

Posten Norden

Sustainability Report 2009

”
Construction of the
best communication
and logistics company in
the Nordics has begun



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Key events after the close of the fiscal year (31 December 2009)

Posten Norden entered into an agreement with Logica for the the development and management of SAP and other IT applications. Under the terms of the 5-year agreement, approximately 280 Posten Norden employees will be transferred to Logica's operations in Sweden and Denmark. Logica also assumes responsibility for subcontracts equivalent to approximately 150 full-time consultants.

The transaction plays an important role in the realisation of several IT synergies identified in connection with the merger.

Bring Citymail, owned by the Norwegian state-owned Posten Norge which holds a monopoly in its home market, sued Posten in the Swedish Market Court. Bring Citymail claimed that Posten should terminate the discount it offers to customers with large pre-sorted mailings. The Competition Authority considered the issue in 2009 and dismissed the case in December based on lack of any grounds to further investigate the issue.

Key events 2009

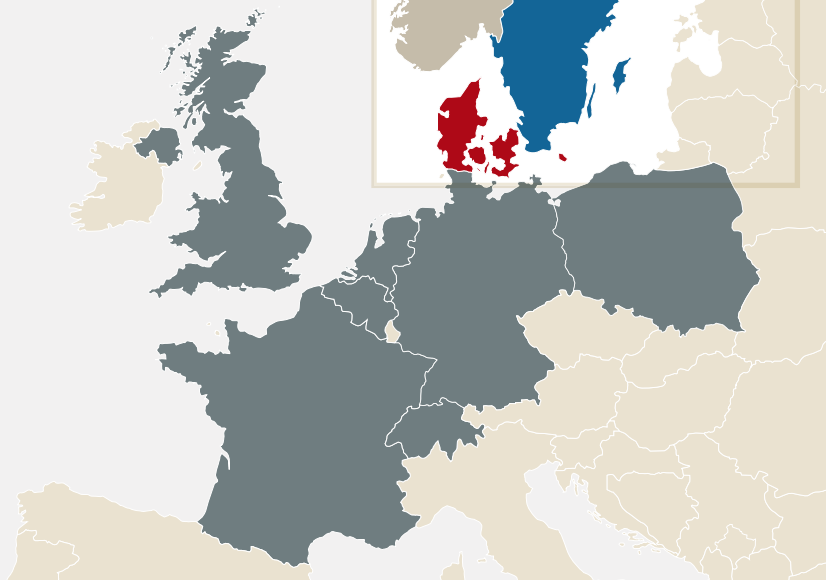
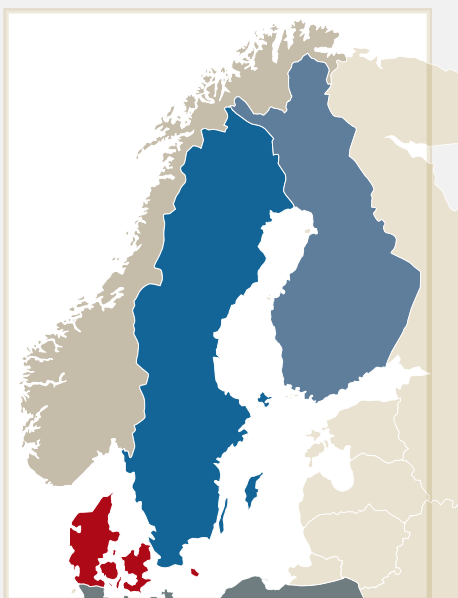
- January: Post Danmark's 2009 charity postage stamp was issued. Fifty öre from each stamp is donated to the WWF's project for sustainable development in Vietnam.
- February: Decision taken to introduce Posten AB's Climate Fund. Resources are earmarked for efforts to reduce the operation's CO₂ emissions.
- March: Post Danmark renewed its partnership agreement with the Danish Cyclists' Union (DCU). The agreement includes the Tour of Denmark stage race, talent development and recreational races.
- March: Angelica Björkbom, health manager, awarded the Competence Gala's prize for health-promoting leadership.
- June: Post Danmark received World Mail Awards in categories Customer Service, E-commerce and Technology.
- August: Post Danmark launched its new "Mail and Parcels with Care" service. Climate compensation equalling twice the amount of CO₂ emissions created by the mailing is available at a cost of one öre per letter and 25 öre per parcel.
- August: Start of the autumn term for 800 Swedish Post Pal classes, who exchange letters with the same number of classes in Asia and India. A total of 32,000 pupils participate in Post Pals, a collaborative effort of Posten AB and UNICEF.
- September: Post Danmark received a Work Environment Certificate from DS Certifiering, indicating that Post Danmark meets the high requirements set by the international OHSAS 18001 standard. As a result, Post Danmark also received a "green Smiley with a crown", indicating the company's extraordinary effort to ensure a high level of health and safety.
- October: Mail Sweden launched "Klimatekonomisk DR" (climate efficient direct mail services). Among other things, this entails the offset of estimated CO₂ emissions from distribution.
- October: a female leadership grant was established in Marianne Nivert's name. Marianne Nivert served as the Chairman of Posten AB's Board of Directors from 2003-2009.
- December: Posten Norden participated in the press conference arranged by International Postal Corporation to announce the global postal industry's first joint sustainability report and the collective industry goal to reduce its CO₂ emissions by 20% by the year 2020.

