

# Metro Service A/S

## Corporate Social Responsibility 2014

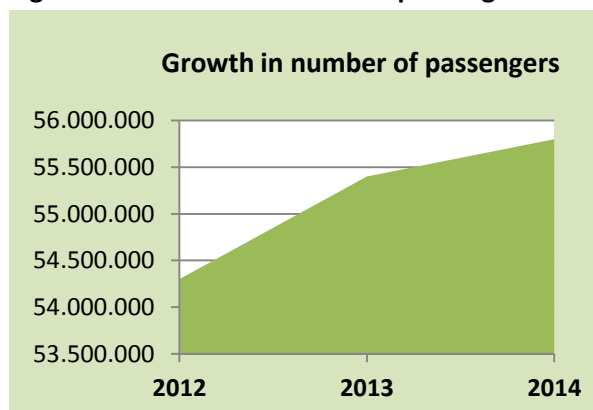
### Introduction

*Every day and night we strive to deliver safe and environmentally friendly, fast and efficient public transport in Copenhagen.*

Metro Service's contribution however goes beyond this and what is described in the legislation.

Since the establishment of Metro Service, with the purpose of operating and maintaining the metro; the Company's social responsibility has been an integrated part of the way the Company operates. Metro Service wants to actively participate in a global, sustainable development, where social responsibility and care for the environment walk hand in hand with a healthy development of our business. Metro Service wants to contribute to the use of environmentally friendly transportation, by attracting a growing number of passengers.

**Figure 1 – Growth in number of passengers**



Our name shall always be associated with respect for human rights, acceptable working conditions, social engagement, anti-corruption and an environmentally sound operation. A Code of Ethics has been developed to ensure that we all cooperate in alignment with our business and

social responsibility principles and UN Global Compact's 10 principles for good behaviour.

Metro Service A/S has made a commitment to report annually on the Company's progress and activities related to our corporate social responsibility principles. We will focus consistently on setting the right targets to ensure progress and visible measurements in relation to the 10 principles.

Also this year, the reporting takes place in the annual report and is again published on the intranet as well as on the website m.dk.

The different policies, initiatives and Key Performance Indicators (KPI's) are described below.

### 1. Human rights

#### **Respect for human rights**

##### **Code of Ethics**

In 2014, Metro Service has made further effort to ensure human rights by introducing the Code of Ethics to employees at the annual company meeting. Further, the Code of Ethics has been written about in the internal News Letter MeSeNYT. The Code of Ethics ensures that all operation in Metro Service is done with respect for human rights, under acceptable working conditions, with social engagement, without corruption and in an environmentally sound way. The Code of Ethics is signed by the CEO. Every employee and anybody who directly or indirectly, permanently or temporarily collaborates or works in the interest of Metro Service is obliged to know and respect the Code of Ethics.

Metro Service respects the right of the employee's freedom of association, membership of professional clubs and collective bargaining in accordance with local laws and regulations. Respect for the freedom of expression is highly valued and Metro Service refrains from any use of forced or child labour, be it directly or indirectly or through subcontractors. Metro Service wants to promote equality and does not accept discrimination, harassment or ridicule.

## **Respect for diversity**

### **Policy**

Metro Service's recruitment policy states that our staff must reflect the population of the surrounding community, with regard to gender, religion, ethnic origin, age, etc. and all advertisements for new staff call on candidates from different minorities to apply.

Inside in the Company, a great deal of focus is put on securing a working environment with respect for diversity amongst people. For Metro Service, bullying in any form is an unacceptable treatment and must not occur in the Company.

