February 2014. We have not performed site visits or interviewed external stakeholders. We have not performed any assurance procedures on baseline data, economic or financial data (including GRI Indicator G4-EC1) or forward-looking statements, such as targets and expectations, or individual case stories disclosed in the Report. Consequently, we draw no conclusion on these statements.

Methodology

Considering the risk of material error, we planned and performed our work so as to obtain all information and explanations necessary to support our conclusion. We used the ISS Group HSE and CR Data Reporting Manual and other internal reporting manuals together with GRI reporting criteria as an appropriate basis for our engagement. Our procedures included the following:

- Reviewing ISS's processes for determining material issues to be included in the report and challenging the material text statements in the report;
- Reviewing the processes, tools, systems and controls for gathering, consolidating and aggregating data at group level and performing analytical review procedures and obtaining additional explanations of data performance from both group functions and from selected country sites;
- Interviewing management staff across various Group functions, including internal audit and accounting;
- Inspecting internal and external documentation (including policies, action plans, and media coverage), to verify the extent to which they support the information included in the report;
- Evaluating the overall presentation of the report, including consistency of information;
- Reviewing the report for adherence to the GRI principles for defining report content and ensuring report quality and the G4 disclosure requirements.

Conclusion

Based on our work, nothing has come to our attention that causes us to believe that the 2013 Corporate Responsibility Report, in all material respects, has not been prepared in accordance with the stated reporting criteria. However, the input of certain environmental data from country sites needs improvement to ensure greater quality and reliability. We confirm that the report complies with the Danish FSA §99a, and it conforms to the requirements for a UN Global Compact Communication on Progress as well as the GRI's G4 'In Accordance – Core' level.

Observations

Materiality and sustainability context

The report content reflects the company's ongoing monitoring of its material economic, social and environmental impacts, not only in light of immediate operational needs or customer expectations, but also in the context of global and industry megatrends, for example related to labour market structures and natural resource scarcity. The report clearly explains the strategic relevance of corporate responsibility to the business. It contains significantly expanded reporting on supply chain management, highlighting the company's commitment to transparent and responsible conduct across the value chain.

Completeness and timeliness

The boundary and publication date of the report is the same as the Annual Report, providing timely disclosure to stakeholders of the company's corporate responsibility performance. Within the reporting boundary and scope defined by the report, we have not found any significant omissions of important information.

Clarity and balance

The report provides a transparent and balanced presentation of the company's results, highlighting challenges and dilemmas within its performance.

Stakeholder inclusiveness and responsiveness

The report shows the ongoing group-level stakeholder engagement activities and the company's responses. The results of extensive employee and customer engagement surveys are actively used in management to understand and improve performance and retention.

Deloitte.

Accuracy and reliability

Overall, ISS continues to strengthen its internal data collection and control procedures. Environmental data continues to present a challenge in terms of quality, and without comprehensive verification of data input, we are unable to conclude on the extent of error in the environmental data. ISS management is highly aware of this and committed to improving data quality in the future.

Opportunities for Improvement

We have submitted a number of observations and recommendations to the management of ISS, which include:

- Increasing the frequency of environmental data collection by requiring quarterly or bi-annual reporting from countries, to strengthen input and control processes and ensure greater accuracy and reliability in the future.
- Drawing up a roadmap for future reporting of both quantitative and qualitative performance indicators, based on a review of which indicators are relevant and appropriate for the business and its stakeholders.

Copenhagen, 27 February 2014

Deloitte

Statsautoriseret Revisionspartnerselskab


Anders Dons
State Authorised Public Accountant


Helena Barton
Lead Reviewer

Reporting Principles and Compliance

This report, the fourth comprehensive corporate responsibility report prepared by ISS, covers activities in the calendar year 2013.

In 2013, we have not added new data parameters. We have focused on improving the quality of our data. To improve the quality of data, we are implementing a global reporting IT system in countries to report and investigate incidents in a systematic approach.

External principles and guidelines

We have designed our reporting to be in line with G4 Sustainability Reporting Guidelines by the Global Reporting Initiative (GRI), the world's most widely used sustainability reporting framework. We have chosen to be in accordance with 'Core' option. An overview of the GRI standard disclosures included in this report can be found in the table on the following pages.