Every care has been taken in the translation of this sustainability report. In the event of discrepancies, however, the Swedish original will supersede the English translation.

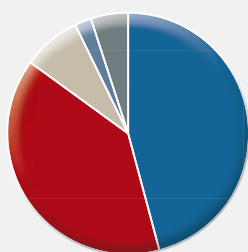
– Posten Norden is an international group with the Nordic specialised skills, our Nordic presence and our environment realised through the merger, we will be a competitive partner services to Danish and Swedish businesses and households.

Posten Norden

Posten Norden was formed through the merger of Post Danmark A/S and Posten AB. The group offers communication and logistics solutions to, from and within the Nordic region, with sales of around SEK 45 billion and approximately 50,000 employees. Operations are run in four business areas. The parent company is a Swedish public company, owned 40% by the Danish state and 60% by the Swedish state. Votes are allocated 50/50 between the owners.

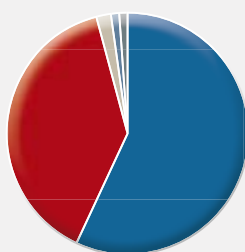


NET SALES
Share of the group*



■ Sweden 46%
■ Denmark 39%
■ Norway 8%
■ Finland 2%
■ Other countries 5%

EMPLOYEES
Share of group's average number*

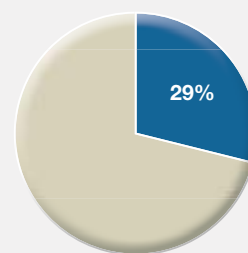


■ Sweden 57%
■ Denmark 39%
■ Norway 2%
■ Finland 1%
■ Other countries 1%

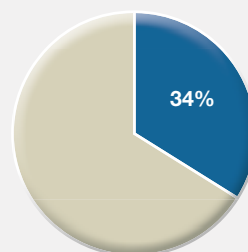
Mail Denmark

Leader in distribution solutions to, from and within Denmark. Mail Denmark offers nationwide messaging services, including letter, newspaper and direct mail distribution, as well as drop-off and delivery of parcels on the private market. Through international collaborations, Mail Denmark also offers a high-quality global range. Each day, around 11 million pieces of mail are delivered to 2.6 million Danish households and to all businesses in Denmark.

NET SALES
Share of the group*



EMPLOYEES
Share of group's average number*



region as its home market. Our primary strengths are our
 ambitions. With the synergies and economies of scale
 to the business community while offering reliable postal

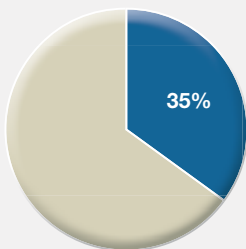
Lars G Nordström, February 2010

Mail Sweden

Leader in distribution solutions to, from and within Sweden. Mail Sweden offers nation-wide messaging services, including letter, newspaper and direct mail distribution, as well as drop-off and delivery of parcels on the private market. Through international collaborations, Mail Sweden also offers a high-quality global range. Each day, around 20 million pieces of mail are delivered to 4.5 million Swedish households and to all businesses in Sweden.