### **Actions and achievements**

<b>Table 1 – Gender balance</b>			
	<b>2014</b>	<b>2013</b>	<b>2012</b>
Females	22 %	26 %	26 %
Males	78 %	74 %	74 %

<b>Table 2 – Age diversity</b>			
	<b>2014</b>	<b>2013</b>	<b>2012</b>
SeniorManagement	53	53	52
Total	44	45	44

Since 2011, Metro Service has made a special effort to create a respectful and appreciative work environment. Amongst others, this is achieved with the implementation of the appreciative inquiry (AI) dialogue tool. This method is based on creating positive and appreciative relations amongst people. Commitment to this theory in the organisation has added a positive approach and respect across the organisation, which in general has resulted in improved cooperation, high job satisfaction, lower staff turnover and prevention of conflicts. In 2013, staff turnover was very low. In 2014, it has increased by 50%, but the figure is still within the limits of the KPI goal of a maximum of 15 %. The turnover both reflects internal promotion, retirement and interest in training and development of staff. Metro Service also supports opportunities for development outside the Company.

<b>Table 3 – Staff turnover</b>			
	<b>2014</b>	<b>2013</b>	<b>2012</b>
Total	11,80 %	5,44 %	5,70 %

To improve our understanding and respect for different people in the local surroundings of the metro, Metro Service has in 2014 entered into informal cooperation with centres for homeless people. Kofoed Skole is the first centre supported by Metro Service in 2014, to which we have donated Christmas gifts for the children of lonely and/or homeless people. Another centre is Activity Center Sundholmen, to which we have donated 25 beds for the homeless.

Further cooperation with the two centres is planned for 2015.

## **2. Labour Rights and conditions**

### **Health**

#### **Policy**

Metro Service wants to take measures to promote health and wellbeing at work for all employees. To do so a health policy has been implemented which draws on a five step model recommended by the Danish National Health Service "Sundhedsstyrelsen". Using this model policies and efforts has been defined with focus on the areas diet, smoking, alcohol, exercise and stress.

#### **Actions and achievements**

##### *Diet*

The majority of ingredients used in the canteen at Metro Service must be organic. The meals provided must also be prepared in a fat-reducing manner whenever possible. All employees are on a daily basis offered fruit, milk, water as well as tea and coffee. In 2014, the canteen increased the use of organic produce.

##### *Smoking*

To become a smoke-free workplace, Metro Service has stated that from 2015 the installed smoking cabins will be dismantled and no one will be allowed to smoke inside Metro Service anymore. The smoking cabins have been

dismantled as of 6 January 2015. Smoking outside must occur only in the designated smoking areas until the end of 2016, at which time the outdoor smoking areas also will be removed. To help the employees adapt to the smoke-free workplace, Metro Service offers courses aimed at helping employees quit smoking.

#### *Alcohol*

Metro Service has a zero tolerance policy regarding alcohol and other intoxication substances. However if an employee has a substance-abuse problem and by own initiative recognises this, Metro Service will consider an agreement concerning substance-abuse treatment. Additionally, the health care insurance which is offered to all employees includes treatment programmes for alcohol and drug abuse. In 2014, there have been no cases involving misuse of alcohol in Metro Service.

#### *Exercise*

The health of the employees is of great concern to Metro Service. Therefore, all employees are offered several exercise options through the employee association. Thereby, it is possible to participate in a variety of clubs and initiatives aimed towards physical activity; including (but not limited to) running, cycling and golf. Furthermore, Metro Service extends the offer of membership to a Fitness Centre to all employees, where employees' only cover the cost of tax on the membership. In 2014, 22 % of the employees in Metro Service have used the offer and are now members of the Fitness arrangement. In 2014, 25 employees formed five teams and represented Metro Service in the DHL running event.

#### *Stress*

To reduce stress related factors, Metro Service aims at creating the best possible work life balance for the individual employee. To monitor achievement of this aim, employee satisfaction surveys are carried out by Metro Service on a yearly basis. Additionally, physical and psychological APV analyses are carried out every

three years. The surveys focus on well-being, job satisfaction, work environment and stress-related factors such as working hours, bullying, offensive conduct, threats and/or acts of violence as well as commitment, information, communication and trust.

To further support a stress-free environment, a special telephone advisory programme is available to employees through the health care insurance.

Metro Service encourages all employees to enrol in the health insurance scheme, paid for by Metro Service.

