



# CSR Report

*Corporate Social Responsibility*

COMMUNICATION ON PROGRESS 2018







**The CSR Steering Group**  
Charlotte Stocklund, Frank Overby, Chanette N. O. Pedersen, Marjanne Grønhøj, Lars Gravholt  
Not pictured: Anne Diness





# Introduction

I am pleased to confirm that DEIF A/S reaffirms its support of the 10 principles of the United Nations Global Compact in the areas of human rights, labour rights, safety & environment and anti-corruption.

DEIF is a socially responsible and environmentally conscious company. Based on UN's general principles related to how companies work with social responsibility and sustainability, we have implemented a structured way of handling our CSR activities and our Code of Conduct in DEIF's entire global organisation.

2018 showed a good activity level and well implemented processes within our CSR focus areas. The awareness of our Code of Conduct and CSR objectives is present in all companies, and the follow-up and assessments keep us on track.

In 2019 we will increase focus on UN's Sustainable Development Goals to identify how and where DEIF can support these vital ambitions.

This CSR report describes what we focus on in our CSR activities in general, achievements throughout 2018 along with our aims for the coming period. Of course, we are eager to share everything with all our stakeholders using DEIF's primary channels of communication.

Yours sincerely,



**TOKE FOSS**  
Group CEO



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COMMUNICATION ON PROGRESS

This is our **Communication on Progress** in implementing the principles of the United Nations Global Compact and supporting broader UN goals.

We welcome feedback on its contents.

# DEIF Group

## Business model and core values

**Established in Denmark in 1933, today DEIF is a global supplier of green, safe and reliable control solutions for decentralised power production on land or at sea.**

### Business model

DEIF develops, manufactures and markets green, safe and reliable control solutions and products for decentralised power production, marine & offshore and wind turbines.

Our business is organised in three business areas:

- **Land Power**
- **Marine & Offshore**
- **Wind Power**

Development and manufacturing takes place mainly in the parent company, while sales, customisation and advice regarding the Group's products are provided by both the parent company and subsidiaries.

DEIF's main objective is to provide technology that helps improve the environment and which supports green growth. In recent years, DEIF has invested heavily in developing renewable energy control systems particularly for wind turbines and hybrid energy technologies that combine different energy sources, including solar cells and batteries. By means of our products and services, DEIF contributes to optimising fuel efficiency for decentralised power plants and ships and supports clean technologies, such as conversion to bio-based fuels.

The increased electrification requires a high level of energy and cyber security. DEIF contributes by delivering technology for complex emergency power systems protecting for instance data centres, hospitals and vital infrastructure from blackouts.

Since its inception, DEIF has acted socially responsible aiming to positively impact society on all levels – for example through the innovation of new products and services that are beneficial to society and enterprises themselves – and to minimise and prevent negative environmental impacts. Acting not just in active compliance with the spirit of the law, ethical standards, and international norms in our business dealings, DEIF's goal is to move beyond compliance with a particular emphasis on environmental concerns.

The DEIF Group has its headquarter in Denmark and 12 subsidiaries with training centers in Americas, Europe and Asia. Additionally, we have close cooperation with a number of distributors around the world. Since DEIF operates in an increasing number of countries, we're particularly focused on ensuring that DEIF conducts its business responsibly, globally.

Our business approach is based on the presumption that culture, practice, ethics and moral standards differ from one country to the next. Despite the differences, our actions and business practices are always based on DEIF's values and Code of Conduct. We want to be recognised for our responsibility, honesty and integrity in all markets and in everything we do.

The overall goal of DEIF is to develop the company's value in the long term, always based on high ethics in relation to our employees, business partners and society. To be the preferred global supplier of green, safe and reliable energy control products and solutions is central to the DEIF Vision.

