



Global Reporting Initiative

NORDEN's CSR report 2011 is aligned with the Global Reporting Initiative's (GRI) G3.1 Sustainability Reporting Guidelines and Logistics and Transportation Sector Supplement.

The CSR report is available at www.ds-norden.com/profile/csr/csrreports/













NORDEN's report application level is C+ as the content of the CSR report has been reviewed by PricewaterhouseCoopers (PwC) and Det Norske Veritas (DNV). Their assurance statements are available at www.ds-norden.com/profile/csr/csrreports/

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3.1 Profile Disclosures OUTPUT	Report on: 1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5-4.13, 4.16-4.17	Report Externally Assured	Same as requirements for Level B	Report Externally Assured
	G3.1 Management Approach Disclosures OUTPUT	Not required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3.1 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, including at least one from each of: Economic, Environmental, Human rights, Labour rights, Society, Product Responsibility.		Report on each core G3 and Sector Supplement Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicators or b) explaining the reason for its omission.	









GRI 3.1. standard disclosure indicators	Description of the indicator	Location in the report	GRI indicator fulfilment	
			Fully	Partially
Strategy and Analysis				
1.1	1.1 Statement from the most senior decisionmaker of the organization about the relevance of sustainability to the organisation and its strategy.	A word from the Board of Management, page 3		
Organisational profile				
2.1	Name of the organisation.	Frontpage, page 1		
2.2	Primary brands, products, and/or services. The reporting organisation should indicate the nature of its role in providing these products and services, and the degree to which it utilises outsourcing	NORDEN in brief, page 2		
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	NORDEN in brief, page 2 Annual report 2011, Consolidated financial statements, Note 12, pages 73-74		
2.4	Location of organisation's headquarters.	NORDEN in brief page 2		
2.5	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.	Annual report 2011, Management's review, Dry Cargo, pages 18-23 and Tankers, pages 24-29		
2.6	Nature of ownership and legal form.	NORDEN in brief, page 2 Annual report 2011, Management's review, Shareholder issues, pages 38-39		
2.7	Markets served including geographic breakdown, sectors served, and types of customers/beneficiaries	Annual report 2011, Management's review, Dry Cargo, pages 18-23 and Tankers, pages 24-29		
2.8	Scale of the reporting organisation	NORDEN in brief, page 2 Annual report 2011, Management's review, Dry Cargo, pages 18-23 and Tankers, pages 24-29 Annual report 2011, Consolidated financial statements, pages 48-85		
2.9	Significant changes during the reporting period regarding size, structure, or ownership	NORDEN in brief, page 2 Annual report 2011, Management's review, Shareholder issues, pages 38-39		
2.10	Awards received in the reporting period	Status and future, Successes 2011, page 17		













Report profile			
3.1	Reporting period for information provided.(e.g., fiscal/calendar year)	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.2	Date of most recent previous report.	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.3	Reporting cycle. (annual, biennial, etc.)	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.4	Contact point for questions regarding the report or its content.	Backpage, page 28	
3.5	Process for defining report content	Annex 2 Global Reporting Initiative, pages 24-25	
3.6	Boundary of the report.(e.g., countries, divisions,subsidiaries, leased facilities, joint ventures,suppliers). See GRI Boundary Protocol for further information.	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.7	State any specific limitations on the scope or boundary of the report.	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.8	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.	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.9	Data measurement techniques and the bases of calculations.	Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reason for such re-statement.	Annex 1 Facts and Figures, Table 1 Environmental performance, page 21	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Annex 2 Global Reporting Initiative, pages 24-25	
3.12	Table identifying the location of the Standard Disclosures in the report.	This table	