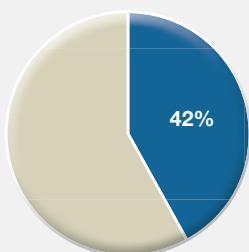
NET SALES

Share of the group*



EMPLOYEES

Share of group's average number*

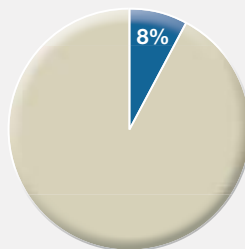


Informationlogistics

The business area is leader on the Nordic market and develops, produces and delivers systems, services and products for efficient customer communication. With its co-ordinated offer, the business area helps customers get the right information to the right recipients and the right destination, in the right way and at the right price. The business area also offers labelling and identification solutions. With annual production of over five million labels, the business area is a significant operator on the labelling market.

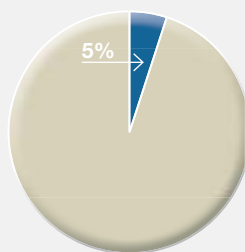
NET SALES

Share of the group*



EMPLOYEES

Share of group's average number*

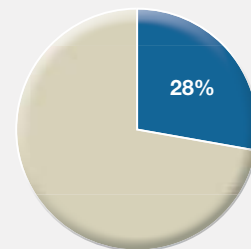


Logistics

Leader in the efficient flows of goods to, from and within the Nordic region. With its own capacity and infrastructure in Sweden, Norway, Denmark, Finland, Germany, Belgium and the Netherlands, the business area handles around 500,000 parcels per day. It offers standard parcel, pallet and express services as well as logistics solutions for in-night freight forwarding, third-party logistics and shipping. Customers are offered everything from single parcel delivery to comprehensive logistics solutions where the business area takes overall responsibility for orders, transport, warehousing, delivery, payment and aftermarket.

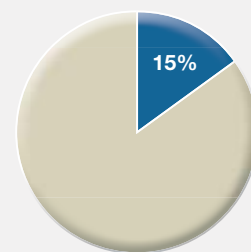
NET SALES

Share of the group*



EMPLOYEES

Share of group's average number*



*Data refers to Jan-Dec 2009 pro forma.

Posten Norden 2009 in brief

The group was formally established on 24 June 2009 and consolidated as of 1 July 2009. Information for calendar year 2009 and all comparative information are pro forma.

- Net sales for the full year totalled SEK 44,633m (45,810)
- Operating earnings for the full year totalled SEK 284m (2,946)
- Excluding restructuring costs of SEK 1,154m (163), operating earnings for the full year totalled SEK 1,438m (3,109)
- Earnings before tax for the full year totalled SEK 2,439m (3,640) and net earnings totalled SEK 2,414m (2,749)
- As part of the merger an additional dividend of SEK 1,400m was paid to the Swedish state. Post Danmark also divested its share in MIE Group S.A. which represented Post Danmark's equity interest in Belgian Post, De Post N.V.-La Poste S.A. The divestment produced a capital gain of SEK 2,002m
- The Board proposes a dividend of SEK 1,440m

Key ratios

SEKm, unless otherwise specified	Pro forma					Change	
	Jul-Dec 2009	Jul-Dec 2008	Jan-Dec 2009	Jan-Dec 2008			
Net sales	21,858 ¹⁾	22,731	44,633 ³⁾	45,810	-1,177	-3%	
Operating earnings	-406	1,013	284	2,946	-2,662	-90%	
Operating margin, %	neg	4.4	0.6	6.3	-5.7		
Earnings before tax	1,545 ²⁾	1,359	2,439 ²⁾	3,640	-1,201	-33%	
Net earnings	1,706 ²⁾	1,037	2,414 ²⁾	2,749	-335	-12%	
Cash flow from operating activities	640						
ROE, %, rolling 12-month period	20	27	20	27			
Equity-asset ratio, % at end of period	45	39	45	39			
Average number of employees	47,319	52,145	47,625	51,783			

¹⁾ Net sales decreased 6% excluding structural and currency changes.