### Our core values

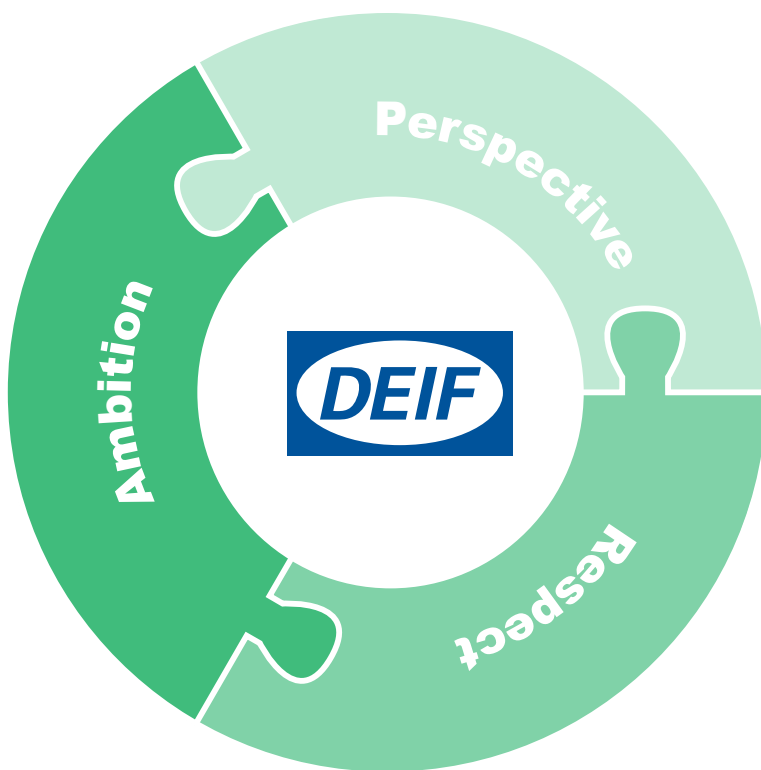
Our three values respect, ambition and perspective have been developed, defined and implemented in a process involving employees from all parts of our global organisation. As a result, the values represent the core characteristics of DEIF globally and the way we work and have been working for more than eight decades. This is a strong foundation for our CSR approach and activities.

*"The overall goal of DEIF is to develop the company's value in the long term, always based on high ethics in relation to our employees, business partners and society as a whole."*

**TOKE FOSS**  
Group CEO



## DEIF's core values



- ▶ Respect the whole person
- ▶ Respect cultural differences
- ▶ Respect agreements
- ▶ Respect individual contributions to the entirety



- ▶ Do it better than yesterday
- ▶ Do it better than our rivals
- ▶ Do it better than our customers expect us to
- ▶ Show initiative and face challenges



- ▶ Show a holistic understanding
- ▶ Be open to possibilities
- ▶ Seek insight into customers' and users' situation
- ▶ Focus on knowledge sharing

# UN Global Compact

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## DEIF works continuously according to the 10 principles expressed in the UN Global Compact.

A full-fledged member of the UN Global Compact program, DEIF has long defined where we want to make a difference within the natural context of our business: Employees, business partners and the local & global community.

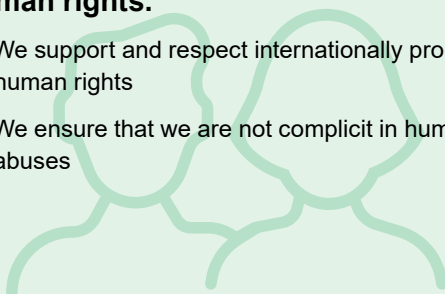
All employees are expected to understand the basic principles of UN Global Compact and to work towards implementing sustainable solutions whenever possible.

In addition, we also expect our suppliers and their sub-suppliers to produce and deliver sustainable solutions that live up to our principles for ethical business practices. We continuously evaluate our own business and the business of our partners on the principles of the UN global Compact which establish and describe the ethical and legal standards we are committed to comply with.

DEIF's Code of Conduct lays out our interpretation of the 10 principles of UN Global Compact.

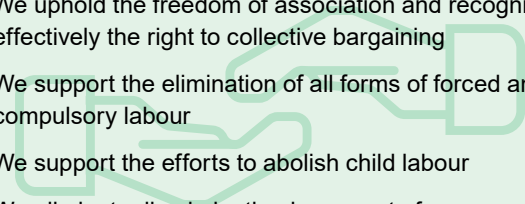
### Human rights:

1. We support and respect internationally proclaimed human rights
2. We ensure that we are not complicit in human rights abuses



### Labour rights:

3. We uphold the freedom of association and recognise effectively the right to collective bargaining
4. We support the elimination of all forms of forced and compulsory labour
5. We support the efforts to abolish child labour
6. We eliminate discrimination in respect of employment and occupation





# DEIF Code of Conduct

To ensure a globally aligned perception of DEIF's values and principles, we have laid them out in the "DEIF Code of Conduct".

The DEIF Code of Conduct covers the areas of human rights, labour rights, safety & environment, and anti-corruption fully in line with the 10 principles expressed in the UN Global Compact.

DEIF Code of Conduct is the fundamental document for our CSR activities and it forms the basis for our guidance in advancing our CSR approach (ambitions and actions).

DEIF's international management group has signed the document, and it has subsequently been implemented in all new employment contracts and in local employee handbooks in our subsidiaries.