High focus is placed on the well-being of employees in Metro Service. In 2014, this has resulted in lowering the total average sickness absence in the Company. One of the factors to help prevent and treat health issues is the possibility of enjoying several different treatment options at the workplace, including massage, foot care, reflexology and chiropractic.

<b>Table 4 – Sickness absence</b>			
	<b>2014</b>	<b>2013</b>	<b>2012</b>
Steward	5,6 %	5,5 %	6,0 %
Control room	5,5 %	3,5 %	6,2 %
Technicians	2,9 %	3,9 %	4,0 %
Administration	6,6 %	7,1 %	5,8 %
Total	4,9 %	5,0 %	5,3 %

In 2014, Metro Service experienced a high number of stress cases in the Customer Service Department. Special effort was made in order to reduce the stress-related factors, including involvement of an external consultant as well as implementation of an action plan. The work outlined in the action plan will continue in 2015.

#### **Work environment Policy**

Metro Service will, within its technical and economic feasibility, continuously work to prevent workplace accidents as well as minimise

the Company's work load and improve the working environment further. Metro Service upholds the applicable legislation as well as contractual provisions and will prioritise work environment considerations in all decisions.

Metro Service wants to prevent all forms of violence and antisocial behaviour towards our employees. If relevant, we will actively contribute to the prosecution of persons committing a violent act.

**Actions and achievements**

Metro Service follows the principles of the health and safety management standard OHSAS 18001. This is done to ensure that workplace incidents are registered, analysed and that all activities and services are monitored and evaluated in order to prevent and reduce risks. To secure compliance with international requirements all employees are trained and/or informed of the applicable procedures. The establishment of a health and safety committee and appointment of respective employees for this committee contribute to securing that the interest of the employees are taken into account in all decisions.

Training in how to prevent and handle verbal and psychological assaults are included in all training programmes provided for the stewards, as well as continuous development and education programmes. Also customer service and control-room staff is trained in prevention of assaults. Support is granted during and after any incident, including the offer of medical and psychological assistance.

In 2014, Metro Service has focused specifically on the stewards' work conditions by establishing a violence prevention group and updating the violence prevention policy with the purpose of increasing safety for both our employees as well the passengers. The success of this work is reflected in 46 fewer health related incidents compared to 2013 and 68 fewer incidents compared to 2012. In 2015, the violence

prevention group will continue working on actions to prevent incidents.

An electronic incident reporting system "INSYS" has been made available to all staff to report all incidents in an easy and structured way.

Management encourages all employees to report all incidents into this system which is also used to inform Management of all assaults occurring.

<b>Table 5 – Number of health related incidents</b>			
	<b>2014</b>	<b>2013</b>	<b>2012</b>
Physical assaults against stewards	46	73	104
Verbal assaults against stewards	104	131	116
Other incidents	79	71	77
<b>Total</b>	<b>229</b>	<b>275</b>	<b>297</b>

**Job arrangements**

**Policy**

Metro Service wishes to continue having an attractive working environment, also when employees become older. Therefore, employees are offered flexibility and concessions to meet the requirements that one naturally encounters with age.

In order to contribute to the education of younger people and thereby securing the future workforce, we are now employing a number of apprentices.

**Actions and achievements**

To all senior employees Metro Service offers an annual interview for individual planning. The senior employee is also offered reduced working hours, ad hoc employment and flexible working hours, provided the job function can accommodate this. In addition, the senior employee is offered additional senior holidays.

In 2014, 42 employees were awarded additional senior holidays. In 2013 and 2012, the numbers were 38 and 32, respectively.

In 2014, Metro Service has recruited two apprentices and is working on finding the right conditions for another 2-3 apprentices in 2015. More Danish as well as foreign students are offered internships in Metro Service every year. On the website m.dk, there is a guide on how to apply for internships.

### **Education**

#### **Policy**

In Metro Service development and education play a central role. Education, training and re-training relevant to the specific job that each employee is doing has a high priority. However, employees are also supported in taking further education not directly related to the job they do at the moment – but which could be relevant for their future jobs and personal development.