²⁾ Includes capital gain of SEK 2,002m on the sale of Post Danmark A/S's share of Belgian Post De Post-La Poste.

³⁾ Net sales decreased 7% excluding structural and currency changes.

Overview of Posten Norden's Sustainability Report

This is the first sustainability report published by the joint group Posten Norden. Both Posten AB and Post Danmark A/S have previously published sustainability reports for their respective operations. This 2009 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, version 3.0.

Posten Norden's Sustainability Report aims to increase awareness of the group's operations and clarify the group's long-term, well-integrated sustainability efforts. The Sustainability Report contains information considered to be essential, based chiefly on the group's most significant sustainable aspects and also on external stakeholders' expectations and requirements.

As one of the Nordic region's largest transport companies and employers, Posten Norden has elected to focus its reporting on environmental and social sustainability factors. The Sustainability Report aims to include all relevant facts that will allow the reader to form a fair image of the group's situation in terms of environmental, social and economic responsibility.

This report primarily covers the operations in Denmark and Sweden, which represent 85% of sales and 95% of employees. Our goal is to include all Nordic operations as our sustainability reporting develops. This year, for instance, the Norwegian operations are included in some figures in the employee area.

Construction of the best communication and logistics company in the Nordics has begun

Prudent companies evolve in a way that makes them dependable and trustworthy business partners and employers. Good profitability, high eco-efficiency and well-developed social responsibility have been crucial factors in the business development of both Post Danmark A/S and Posten AB. We will now capture the best parts of each operation to create a joint governance model for a sustainable Posten Norden. Through our larger joint group we will have an even greater ability to make resources available to reduce our dependence on fossil fuels, improve the work environment and develop attractive new services. One concrete example of this is our earmarking of SEK 100m in 2010 for additional measures to make our operations more environmentally sound.

A reasonably good result

Our operations have been impacted by the extremely low market activity. Our customers have suffered from falling demand, meaning that we have had fewer mail items to deliver. The increased focus on costs has also meant that people communicate less and rely more heavily on digital communication channels. This has led to sharply declining volumes and to pressure on prices, and Posten Norden's net sales – excluding currency and structural changes – fell 7 per cent.

In a sagging market, day-to-day cost control is of utmost importance to retaining competitiveness. The winners are those who have the speed and flexibility to adjust their costs to fluctuating revenue levels. Thanks to the fact that – as early as late-summer 2008 – we saw clear signs that 2009 could be a difficult year, planned measures on the cost side were moved forward and new measures were adopted. All of this was done to address the anticipated drop in revenues. The cost adjustments resulted in a 4 per cent cost reduction, adjusted for currency and restructuring changes. During the year, we decided to take additional steps to address the continued uncertain market situation and other factors that impact our business. The restructuring costs of over one billion SEK charged to 2009 earn-

ings enable necessary adjustments of production capacity within all business areas, modernisation of the service network and rationalisations within administration.

The sale of Post Danmark's share in Belgian Post De Post–La Poste produced a capital gain of SEK 2,002m, allowing us to maintain our stable financial position as we lay the foundation for future essential structural measures and investments. Earnings before tax of SEK 2,439m, although considerably lower than last year, represent a reasonably good result under the circumstances.

Commitment and know-how are decisive

Posten Norden is a large group that affects the vast majority of people in a variety of ways. We have approximately 50,000 employees in 15 countries. We deliver around 30 million pieces of mail and 50,000 parcels every weekday. Our customers demand services to meet their communication and logistics needs in a reliable, cost-efficient way. This requires an efficient infrastructure and modern technology. But it's our employees' commitment and expertise that make the difference. Most of the group's employees have physically strenuous jobs that involve many hours on the road or in our terminals. One of our focus areas is therefore work environment and health. This has produced good results in terms of lower levels of sickness absenteeism and fewer work-related injuries, among other things. As acknowledgement of this, Post Danmark was awarded work environment certification in 2009 as well as a "green Smiley with a crown" indicating the company's extraordinary effort to ensure a high level of health and safety.

