



# GRI Indicator Table 2008

## GRI INDICATOR TABLE

	Compliance	GC principle	Page	Results/Comments
<b>PROFILE</b>				
<b>Strategy &amp; Analysis</b>				
<b>1.1</b>	Statement from the most senior decision-maker of the organisation (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and its strategy			Global Compact statement of continued support
<b>Organisational Profile</b>				
<b>2.1</b>	Name of the organisation		3	
<b>2.2</b>	Primary brands, products, and/or services		2, 28	
<b>2.3</b>	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures		2, 116	
<b>2.4</b>	Location of organisation's headquarters		3	Nordborgvej 81, DK-6430 Nordborg, Denmark
<b>2.5</b>	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report		116	
<b>2.6</b>	Nature of ownership and legal form		65, 113	
<b>2.7</b>	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)		28	Information in Annual Report
<b>2.8</b>	Scale of the reporting organisation, including: <ul style="list-style-type: none"> <li>Number of employees;</li> <li>Net sales (for private sector organisations) or net revenues (for public sector organisations);</li> <li>Total capitalization broken down in terms of debt and equity (for private sector organisations); and</li> <li>Quantity of products or services provided</li> </ul>		4	Quantities not described
<b>2.9</b>	Significant changes during the reporting period regarding size, structure, or ownership including: <ul style="list-style-type: none"> <li>The location of, or changes in operations, including facility openings, closings, and expansions; and</li> <li>Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations)</li> </ul>		10	See Management Report
<b>2.10</b>	Awards received in the reporting period			Not described
<b>Report Parameters</b>				
<b>3.1</b>	Public policy positions and participation in public policy development and lobbying. (Core)		159	Reporting period is January 1 - December 31, 2008
<b>3.2</b>	Date of most recent previous report (if any)			Annual Report 2007 published on March 19, 2008
<b>3.3</b>	Reporting cycle (annual, biennial, etc.)			Annual
<b>3.4</b>	Contact point for questions regarding the report or its contents			Corporate Communications & Reputation Management, Chief Reputation Officer
<b>3.5</b>	Process for defining report content, including: <ul style="list-style-type: none"> <li>Determining materiality;</li> <li>Prioritizing topics within the report; and</li> <li>Identifying stakeholders the organisation expects to use the report</li> </ul>			Detailed accounting principles are available on the Danfoss Group webpage under Corporate Citizenship
<b>3.6</b>	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance		159, 162	The report include all compagnies where Danfoss has an owner share exceeding 50% for the whole year 2008
<b>3.7</b>	State any specific limitations on the scope or boundary of the report		159, 162	See Accounting principles

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	Compliance	GC principle	Page	Results/Comments
<b>Report Parameters (cont.)</b>				
<b>3.8</b>	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations		159, 162	See Accounting principles
<b>3.10</b>	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)		159, 162	See Accounting principles
<b>3.11</b>	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report			No significant changes
<b>3.12</b>	Table identifying the location of the Standard Disclosures in the report Identify the page numbers or web links where the following can be found: <ul style="list-style-type: none"> <li>• Strategy and Analysis 1.1 – 1.2;</li> <li>• Organisational Profile 2.1 – 2.10;</li> <li>• Report Parameters 3.1 – 3.13;</li> <li>• Governance, Commitments, and Engagement 4.1 – 4.17;</li> <li>• Disclosure of Management Approach, per category;</li> <li>• Core Performance Indicators;</li> <li>• Any GRI Additional Indicators that were included; and</li> <li>• Any GRI Sector Supplement Indicators included in the report</li> </ul>		This table	
<b>Governance, Commitments &amp; Engagement</b>				
<b>4.1</b>	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight			<a href="http://www.danfoss.com">www.danfoss.com</a>
<b>4.2</b>	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement)		17	Governance section on: <a href="http://www.danfoss.com">www.danfoss.com</a>
<b>4.3</b>	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members		18	
<b>4.4</b>	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body <ul style="list-style-type: none"> <li>• The use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; and</li> <li>• Informing and consulting employees about the working relationships with formal representation bodies such as organisation level 'work councils', and representation of employees in the highest governance body</li> </ul>			Governance section on: <a href="http://www.danfoss.com">www.danfoss.com</a>
<b>4.14</b>	List of stakeholder groups engaged by the organisation			Information is not available at present
<b>4.15</b>	Basis for identification and selection of stakeholders with whom to engage			No formal basis is established