#### **Actions and achievements**

Metro Service has set up requirements in order to adhere to the railway safety certification, granted by the Danish Transport Authority "Trafikstyrelsen". This implies that the employees who do safety related work, undergo extensive education programmes to ensure that skills are maintained and tested periodically.

To support employees in further professional and personal development, Metro Service handles all administrative work in relation to business relevant education, offers to pay for school fees and material as well as offers flexible working hours to suite the education programme.

Metro Service has established three education committees representing stewards, technicians and control room staff. The purpose of the committees is to secure, maintain and continue the development of education and re-training for these employees.

In 2014, Metro Service agreed on six leadership principles for good behaviour. In continuation of these principles, a leadership competence development programme for management staff, 60 persons in total, has been initiated. The programme will continue in 2015.

**Table 6 -Number of working hours spent on training**

	<b>2014</b>	<b>2013</b>	<b>2012</b>
Basic training	5.288	4.779	1.173
Re-training (non-safety)	883	660	631
Electric safety training	551	953	602
Railway safety training	1.959	1.660	2.218
Education and development training	5.767	5.830	5.524
<b>Total</b>	<b>14.448</b>	<b>13.882</b>	<b>10.148</b>

## **3. Environment**

### **Railway Safety**

#### **Policy**

Metro Service will, within its technical and economic means, continuously work to prevent incidents and accidents as well as improve the efforts towards safety. This is to ensure safe operation and maintenance to the benefit of our passengers and employees. Metro Service has established a Safety Management System which upholds the applicable laws and regulations as well as contractual provisions and the Company will consider railway safety during any decisions.

#### **Actions and achievements**

Metro Service applies familiar leadership qualities and therefore follows a "no blame" culture which encourages staff to report even mistakes and lapses in order to prevent repetition of mistakes that could develop into accidents. Metro Service places safety above operation, meaning if there is ever doubt as to the level of safety, employees always exercise caution above all. Furthermore, Metro Service records all railway safety hazards, and their risks are assessed. Quantitative and qualitative safety objectives are established each year, and the status on the achievement of said objectives is followed up continuously and during the Annual Management Review.

## Climate Impact

### Policy

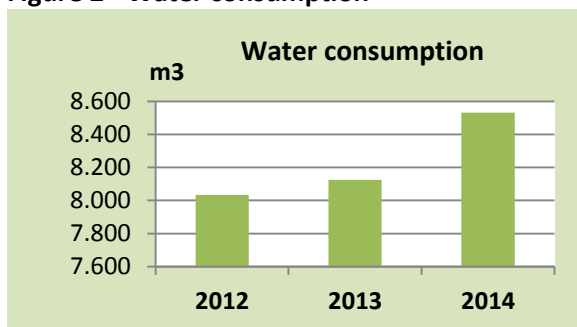
As an operator of public transport for many people, Metro Service actively supports sustainability within the areas of operation. Metro Service will, within its technical and financial means, continuously work to reduce pollution, minimise the environmental impact and improve our environmental contribution. Metro Service will uphold the relevant laws as well as contractual obligations and will bring environmental considerations into all decisions.

### Actions and achievements

Metro Service adheres to the principles of the environmental management standard ISO 14001. The Company is constantly seeking to minimise the environmental impact, reduce non-renewable energy-resources and wastage and ensure proper waste management.

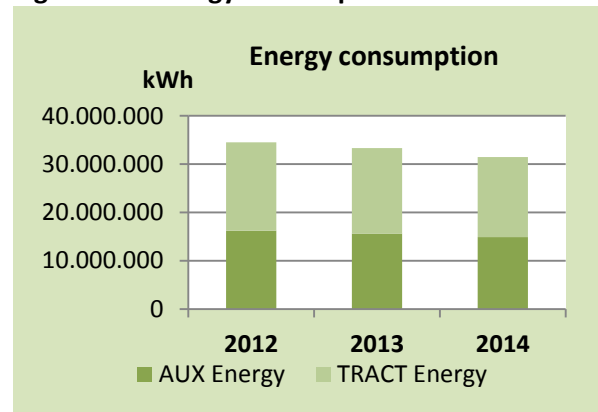
The water treatment system of the train washing machine has been finalised in 2014. Starting in 2014, all water for the tunnel washing machine is part of the total water consumption. Previously, this water was purchased from the municipality, but Metro Service is now able to handle the water treatment and cleaning internally.