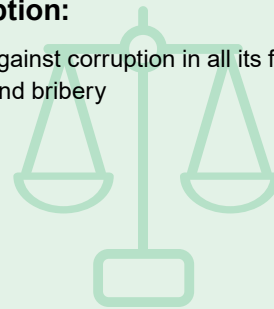
*»We want to be recognised for our responsibility, honesty and high integrity in all markets and in everything we do.«*

## Safety & environment:

- 7. We support a precautionary approach to safety and environmental challenges
- 8. We undertake initiatives to promote greater environmental responsibility
- 9. We encourage the development and diffusion of environmentally friendly technologies

## Anti-corruption:

- 10. We work against corruption in all its forms, including extortion and bribery



# CSR organisation

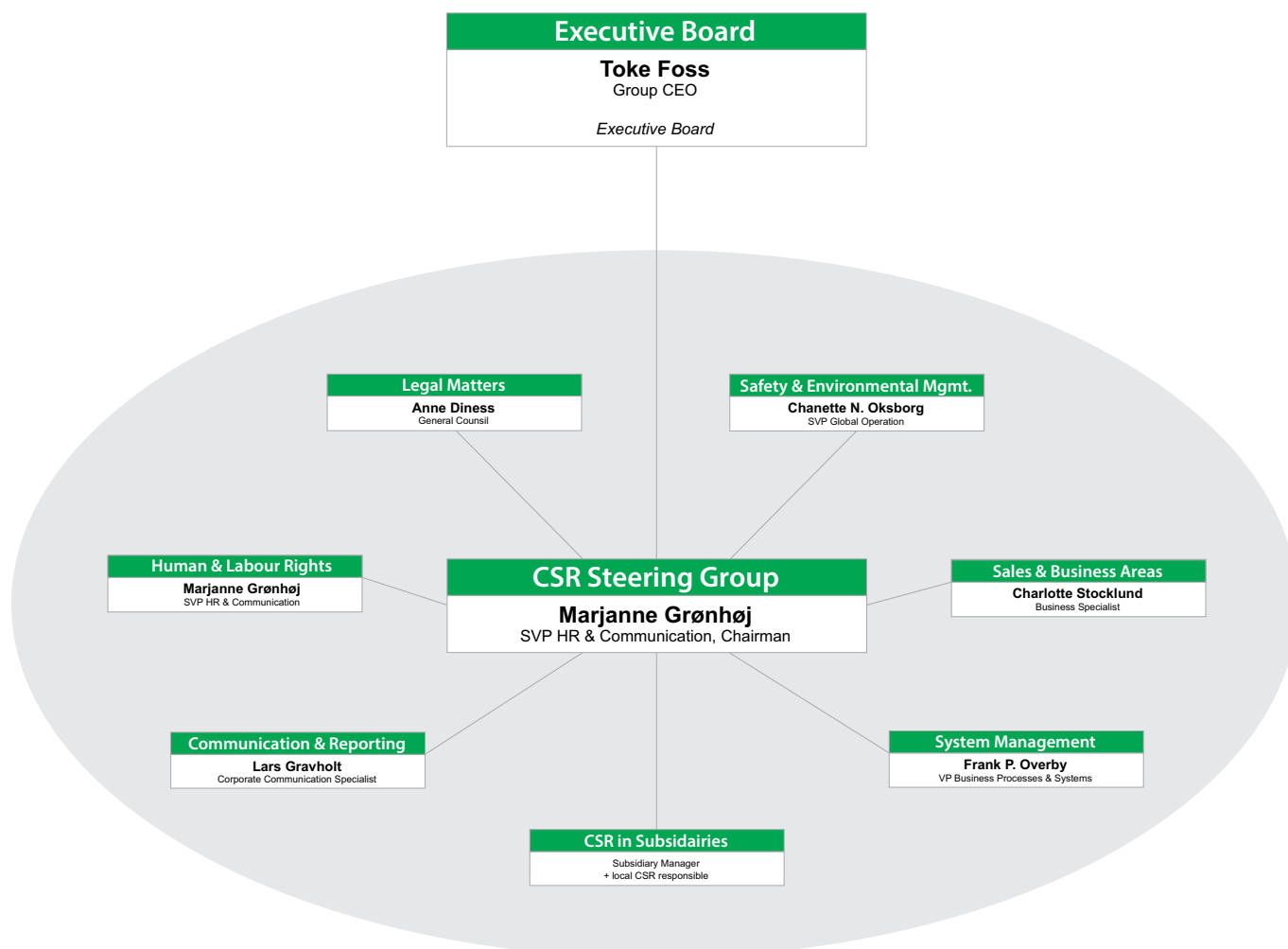
Appointed by the Executive Board, a cross-functional CSR Steering Group is responsible for setting directions and objectives regarding our CSR ambitions, and for coordinating and following-up on initiatives and activities in the DEIF Group

To monitor our progress within the agreed initiatives, the CSR Steering Group has created a governance overview of the person/function responsible for each action and the person/function responsible for following up on these actions. Consequently, in addition to the members of the Steering Group, a number of employees have been appointed and included in the governance overview, thus ensuring that all KPI's and actions are defined, monitored and reported back to the CSR Steering Group on a regular basis.