Governance			
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	CSR at NORDEN, Organisation of CSR, page X Annual Report 2011, Management's review, Corporate governance, pages 33-34, Board of Directors, page 35 and Management Group, page 36-37	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Annual report 2011, Management's review, Corporate governance, pages 33-34	
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Annual report 2011, Management's review, Corporate governance, pages 33-34	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Annex 1 Facts and Figures, Table 6 LA6 Percentage of total workforce represented in formal joint-management worker health and safety committees that help monitor and advise on occupational health and safety, page 23	
Stakeholder engagement			
4.14	List of stakeholder groups engaged by the organisation.	CSR at NORDEN, Business-driven approach to CSR, pages 19-20	
4.15	Basis for identification and selection of stakeholders with whom to engage.	CSR at NORDEN, Business-driven approach to CSR, pages 19-20	



GRI 3.1. standard disclosure indicators	Description of the indicator	Location in the report	GRI indicator fulfilment Fully  Partially 	UN Global Compact principle
Environmental performance				
EN3	Direct energy consumption by primary energy source.	Annex 1 Facts and Figures, Table 1 Environmental performance, page 21		Principle 8: Encourage the development and diffusion of environmentally friendly technologies.
EN4	Indirect energy consumption by primary source.	Annex 1 Facts and Figures, Table 1 Environmental performance, page 21 Accounting policies, https://www.ds-norden.com/profile/csr/csrreports/		Principle 8: Encourage the development and diffusion of environmentally friendly technologies.
EN16	Total direct and indirect greenhouse gas emissions by weight.	Energy and Climate, Carbon dioxide (CO ₂) emissions page 5 Annex 1 Facts and Figures, Table 1 Environmental performance, page 21		Principle 8: Encourage the development and diffusion of environmentally friendly technologies.
EN17	Other relevant indirect greenhouse gas emissions by weight.	Annex 1 Facts and Figures, Table 1 Environmental performance, page 21		Principle 8: Encourage the development and diffusion of environmentally friendly technologies.
Labour practices and decent work performance				
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	NORDEN in brief, page 2 Annex 1 Facts and Figures, Table 3 LA1 Total workforce by employment type, employment contract, and region broken down by gender, page 22		
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region.	Annex 1 Facts and Figures, Table 4 LA2 Total number and rate of new employees hired and employee turnover by age group, gender and nationality, page 23		Principle 6: Uphold the elimination of discrimination in respect of employment and occupation.
LA4	Percentage of employees covered by collective bargaining agreements.	Annex 1 Facts and Figures, Table 5 LA4 Percentage of employees covered by collective bargaining agreements, page 23		Principle 1: Support and respect the protection of internationally proclaimed human rights. Principle 3: Uphold the freedom of association and the effective recognition of the right to collective bargaining.
LA6	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.	Annex 1 Facts and Figures, Table 6 LA6 Percentage of total workforce represented in formal joint-management worker health and safety committees that help monitor and advise on occupational health and safety, page 23		Principle 1: Support and respect the protection of internationally proclaimed human rights.



Human rights performance				
HR4	Total number of incidents of discrimination and corrective action taken.	Employee conditions, Employees at sea, pages 13-14 and Employees on shore, pages 14-15		Principles 1: Support and respect the protection of internationally proclaimed human rights. Principle 2: Make sure that the company is not complicit in human rights abuses. Principle 6: Uphold the elimination of discrimination in respect of employment and occupation.
LT9	Description of policies and programmes to determine working hours and rest hours, rest facilities, and leave for those driving and operating fleets.	Employee conditions, Employees at sea, pages 13-14		
LT11	Description of policies and programmes regarding substance abuse.	Annex 1 Facts and Figures, Table 8 LT11 Description of policies and programmes regarding substance abuse, page 23		
LT13	List the incidents when ships have been detained by port inspectors.	Maritime safety and security, Port State Control (PSC), page 10		
Economic performance				
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Status and future, Future challenges and opportunities, pages 17-18		Principle 7: Support a precautionary approach to environmental challenges.
LT1	Number of ships controlled by the reporting organisation, broken down by the flag state.	Energy and Climate, page 5	