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	Compliance	GC principle	Page	Results/Comments	
<b>SOCIETY</b>					
<b>SO Community</b>					
<b>SO1</b>	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. (Core)	Partly	1	124	Requirements in terms of how to operate is described in the Ethics Handbook that all leaders must sign
<b>SO Corruption</b>					
<b>SO2</b>	Percentage and total number of business units analyzed for risks related to corruption. (Core)	Full	10	123	All factories and sales companies are asked questions about corruption related risk in the annual CSR survey. Furthermore, country risk analyses are available for all the 25 countries where Danfoss has production facilities. The country risk analyses are updated on a regular basis and are used as a starting point for reviewing the current situation in terms of human rights, labour rights, community relations and corruption when visiting factories
<b>SO3</b>	Percentage of employees trained in organisation's anti-corruption policies and procedures. (Core)	Partly	10	123	Danfoss has developed a dilemma game on corruption and bribery, based on dilemmas that regional sales managers have experienced. Similarly, a dilemma game on ethics has been developed. The dilemma games are used when visiting factories and the dilemma game on corruption and bribery is also available in an on-line version at the Intranet. During 2008, more than 300 Danfoss employees (mainly leaders) have been trained in ethics and/or anti-corruption
<b>SO4</b>	Actions taken in response to incidents of corruption. (Core)	Full	10	129	All presidents/general managers are asked questions about corruption and bribery in the annual CSR survey. All results of the Survey are sent to the respondents and the Executive Committee. If a risk or non-compliance occurs, the company in question will be asked to remedy the situation immediately
<b>SO Public Policy</b>					
<b>SO5</b>	Public policy positions and participation in public policy development and lobbying. (Core)	Partly	10	131	Danfoss has established a function; Corporate Public Affairs during 2008.
<b>SO6</b>	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional)	Partly	10	129, 131	Danfoss' Ethics Handbook states that employees must not use Danfoss' letter head/e-mail address to express personal political views or to link Danfoss' name with party-specific political activities of any kind. Furthermore it is not allowed to financially support political parties on behalf of the company and to use Danfoss effects when taking part in party-specific political activities
<b>SO Anti-Competitive Behavior</b>					
<b>SO7</b>	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.(Additional)	Not reported	10		
<b>SO Compliance</b>					
<b>SO8</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)	Full	7,8	10, 143, 155	All significant fines (if any) are mentioned in the Management Report section of the Annual Report. All breaches of laws are mentioned in the Environmental Part of the Annual Report
<b>LABOUR PRACTICES</b>					
<b>LA Employment</b>					
<b>LA1</b>	Total workforce by employment type, employment contract, and region. (Core)	Full		141, 166	
<b>LA2</b>	Total number and rate of employee turnover by age group, gender, and region. (Core)	Full	6	136, 166	
<b>LA3</b>	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional)	Not reported	6		

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	Compliance	GC principle	Page	Results/Comments
<b>LA Labour/Management Relations</b>				
<b>LA4</b> Percentage of employees covered by collective bargaining agreements.(core)	Not reported	3		
<b>LA5</b> Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. (Core)	Partly	3		We follow local law
<b>LA Occupational Health and Safety</b>				
<b>LA6</b> Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. (Additional)	Full	1		79% of all companies have formal committees where all hourly paid employees are represented. In 3% of the companies, some of the hourly paid employees are represented while the remaining companies did not offer this. 70% of all companies have formal committees where all salary paid employees are represented. In 11% of the companies, some of the salary paid employees are represented in formal committees while the remaining companies did not offer this
<b>LA7</b> Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (Core)	Partly	1	142, 168	Danfoss report the frequency of accidents as well as the severity of the accidents
<b>LA8</b> Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.(core)	Not reported	1		
<b>LA9</b> Health and safety topics covered in formal agreements with trade unions.Health and safety topics covered in formal agreements with trade unions. (Additional)	Not reported	3		
<b>LA Training and Education</b>				
<b>LA10</b> Average hours of training per year per employee by employee category. (Core)	Partly		149	Danfoss reports the number of hours used for environmental training
<b>LA11</b> Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	Partly		137, 166	
<b>LA12</b> Percentage of employees receiving regular performance and career development reviews. (Additional)	Full		139, 166	
<b>LA Diversity and Equal Opportunity</b>				
<b>LA13</b> Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (Core)	Full	1,6	141, 166	
<b>LA14</b> Ratio of basic salary of men to women by employee category. (Core)	Not reported	1,6		
<b>HUMAN RIGHTS</b>				
<b>HR Investment and Procurement Practices</b>				
<b>HR1</b> Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)	Not reported	1,2,3,4,5,6		
<b>HR2</b> Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)	Full	1,2,3,4,5,6	125	Audits were carried out at 23% of suppliers in high-risk countries, at 8% of suppliers in medium-risk countries and at 4% of suppliers in low-risk countries. The figures represents suppliers of production goods
<b>HR3</b> Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.(Additional)	Partly	1,2,3,4,5,6	123	59 leaders have been trained in Human Rights and Ethics during 2008