Furthermore, all managers are responsible for continuous follow-up and improvements on CSR within their area of responsibility – among others based on structured discussions of CSR experiences and dilemmas.

A responsible mind-set with focus on CSR issues and activities has been anchored in all DEIF companies. CSR experiences, initiatives and improvements will be reported annually to the CSR Steering Group.

The CSR Steering Group follows an annual cycle with regular meetings, internal and external communication and general reporting to the Executive Board.





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### **CSR management system integration**

The DEIF Code of Conduct's focus areas (human rights, labour rights, safety & environment and anti-corruption) are, to the extent possible, managed under existing organisational structures within the DEIF Group, e.g. Health, Safety & Environment (HSE) and Human Resource Development. Correspondingly, we have trained our internal audit team to also conduct audits within the CSR area.

### **CSR monitoring and follow-up**

Conducted on a regular basis, CSR self-assessments ensure continuously improvements of our CSR efforts, and they also constitute an important tool for the subsequent selection of specific CSR objectives.

## **Ambitions, objectives & activities**

In late 2018, the CSR Steering Group and Executive Board identified a number of objectives within each of the following four CSR areas: Management, human & labour rights, safety & environment and anti-corruption. We will follow-up during 2019 on these primary objectives.

The following pages contain a brief presentation of our CSR ambitions, the activities conducted in 2018 and our plans for 2019 within the four CSR areas.

## Terra-Gen chooses DEIF for controller upgrades on Pacific Crest Wind Farm

The independent power producer Terra-Gen upgrades 20 Vestas\* V47 wind turbines on their Pacific Crest wind farm located in Tehachapi, California, with a control retrofit solution from DEIF.

The increased demand for competitive power production and the rapid development in the wind industry necessitates that older turbine models such as the Vestas V47 are equipped to meet today's performance standards.

DEIF's control retrofit solution extends the turbine lifetime and optimizes the turbine performance in terms of variable speed concepts, extended cut-out and adaptive power setpoint. DEIF's solution is the only one offering this at a very competitive cost, reducing the need for external financing.

So far, 20 Vestas V47s on the Pacific Crest Wind Farm will be retrofitted.

*"I am convinced that we will extend turbine lifetime, reduce our downtime and increase the revenue of the total wind farm".*

**WARD SCOBEE**  
Chief Operating Officer  
Terra-Gen



Read the entire Terra-Gen case story:

[www.deif.com/terra-gen](http://www.deif.com/terra-gen)

or scan the QR code:



\*Vestas is a trademark of Vestas Wind Systems A/S. The Trademark owner is not associated with DEIF's products or services.









# CSR management

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To manage our global CSR performance, we have conducted the following main activities in 2018.

The primary focus in 2018 was the continued implementation of structured CSR risk assessment, structured communication of CSR activities, additional self-assessments and targeted supplier management.

## Achievements & activities in 2018

- DEIF has implemented processes ensuring regular review of the risk, opportunity and impact of our business operations and activities, based on a review of sound data and a deep understanding of emerging trends. The review processes have been included in the annual cycle of work prescribed for relevant departments.
- The overall risk evaluations have showed no major and severe CSR risks related to our business. The risk of corruption when dealing with many parties in many different cultures has been our main focus, and we carry out initiatives on a continuous basis to mitigate this risk.
- All contract partners have confirmed in writing that their business practices comply with the 10 UN Global Compact principles.
- A tool for annual review of dealers, including a basic risk assessment has been introduced.
- Commitment to the 10 UN Global Compact principles has been included in the template for the business plan to be prepared by all DEIF dealers each year. (Dealer Business Plan).
- Yearly self-assessments of the impact of our CSR activities, based on UN's evaluation criteria, have been conducted again in our companies in Denmark, China and Singapore. Further, new self-assessments were conducted in Brazil and India along with internal training, and appointment of local drives for next years assessments.
- This year four non-EU suppliers have been subjected to a DEIF CSR audit to ensure compliance with the 10 principles. We found no major non-conformities.
- CSR is part of our structured supplier evaluation process for the most important suppliers.
- 99.5% of the suppliers to DEIF's production line have confirmed that they live up to the 10 principles of the UN Global Compact.
- We conducted a global customer satisfaction survey in 2018, which included questions about our customers' perception of our CSR activities and profile. The total score among 540 respondents on the CSR part was 6.0 (on a 1-7 scale). See more on page 18.
- New questions have been added to the internal 4-month interview to follow-up and ensure that all new employees have been introduced to our Code of Conduct and CSR approach. By doing this we have a structured process for ensuring that this is implemented in all corners of our company.