Environmental efficiency in day-to-day operations

Our primary focus is to reduce our environmental impact by making the operations more efficient and by choosing smart transport solutions. To complement this, we have worked with our customers to develop a number of environmental services which include climate compensation. We believe that this approach is good for our customers, ourselves and our society.

» Quite simply, we've decided to be an environmentally sound choice for our customers. «

Our day-to-day environmental efforts are based on the viewpoint that each unused kilowatt hour or litre of fuel is both an environmental benefit and a cost savings. We therefore pursue environmental work on a broad front. This means that we continuously upgrade our vehicles to more eco-efficient alternatives and that we use trains, electric vehicles and bicycles wherever possible. We make sure that cars are filled to capacity and we optimise delivery routes, our drivers are trained in fuel-efficient driving and safety, we make our premises energy efficient, and we work with our customers and suppliers to develop smart new solutions throughout the chain. Quite simply, we've decided to be an environmentally sound choice for our customers.

Lars G Nordström
President and Group CEO, Posten Norden



Chairman of the Board of Posten Norden, Fritz H. Schur, on the merger:

» Posten Norden combines businesses that have unique experience and skills and are characterised by high quality and a desire to evolve along with the changing needs of customers. The resulting economies of scale and synergies will serve to strengthen Posten Norden's short- and long-term competitiveness, enabling us to continue to offer high-quality postal service. The merger happened at the right time and will benefit our owners, our customers and our employees. «

Ongoing dialogue develops the business

Our goal is to have an open, constructive dialogue with Posten Norden's various stakeholders. We want to increase our knowledge of their needs and expectations and to spread awareness of the group's offer and operating conditions. The expectations and demands of our primary stakeholders – described below – form the basis of our business development.

Owners

Posten Norden is owned by the Danish and Swedish states via the Danish Ministry of Transport and the Swedish Ministry of Enterprise, Energy and Communications. The overall business direction for Posten Norden is specified by the owners in the company's Articles of Association.

2009

- Foundation of Posten Norden, assembly of the Board of Directors
- Dividend policy

The general meeting of shareholders is the owners' principal forum for decision-making and monitoring Posten Norden's operations. We also conduct an ongoing dialogue with our owners, mainly through the Chairman. When necessary, other Posten Norden representatives also engage in dialogue with the Ministry of Transport and the Ministry of Enterprise, Energy and Communications. ROE totalled 20 (27)%. Equity/assets ratio totalled 45 (39)%. As part of the merger an additional dividend of SEK 1,400m was paid to the Swedish state. The Board proposes a dividend of SEK 1,440m.

Society

Danish and Swedish postal legislation and pertinent regulations define the requirements concerning universal postal service obligations in Denmark and Sweden. Posten Norden participates in several international trade associations such as Post Europe and the International Postal Corporation (IPC) which address various industry issues, including the environment. An ongoing dialogue is also conducted with various interest groups representing business owners, rural residents, functionally disabled persons and others.

2009

- New postal legislation in Denmark and Sweden
- A collective postal industry sustainability report and a collective goal to reduce CO₂ emissions was prepared within the IPC framework
- Service and accessibility issues

Monitoring of the universal service obligations is performed by the Road Safety and Transport Agency in Denmark and by the Board of Telecommunications in Sweden, with whom specific Posten Norden group functions manage day-to-day contacts. Other stakeholder relations are often managed in collaboration between the relevant functions within the group. The general public's attitude toward the business is monitored through Corporate Image.

Results, see table on the right.

[Read about the universal service obligations on page 22.](#)

Customers

Over 95% of Posten Norden's sales are generated from businesses, while a growing proportion of recipients are private individuals. Customers impose high demands for reliable, cost-efficient communication and logistics solutions, whether it be sending and receiving letters or more advanced logistics solutions. Customer dialogue takes place in individual and customer meetings, at events and service points, and with the customer service department via phone or internet. Our drivers and mail carriers also visit every household and business each workday, year round.

2009

- Presentation of Posten Norden
- New services include: Mail and Parcels with Care, eco-efficient ADM and UDM, round-the-clock self-service stations (Døgnposten) and recipient flexibility services (Modtagerflex) in Denmark
- Continued service development in dialogue with customers

Alongside its daily contact with customers, Posten Norden monitors its performance through periodic measurements of customer satisfaction (CSI) and Corporate Image. Complaints are measured and monitored through continuous improvement work. Delivery quality is measured and monitored on an ongoing basis.