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	Compliance	GC principle	Page	Results/Comments	
<b>HUMAN RIGHTS (continued)</b>					
<b>HR Non-discrimination</b>					
<b>HR4</b>	Total number of incidents of discrimination and actions taken. (Core)	Full	1,6	126	
<b>HR Freedom of Association and Collective Bargaining</b>					
<b>HR5</b>	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. (Core)	Full	1,3	128	In countries where national law does not give employees the right to freely choose a trade union or where an established trade union system is not possible, Danfoss will make sure that employees can meet with management in other ways to discuss work-related conditions. This has been established at nine Danfoss sites
<b>HR Child Labour</b>					
<b>HR6</b>	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (Core)	Full	1,5	127	
<b>HR Forced and Compulsory Labour</b>					
<b>HR7</b>	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor. (Core)	Full	1,4	127	
<b>HR Security Practices</b>					
<b>HR8</b>	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.(Additional)	not reported	1		
<b>HR Indigenous Rights</b>					
<b>HR9</b>	Total number of incidents of violations involving rights of indigenous people and actions taken. (Additional)aspects of human rights that are relevant to operations.(Additional)	Full	1		The CSR survey 2008 disclosed no negative impact on indigenous people
<b>PRODUCT RESPONSIBILITY</b>					
<b>PR Customer Health and Safety</b>					
<b>PR1</b>	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. (Core)	Partly	8	156	All new and changed products must be subjected to safety assessments in accordance with valid standards before being released for sale. The assessment must be carried out for all relevante life cycle stages including use and service
<b>PR2</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. (Additional)	Not reported	8		
<b>PR Customer Health and Safety</b>					
<b>PR3</b>	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. (Core)	Not reported	8		
<b>PR4</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.(Additional)	Not reported	8		
<b>PR5</b>	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)	Not reported			

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	Compliance	GC principle	Page	Results/Comments	
<b>PR Non-discrimination</b>					
<b>PR6</b>	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (Core)	Partly	157		
<b>PR7</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes. (Additional)	Not reported			
<b>PR Customer Privacy</b>					
<b>PR8</b>	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)	Not reported			
<b>PR Compliance</b>					
<b>PR9</b>	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (Core)	Full	10	All significant fines (if any) are mentioned in the Management Report section of the Annual Report	
<b>ENVIRONMENT</b>					
<b>EN Materials</b>					
<b>EN1</b>	Materials used by weight or volume. (Core)	Full	8,9	150, 168	
<b>EN2</b>	Percentage of materials used that are recycled input materials. (core)	Partly	8,9	168	Only paper and cardboard are recycled materials. Most aluminium is also recycled but amount is not recorded
<b>EN Energy</b>					
<b>EN3</b>	Direct energy consumption by primary energy source. (Core)	Full	8	151, 168	
<b>EN4</b>	Indirect energy consumption by primary source. (Core)	Full	8	147, 168	
<b>EN5</b>	Energy saved due to conservation and efficiency improvements. (Additional)	Full	8,9	148, 151	
<b>EN6</b>	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	Partly	8,9	145	Additional information in the Annual Reports sections about the divisions
<b>EN7</b>	Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	Partly	8,9	145	
<b>EN Water</b>					
<b>EN8</b>	Total water withdrawal by source. (Core)	Full	8	151, 168	
<b>EN9</b>	Water sources significantly affected by withdrawal of water. (Additional)	Not reported	7,8		
<b>EN10</b>	Percentage and total volume of water recycled and reused. (Additional)	Partly	8,9	151, 168	Only limited amount of recycled water from external sources is used. Amount of internally recycled water is not recorded
<b>EN Biodiversity</b>					
<b>EN11</b>	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (Core)	Not reported	8		
<b>EN12</b>	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (Core)	Not reported	7,8		

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	Compliance	GC principle	Page	Results/Comments
<b>ENVIRONMENT (continued)</b>				
<b>EN Diversity cont.</b>				
<b>EN13</b> Habitats protected or restored. (Additional)	Not reported	8		
<b>EN14</b> Strategies, current actions, and future plans for managing impacts on biodiversity. (Additional)	Not reported	8		
<b>EN15</b> Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. (Additional)	Not reported	7,8		
<b>EN Emissions, Effluents and Waste</b>				
<b>EN16</b> Total direct and indirect greenhouse gas emissions by weight. (Core)	Full	7,8,9	146, 168	
<b>EN17</b> Other relevant indirect greenhouse gas emissions by weight. (Core)	Full	7,8,9	147	
<b>EN18</b> Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	Full	7,8,9	145	
<b>EN19</b> Emissions of ozone-depleting substances by weight. (Core)	Partly	7,8,9	152	
<b>EN20</b> NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight. (Core)	Partly	8	168	Only SO <sub>2</sub> and NO <sub>x</sub> are calculated and reported
<b>EN21</b> Total water discharge by quality and destination. (Core)	Full	8	151, 168	
<b>EN22</b> Total weight of waste by type and disposal method. (Core)	Full	8	152, 168	
<b>EN23</b> Total number and volume of significant spills. (Core)	Partly	8	155	Spills are only recorded when they are violating local legislation or requirements
<b>EN24</b> Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. (Additional)	Not reported	7,8		
<b>EN25</b> Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff. (Additional)	Not reported	7,8		
<b>EN Products and Services</b>				
<b>EN26</b> Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	Partly	8,9	149, 156	
<b>EN27</b> Percentage of products sold and their packaging materials that are reclaimed by category. (Core)	Not reported	8,9		
<b>EN Compliance</b>				
<b>EN28</b> Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)	Partly	8	10	All significant fines (if any) are mentioned in the Management Report section of the Annual Report
<b>EN Transport</b>				
<b>EN29</b> Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce. (Additional)	Partly	8	147	
<b>EN Overall</b>				
<b>EN30</b> Total environmental protection expenditures and investments by type. (Additional)	Not reported	7,8		