*"It is a great pleasure to experience the positive way our suppliers respond to our CSR requirements and dialogue".*

**CHANETTE N. OKSBORG PEDERSEN**  
Senior VP  
Global Operation





## Plans & main focus for 2019

### 1 UN's Sustainable Development Goals 2030

DEIF supports the global sustainability agenda and the UN Sustainable Goals 2030 (SDG's). We believe that DEIF can positively influence the realisation of selected goals. During 2019 we want to assess each goal and their derived targets and decide for which goals we can make the biggest contribution. And we want to work with ways to bridge our 10 principles to the SDG's and communicate this internally and externally.



### 2 Master Class on SDG's

DEIF will enter a cooperation with Dania Academy (EA Dania) in Skive with the purpose of developing a Master Class around the 17 SDG's and how to work with them. Dania Academy is one of nine regional academies of higher education in Denmark and has campuses in eight different Danish cities, and DEIF will both contribute to and learn from the project.

### 3 Targeted supplier management

We want to continue our structured evaluation approach towards our suppliers in relation to our Code of Conduct principles. We will continue to follow up on suppliers and conduct selected audits and we will make sure 100% of all new suppliers to DEIF's production line confirm that they live up to the 10 principles of the UN Global Compact. In addition to this, we continue the process of getting commitment from our suppliers of consumables as well.

### 4 Continuous assessment

We will continue to follow-up on the impact of our CSR activities via yearly self-assessments, which will also serve as input for our future CSR work. An overall assessment report based on these will contain improvement suggestions and include the key findings in the activity plan for the coming year.

#### Ambition

We want to ensure a high degree of awareness of and commitment to our Code of Conduct and CSR objectives throughout the global DEIF organisation. Moreover, we want to secure continuous improvements within all CSR areas through a structured CSR approach.



## CASE Several thousand cars' emissions saved at each stopover

When La Méridionale decided its Marseilles-Corsica ferry, Girolata, was overdue for a retrofit of its power management system (PMS), it had some demands for AMM Electricité Marine, the naval electro service contractor.

First, the new PMS must be less manual and more automated, so that it could better manage energy. Second, it had to have a similar look and feel as the old one – efficient and easy to use. Third, it had to incorporate a new shore power connection, so that when the ship was at dock, it was not burning diesel fuel.

### Automated PMS

AMM's Gérard Leynaud says there was no question of whom to call for the PMS equipment.

*"We called DEIF firstly to get advice about the equipment to choose," he says. "The main solution consisted of DEIF's PPM 300 intelligent controller platform for power management and generator control. The PPM 300 system would automate power management not only while the Girolata was at sea but also while it was at berth with the shore connection,"* says Gérard Leynaud.





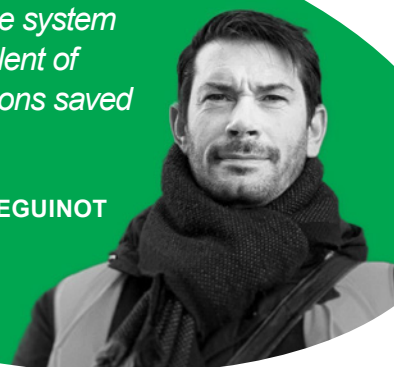
*“DEIF gave us the systems to connect supervision to the ship’s equipment,” says Christophe Séguinot. “Having an automatic power management system allows us all year long to reduce the generators’ working time,” he adds.*

### **30% less fuel**

The PPM 300’s “dock mode” allows La Méridionale to connect its ships to electricity when berthed. *“It saves us around 30% on fuel consumption because of the system automation,” Séguinot says. “That’s the equivalent of several thousand cars’ emissions saved at each stopover.”*

*“It saves us around 30% on fuel consumption because of the system automation. That’s the equivalent of several thousand cars’ emissions saved at each stopover”.*

**CHRISTOPHE SEGUINOT**  
Technical Director  
La Méridionale



# Human & labour rights

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**We support and respect the protection of internationally proclaimed human rights and make sure that we do not in any way contribute to the violation of human rights.**

DEIF and our suppliers must protect employees against physical, sexual or mental abuse of any kind. DEIF upholds the right to freedom of association and recognises the right

to collective bargaining. We respect and comply with relevant labour regulation in the countries where we do business.