We have also used the ISO Standard ISO 26000 Guidance on Social Responsibility and the Danish Standard DS 49001 'Social responsibility management system – Requirements' as a basis of our analysis and reporting. ISO 26000 provides guidance on the underlying principles of social responsibility, recognising social responsibility and engaging stakeholders, the core subjects and issues pertaining to social responsibility and on ways to integrate socially responsible behaviour into the organisation. The standard emphasises the importance of results and improvements in performance on social responsibility. The Danish Standard DS 49001 is a management system standard based on the principles, subjects and issues, stakeholder engagement described in ISO 26000.

This report is the statutory report on corporate social responsibility cf. §99 a of the Danish Financial Statements Act.

The reporting furthermore serves to fulfil our obligation to communicate on progress (COP) as required by the UNGC.

Internal guidelines

As a basis for our reporting, ISS developed a Group HSE and CR Reporting Manual in 2010 to provide reporting principles and rules to ensure a consistent basis for reporting.

The principles are derived from generally accepted accounting and reporting policies and include Relevance, Consistency, Transparency, Accuracy and Completeness.

They are intended to guide data gathering and reporting to ensure that the reported information fairly presents our HSE and CR performance. The Group HSE Manual requires that countries and other entities collecting data manage their HSE and CR data quality systematically as part of their management system.

In order to facilitate control and review of HSE and CR data, each reported parameter shall have an audit trail. An audit trail is a clear (documented) record of definitions, assumptions, aggregation, calculations and references that result in the final reported data.

The manual specifies the data that shall be available for monitoring performance and for reporting on corporate responsibility issues at Group level.

Changes and future outlook

We have corrected the data for 2012 for water and electricity consumption, electricity costs and electricity emissions. There are no changes to data reported in 2013. In 2014, we will begin capturing lost time due to occupational injuries in hours (currently in days). As we have done in 2013, we will focus on improving the quality of our data in 2014.



WAYNE CHANG KULA, NEW ZEALAND

GRI and UNGC Compliance Tables

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Strategy and Analysis	Page	External Assurance
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G4-3 Organisation's name	Inside cover	Yes
G4-4 Primary products and services	Inside cover	Yes
G4-5 Headquarter location	Inside cover	Yes
G4-6 Number of countries where ISS operates and countries with significant operations	Inside cover	Yes
G4-7 Ownership nature and legal form	Annual Report	Yes
G4-8 Markets served (geographic breakdown, sectors, types of customers and beneficiaries)	Inside cover	Yes
G4-9 Scale of organisation	Inside cover	Yes
G4-10 Employee numbers	Inside cover	Yes
G4-11 Percentage of employees covered by collective bargaining agreements	9	Yes
G4-12 Supply chain description	7	Yes
G4-13 Significant changes in operations, capital structure or suppliers during the reporting period	Annual Report	Yes
G4-14 Precautionary approach or principle	24	Yes
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G4-20	Report aspect boundary internally	9	Yes
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G4-23	Significant changes from previous reporting in terms of scope and aspect boundaries	30	Yes
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G4-34	Governance structure and responsibilities	5	Yes
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G4-56	Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	11	Yes

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	Reduction in energy requirements	G4-EN7	22	Yes
Water	Water withdrawal	G4-EN8	12	Yes
Emissions	Direct GHG emissions (scope 1)	G4-EN15	12	Yes
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	Other indirect GHG emissions (scope 3)	G4-EN17	12	Yes
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	Negative impacts identified	G4-EN33	7	Yes
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Occupational Health and Safety	Work-related injuries, fatalities, etc.	G4-LA6	14	Yes
	Risk of occupational diseases	G4-LA7	15	Yes
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Training and Education	Hours of training	G4-LA9	16	Yes
	Longterm skills management	G4-LA10	16	Yes
	Career development reviews	G4-LA11	It is mandatory for all employees; however, we cannot report on all completed data as some are completed on hard copies and registered in files and we are still working on collecting the data.	Yes

SPECIFIC STANDARD DISCLOSURES				
Aspects in G4	Short description of Indicator (see G4 documents for precise title)	G4 Indicator	Page	External Assurance
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Forced Labour	Risk and measures taken	G4-HR6	6	Yes
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Supplier Human Rights Assessment	New suppliers screened	G4-HR10	7	Yes
	Negative impacts identified	G4-HR11	7	Yes
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Share your opinion
We welcome your feedback as it is an important part of our dialogue with our stakeholders.

You are welcome to contact Joseph Nazareth, Head of Group HSE and CR at +45 3817 0000 or write to us at:

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