Results, see table on the right.



Employees

Thanks to the skill and commitment of our employees, who perform at the top of their game every day, Posten Norden is able to offer competitive services with the high quality expected by our customers. Posten Norden's HR efforts focus on teamwork, leadership and health.

Dialogue with employees occurs, among other places, in workplace meetings where managers and employees discuss current issues. For Posten Norden managers, a shared website enables information exchange within the group. All employees and managers should have annual career development discussions and salary discussions. Within the group, 79 (76)% of employees state that they've had a career development discussion.

2009

- Merger of Posten AB and Post Danmark A/S
- Redemption of employee shares in Denmark
- Developments within the group, business areas and individual workplaces
- Teamwork, leadership, and work environment and health – MKA and MIX results for individual workplaces
- Organisational changes

Monitoring of employees' views of Posten Norden as an employer, etc. includes employee survey programmes (MIX and MKA) and measurements of sickness absenteeism.

Results, see table on the right.

Suppliers and other partners

Posten Norden has a large number of collaborations with external companies and organisations. We purchase services and products totalling approximately SEK 20 billion per year from roughly 26,000 Nordic suppliers. Some services are offered in co-operation with partners within retailing. Examples of this are our partner and stamp outlets in Sweden, partner outlets in Denmark and parcel distribution network in Finland and Norway. Posten Norden also has a number of collaborations with sport, cultural and charitable organisations.

2009

- Development of offer and accessibility of the service network
- A shared new code for suppliers
- Sponsorship of the Danish Cyclists' Union, the Tour of Denmark bicycle race, the Swedish Football Association, etc.
- Post Pals, run in collaboration with UNICEF in Sweden
- Charity postage stamps in collaboration with the WWF in Denmark
- Christmas Seals in collaboration with the Christmas Seal Foundation in Denmark

Dialogue is conducted both centrally and via responsible contact persons. All collaborations are monitored with the aim of ensuring that common agreements are met and that all collaborations produce the desired results for both parties.

Key ratios Denmark

Employee index (MKA) *	69 (64)
Sickness absenteeism *	6.3% (7.4%)
Environment, tonne CO ₂	92,280 (94,904)
Quality, priority mail	95.7 (93.7)
Customer satisfaction (CSI) *	67 (63)
Corporate Image *	3.24 (3.01)

Key ratios Sweden

Employee index (MIX) *	66 (64)
Sickness absenteeism *	5.0% (5.6%)
Environment, tonne CO ₂ per net sales	8.2 (8.9)
Quality, priority mail	95.9 (94.9)
Customer satisfaction (CSI) *	67 (64)
Corporate Image *	0.29 (0.30)

* Read about methods of measurement on page 23.

Posten Norden's business is important to many people

Posten Norden is a group that affects many people and that acts responsibly to run its business so that it evolves in accordance with the owners' objectives and our vision. Our sustainability efforts are integrated into day-to-day operations control.

Posten Norden has a broad offer of communication and logistics solutions for private individuals as well as businesses and organisations of all sizes. Corporate customers constitute the bulk of Posten Norden's sales, though an increasing number of recipients are private persons. Posten Norden's subsidiaries, Post Danmark A/S and Posten AB, are tasked with providing universal postal services in Denmark and Sweden, respectively. Their commissions are based on the EU directive regulating postal services within the EU and on the Universal Postal Convention which regulates international postal services.

Posten Norden takes long-term responsibility

Our objective is to operate in a way that allows Posten Norden to meet the expectations and demands placed on us, in both the short and long term.

Efforts to formulate Posten Norden's long-term goals and joint governance model were commenced in 2009. In order to ensure that the group is an attractive company for our owners, customers and employees, we steer the company towards both financial and non-financial goals. These goals are based on developing the group with enhanced competitiveness, financial stability, good profitability and social and environmental responsibility. Since the formal completion of the merger in June 2009, management and the Board have monitored the operations based on indicators including profitability, customer satisfaction and reputation, quality, environment, employee commitment and sickness absenteeism.