## Achievements & activities in 2018

- The total share of women in leadership positions in the DEIF Group reached 21.9% (19.8% in 2017). For the top management (Executive Board), the share was 33.3% and in the next level management, the share was 15%.
- We repeated our sponsorship and participation in an IT Camp for women in cooperation with Aalborg University. The share of trainees, apprentices and PhD students in Denmark increased from 4.7% in 2017 to 5.2% in 2018.
- DEIF participated in “speed-dating events” and cooperation with various schools in Skive.
- As a special initiative for colleagues who were dismissed as part of unfortunate but necessary reductions in DEIF, we held after-work meetings twice in 2018. The purpose of the meetings was to introduce the employees to representatives from various companies who were all interested in helping them find their next job. Further, all dismissed employees were offered outplacement in cooperation with an external consultant.
- DEIF sponsored a range of sports clubs and culture institutions both in Denmark and abroad in support of the local community. For example DEIF is sponsoring the local culture centre (Kulturcenter Limfjord), and the benefits received because of the sponsorship are going to our employees.
- 2018 also comprised a variety of initiatives supporting a healthy and social work environment, such as a morning workout at Skive headquarters, team building and sports activities. DEIF AP in Singapore participated in 2018 SingTel: RACE AGAINST CANCER.
- The amount saved by sending Christmas greetings on-line was donated to the children’s charity organisation UNICEF.





## Plans & main focus for 2019

### 1 Women in leadership positions

The number of women in leadership positions must continue to increase at all management levels. We will increase focus on our internal pipeline of female candidates for management positions and carry out initiatives to support this.

### 2 The society

In 2019 we have joined the Danish initiative “Code of Care” and we participate in the local task-force in Skive. Code of Care inspires, informs and creates innovation within social economic responsibility in Danish companies - to the benefit of young people on the edge of the job market.

We will enter into a cooperation with FAIR Denmark. FAIR is a non-profit organization providing schools in developing countries with IT equipment by collecting used equipment from Danish companies. Our goal is to contribute with 20-30 PCs and laptops 1-2 times per year.

In May 2019 DEIF will actively participate in the “Skive-mødet”, a 3 day event in Skive with focus on a balanced Denmark.

UN’s Sustainable Development Goals will be part of the agenda, and DEIF is also actively participating in a local network in Skive with focus on the SDG’s and with participants from the council, educational institutions and businesses. The percentage of trainees, apprentices and PhD students in DEIF is to remain above 4.5% in Denmark regardless if the total number of employees increases in the years to come.

### 3 Business and human rights

We want to ensure continued compliance with the UN’s guiding principles on business and human rights (UNGPs). This includes identifying, planning and implementing improvements, among others based on annual evaluations of the guiding principles in a DEIF context by means of the UN Global Compact self-assessment tool.

*“We have joined the Danish initiative “Code of Care” and we participate in the local task-force in Skive. Code of Care inspires, informs and creates innovation within social economic responsibility in Danish companies - to the benefit of young people on the edge of the job market”.*

**MARJANNE GRØNHØJ**  
Senior Vice President  
Human Resource & Communication



# Customer Satisfaction

## Customer satisfaction in 2018

- In 2018 we conducted our global customer satisfaction survey by sending out questionnaires to almost 4000 customer contact persons.
- The feedback from our customers is regarded a highly important tool for us in our efforts to optimise our relations with our customers and our general way of doing business.
- In total 537 contact persons have filled-out the questionnaire giving us valuable feedback, and we are still doing very well. The overall satisfaction and loyalty is at a very high level, and we only see minor changes within the underlying themes.
- In this survey we included questions about our customers' perception of our CSR activities and profile. The total score among 540 respondents on the CSR part was 6.0 (on a 1-7 scale).

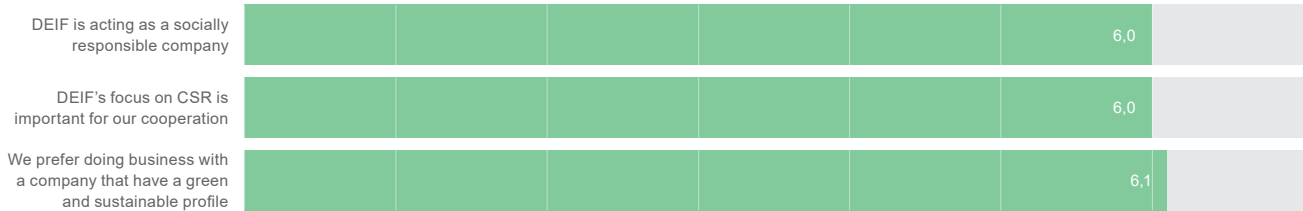
### Overall satisfaction



### Loyalty



### Corporate Social Responsibility (2018)



## Online greeting cards – a greener choice

In 2018, we decided to send out our Christmas greetings online as we consider it a greener choice due to the paper and emissions saved. The costs saved for printing cards and postage, we donated to the children's charity organisation UNICEF to support them in helping children around the world.





# Social engagement

## 2018 World Cup in Skive?

Coinciding with the 2018 FIFA World Cup in Russia, DEIF was the proud sponsor of a local soccer tournament taking place in Skive primarily for foreigners living in Denmark without a Danish passport. Teams of nationals from countries such as Somalia, Eritrea, Ukraine, Poland, Romania, Syria – and a few from Denmark – competed at the local sports centre in Skive.