Figure 2 - Water consumption



In 2014, Metro Service has installed LED lights to the entire fleet of passenger vehicles. This has resulted in a lowered energy usage.

Figure 32 – Energy consumption



In 2014, Metro Service decided to start a replacement programme for company cars running on diesel. So far, two diesel cars have been changed to electrical cars. In 2015, an investment in an additional three electrical cars will be made.

Every year, Metro Service needs to renew parts for the metro system and the obsolete parts and components are scrapped. When possible, the obsolete parts are sold and re-used by others in order to minimise the amount of waste.

Figure 3 – Waste production



## 4. Anti-corruption

### Purchasing

#### Policy

Metro Service strives to cooperate with our suppliers in a transparent and compliant manner. Purchase must always be done in a fair and objective way, in order to reduce the risk of corruption and fraud to a minimum. Metro Service wishes to contribute to maintain healthy competition between suppliers. Metro Service expects all suppliers and their subsuppliers to

comply with both the applicable national and international law, and expect their ethical behaviour to fulfil the Code of Ethics of Metro Service.

### **Actions and achievements**

To reduce the risk of corruption and fraudulent behaviour, a purchase and compliance policy has been established and implemented in the daily business, to secure transparency in all third party relations.

In 2014, the Code of Ethics was included as a standard element in the contracts that Metro Service uses when cooperating with suppliers. This means that, in 2015, all new contractual suppliers are obligated to comply with the Code of Ethics.

As of 2016, all existing contracts will also be updated and re-signed to ensure that all Metro Service contractual suppliers accept to act in accordance with the Code of Ethics.

There have never been any corruption cases in Metro Service.

## 5. Specific requirements

### *Equalisation of gender at Board of Directors*

#### **Policy and objectives**

The Board currently consists of four members appointed by the General Assembly and of two employee representative members. All board members are male.

In 2014, the Board has confirmed its goal of a minimum of 25 % of the underrepresented gender being represented. The goal is to be achieved by 2018.

### *Equalisation of gender at management level in general*

#### **Policy and objectives**

As for the general staff recruitment including recruitment of managers, Metro Service's policy is described in the Staff Handbook, and points out that qualifications and experience prevails over gender. In job adverts, Metro Service expresses the wish to mirror society in general and encourage all, irrespective of political convictions, religious beliefs or gender to apply for the open positions.

In 2014 for the total organisation, 22 % of management employees are female, in 2013 this number was 26 %, but the percentage deviates a great deal from profession to profession. Especially amongst the technicians, very few women have the required education and, therefore, it has been difficult to attract women for recruitment to these positions.

<b>Table 7 - Gender split between management tiers</b>				
	<b>2014</b>		<b>2013</b>	
	<b>Males</b>	<b>Females</b>	<b>Males</b>	<b>Females</b>
Senior Management	5	1	5	1
Middle Management	14	4	14	4
First line Management	25	4	25	4

## **Actions**

When recruiting, Metro Service gives special attention to the underrepresented gender in the Company. In case of several candidates applying for a position with equal professional and personal qualifications, the underrepresented gender will be chosen.

Metro Service offers training in management programmes, and the managers also encourage female management employees to apply for the training.

Each year, an Employee Satisfaction Survey is carried out. Again in 2014, 80 % of the employees agree or highly agree that "Metro Service offers equal opportunities regardless religion, gender or ethnic background".

<b>Table 8 - Results from Employee Satisfaction Survey</b>			
	<b>2014</b>	<b>2013</b>	<b>2012</b>
Highly agree	57 %	64 %	55 %
Agree	23 %	21 %	29 %
Neutral	15 %	7 %	12 %
Disagree	3 %	5 %	2 %
Highly disagree	2 %	3 %	2 %