Posten Norden's vision

- Posten Norden delivers world-class communication and logistics solutions to satisfied customers.
- Posten Norden develops strong, profitable international logistics and information logistics operations through ownership, partnership and collaboration.
- Posten Norden is an attractive, stimulating workplace with committed, motivated employees.
- Posten Norden is an environmentally correct choice for its customers.

Posten Norden's mission

- Posten Norden's mission is to connect people and businesses by delivering mail reliably, efficiently and on time.

Posten Norden – the result of a historic merger

On April 1st 2007 the Chairmans of the Boards of Post Danmark A/S and Posten AB, Fritz H. Schur and Marianne Nivert, met to discuss the possibility of jointly issuing a stamp to commemorate the centennial anniversary of the Scout movement in Denmark and Sweden. No stamp ended up being issued, but the idea to merge Post Danmark A/S and Posten AB was born. The merger was announced on the same date the following year. A prompt examination by the EU followed the completion of the owners' negotiations, and the merger was formally completed on June 24th 2009.

Posten Norden AB is the result of the historic merger between Post Danmark A/S and Posten AB. Posten Norden gathers experience gained on a fully deregulated market and through both broader ownership and joint ownership of another European postal company.

Mergers promote competitiveness

The three driving forces behind all mergers are economies of scale, regionalisation and liberalisation. These are also the incentives for joining Post Danmark A/S and Posten AB. Through cross-border mergers, large companies in small countries win a larger natural home market and achieve essential economies of scale. In a time when regions are increasingly important, it is essential to be able to offer cross-border solutions within a larger region. To achieve a desirable position and successfully meet the challenges that arise with market liberalisation and deregulation, a company must strengthen its competitiveness.

Offensive move at the right time

The merger of Post Danmark A/S and Posten AB is a well-timed offensive move. Conditions on the communication and logistics markets are changing, due to liberalisation, technological development, internationalisation and the significance of environmental issues. The market is facing a structural transformation that will have major consequences for market participants.

[Read more about the market's driving forces in Posten Norden's 2009 Annual Report.](#)

Synergies and economies of scale

The joint group has a larger natural home market and remains firmly rooted on the national level. Cost synergies within procurement, administration and IT are expected to reach SEK 1 billion per year. Economies of scale in the joint group produce operational synergies in areas such as service development, conversion to an environmentally efficient operation and more efficient production processes. The merger makes Posten Norden more competitive, thereby arming it to meet the challenges of tougher competition and weakening letter volumes while maintaining high-quality postal service in Denmark and Sweden.

Global Compact

This year Posten Norden sent a letter to the UN Secretary-General, confirming our support of the Global Compact and its ten principles. The Global Compact was launched at the World Economic Forum in Davos in 1999 when Kofi Annan – then UN Secretary-General – urged the business community to join the initiative. The idea behind the initiative is to make companies aware of and encourage them to take active responsibility for ten internationally recognised principles in the areas of human rights, labour law, the environment and battling corruption.



Satisfied customers, today and tomorrow

Delivering world-class communication and logistics solutions to satisfied customers is the basis of our vision. Customer satisfaction in terms of service, quality and range of services is measured and followed up through our Customer Satisfaction Indices (CSIs).

Results for 2009 showed improvements in both countries. Customer dialogue is prioritised as a consequence of the merger of Post Danmark A/S and Posten AB. Several meetings and activities have been conducted to further strengthen customer relationships. The complaints process has been refined based on customer requests, and the number of customer complaints has fallen. In addition, the service development process has continued in close collaboration with customers.

In line with our vision of being an environmentally sound choice for our customers, we launched several environmental services during the year including Mail and Parcels with Care in Denmark and “Klimatekonomisk DR” (climate efficient direct mail services) in Sweden. The services are a bit different in design but they all entail, among other things, helping customers offset CO₂ emissions incurred in connection with their mailings.

Read more at www.post.dk and www.posten.se.