The tournament aim was to help integrate all foreign newcomers in Danish society through spare time activities.



## Social environment

We strive to be a good place to work. We take pride in establishing a social environment in DEIF that foster new social relationships between colleagues and support cooperation in daily work.

2018 comprised a variety of initiatives such as a morning workout at Skive headquarters, team building and sports activities, and DEIF AP participated in 2018 SingTel: RACE AGAINST CANCER and supported the charity organisation Willing Hearts with preparing dinner.

## Sponsorships

DEIF supports a range of leisure activities, including the following sports clubs in the vicinity of DEIF's headquarters:



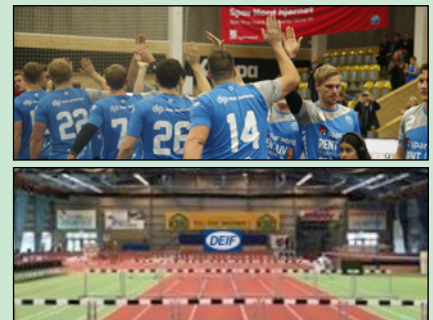
**Skive fH**  
(handball)



**Skive Atletik- og Motionsklub**  
(athletics)



**Skive IK**  
(football)



## KIS House

In 2014 DEIF partnered up with more than 30 local companies in Skive to establish the "KIS House" (Career in Skive). It's a housing environment for students and highly qualified new employees in the companies in the Skive area. In 2018 a total of nine DEIF employees and trainees stayed in the house, and 4 of these came from abroad.

# Safety & environment

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**Aiming for zero work-related injuries, DEIF and our suppliers place the safety of employees before everything else. We expect our customers to provide a safe working environment that prevents accidents and do not expose our employees to health & safety risks when working at customer sites.**

We want to increase the level of safety and environmental protection through continuous measurements and improvements, and our approach to all aspects of business is 'green'. As a result, DEIF develops energy-efficient products and solutions that reduce fuel consumption, cut emissions and costly maintenance intervals. It is central to DEIF's green vision that new product developments, specifications and designs meet and exceed a number of strict self-imposed targets.

## Ambition

We want to be a safe workplace for everyone who work for or visit us. We want to be recognised for being a green company that delivers environmentally optimised solutions meeting customer expectations for performance, cost reductions and uptime.

## Achievements & activities in 2018

### Safety

- Again in 2018 we have kept a very high focus on all safety related matters.
- Safety training has been conducted in all companies.
- Fire drills have been conducted in all DEIF buildings in Denmark.
- New measurements and goals implemented on all daily management boards – near accidents are followed and discussed on a daily basis.
- New guideline for safety in relation to work-related driving has been developed.
- Uniform marking has been introduced in all relevant areas of production, type test, service repair and laboratories. It is now clearer when you are entering and leaving ESD protected areas.
- One minor work-related accident causing absence was registered.

### Environment

- DEIF continues to be an active partner in "GreenLab Skive" which is a unique park in Denmark for businesses working actively with integrated renewable energy, energy storage and resource efficiency. DEIF is contributing with knowledge about hybrid solutions combining wind energy, solar energy and batteries.
- DEIF was in 2018 certified according to the ISO 14001:2015 environmental standard.
- Waste handling is being monitored every quarter and the awareness and focus on waste fractions remains high.
- Awareness of the use of chemicals has been increased to a very high level. Communication about the new CLP (Classification, Labelling and Packaging) of chemicals has been carried out effectively.
- The amount of salt spreading outdoors during winter time has been substantially reduced.
- Our canteen in Denmark is increasing the share of organic food year by year.



## Plans & main focus for 2019

### 1 Safe workplace

We will optimize the registration and evaluation of near accidents and utilize this in our aim to reach zero work-related injuries.

Safety during on-site service will get even more attention in the HSE group, by adding a new member from this part of the organization. We will get inspiration from other companies, and strengthen the internal communication on this issues.

A new APV (Workplace evaluation) will be carried out in Denmark in 2019.

### 2 Green company

Beginning of 2019 we will install charging stations for electric cars on our Skive premises.

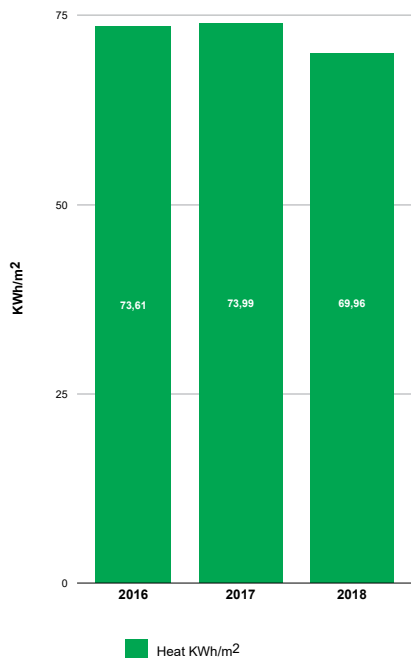
An analysis of the idle/baseline energy consumption in DEIF HQ has been carried out by two marine engineer trainees in 2018, and the report will be finalized in the beginning of 2019 – highlighting which actions could be relevant.



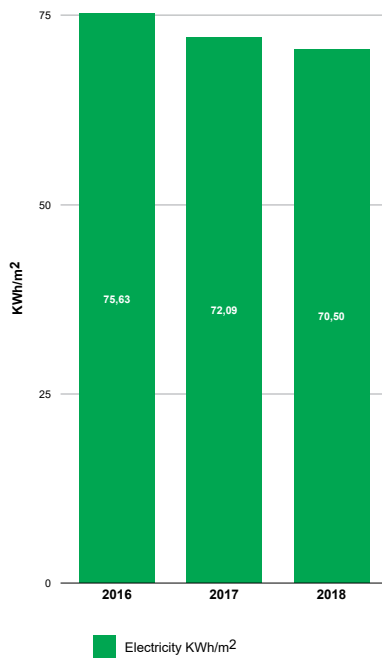


# FOCUS Energy & waste

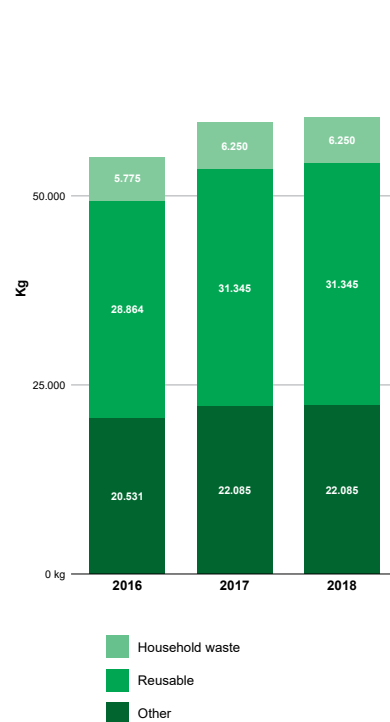
Heat usage



Electricity usage



Waste amounts generated



The DEIF Group's headquarters in Skive, Denmark, has an advanced and comprehensive green energy system that includes a carbon neutral Aqua Thermal Storage System, a micro CHP plant and a comprehensive Energy Optimisation System that spots and eliminates energy waste.



DEIF headquarters in Skive, Denmark



# Anti-corruption

**DEIF refrains from corruption, bribery, extortion and use of other methods that may create conflicts of interest related to our business.**

We request DEIF colleagues only to accept or give minor gifts and only to participate in meetings, events, etc. that are within the scope of normal business practices. If in doubt about issues concerning gifts and entertainment, the individual employee is required to consult his/her manager for clarification.

Any decisions, actions or behavior compromising DEIF's stance on anti-corruption will have consequences for the employee(s) involved. Our contracts are always prepared in accordance with applicable laws and regulations, and we make sure our contracts with suppliers, consultants and other cooperation partners include sections on anti-corruption. DEIF has a zero-tolerance policy for corruption, bribery and extortion of any kind

## Ambition

We will not participate in any kind of corruption.

*“Internal workshops for relevant managers and key employees regarding anti-corruption will be held during 2019”.*

**ANNE DINESS**  
General council  
DEIF



## Achievements & activities in 2018

- The risk of corruption has been mapped for all countries where DEIF is active.
- For countries/markets with a corruption index score of  $\leq 40$  (according to Transparency International's Corruption Perceptions Index 2017), a possible deployment of further CSR evaluation criteria has been discussed with the sales responsible.
- A list of “Most corrupt countries”, i.e. countries with a corruption index score of  $\leq 40$  where DEIF is active (and Transparency International's world map showing the corruption perception index for each country) have been published on DEIF's Intranet.
- New corruption dilemma cases have been added to our collection for internal training.
- An e-learning tool has been decided upon.

## Plans & main focus for 2019

### 1 Continuous avoidance of corruption

We want to secure that all employees in the global DEIF Group continuously refrain from engaging in any corrupt activities. In order to do so, we want to implement an e-learning course for relevant employees on anti-corruption and ensure that all relevant employees have accomplished the e-learning module before end of 2020.

2 In addition, internal workshops for relevant managers and key employees regarding anti-corruption will be held during 2019, among other things based on new dilemma cases.

3 A whistle-blower system for global internal use will be developed and implemented during 2019.



**DEIF A/S**

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