High quality always in focus

One of Posten Norden’s unique competitive advantages, highly appreciated by our customers, is our delivery quality. High quality at every level is completely in line with Posten Norden’s vision and is a requirement of our universal service obligations. The Swedish state’s requirement for mail items stamped for overnight delivery is that at least 85% shall be delivered during the following business day. The Danish state’s quality requirement for all services provided under the transport obligation is 93%.

During 2009, Posten Norden continued its high-quality delivery, exceeding the requirements of its universal service obligations. The delivery quality for priority mail in Denmark – 95.7 (93.7)% – and for overnight items in Sweden – 95.9 (94.9)% – indicate that we deliver mail to all households and businesses in both Denmark and Sweden with a quality that is among the absolute best in the world.

Extensive Nordic service network

Posten Norden has a unique service network in the Nordic region, with over 4,000 service points in Sweden, Denmark, Finland and Norway.

The Swedish partner outlet network offers postal service with generous opening hours and high accessibility. Relationships with partner outlets are based on clear requirements and expectations regarding service, quality and accessibility. All partner outlet employees that have contact with customers must go through a certification process, which requires basic training and satisfactory completion of further training arranged by Posten. Ongoing dialogue ensures that service levels are maintained and that the collaboration develops in line with the wishes of both parties. We also work with so-called Mystery Shoppers as a tool to improve the way we treat our customers.

Post Danmark's universal service obligation includes the requirement to maintain a nation-wide service network. In addition to its own post offices, Post Danmark offers private and corporate customers approximately 600 partner outlets throughout the country at locations including COOP and DSK stores. Post Danmark has taken several initiatives to increase service and accessibility during the past year. Among other things, the number of partner outlets with generous opening hours has increased as the number of post offices has fallen. Danish customers also have the option of using round-the-clock Døgnposten self-service stations.

Since 2008, Posten Norden has operated a parcel distribution network under the MyPack brand with a total of 1,800 distribution points in Norway and Finland. Distribution points have been established in ICA and Rimi stores through agreements with partners such as ICA Norge. Posten Norden's Norwegian distribution network covers over 90% of Norway.

Through its partnership with the Finnish travel and transport company Matkahuolto, Posten Norden has offered its corporate customers cross-border, cost-efficient start-to-finish solutions since 2008. Accessibility for Finnish recipients has increased dramatically. A total of 1,200 distribution points have been established, of which nearly 450 are run by Matkahuolto and over 750 are set up in Suomen Lähikauppa (formerly Tradeka) retail chain stores.



Two tools for constant improvement

Since 1998 Post Danmark A/S has run its operations in accordance with the EFQM excellence model. This model is based on an overall focus and the commitment of all to financial development, offering good service and quality to customers, societal impact and developing good work conditions for employees. For many years Posten AB has had a business system certified in accordance with ISO 9001 (quality) and ISO

14001 (environment). These complementary tools share the common ambition of constant improvement. The Posten AB operations that previously lacked ISO 14001 certification received such certification in 2009.

To ensure uniform and integrated environmental and quality efforts throughout the group, a project will be initiated in 2010 to establish a joint business system.



Many supplier relationships

Posten Norden purchases products and services totalling approximately SEK 20 billion each year from roughly 26,000 suppliers. Our purchases are controlled centrally. The purpose of entering into central agreements with fewer suppliers is to achieve cost-efficiency and increase our ability to ensure that suppliers meet our demands. Our demands include requiring that suppliers contracting with us ensure that their commitments are fulfilled even when they use a subcontractor. Compliance with the purchasing process is monitored by targeting and continuously measuring contractual fidelity. The Code of Conduct introduced at Posten in 2008 has been incorporated into supplier contracts as they have been renegotiated or renewed. We select suppliers based on two primary criteria: their ability to deliver products and services on a commercially sound basis and their ability to live up to the other requirements that we impose. In 2009 we prepared a special code that clarifies these requirements and stipulates that all products and services delivered to Posten Norden shall be produced under conditions that are compatible with:

- the UN Declaration on Human Rights
- the UN Convention on the Rights of Children
- the Global Compact
- the ILO's eight core conventions
- occupational safety and work environment legislation applicable to the manufacturing country, and
- labour laws, including minimum wage legislation, and social security provisions applicable to the manufacturing country.

Generated and distributed value (EC1, EC3, EC4)

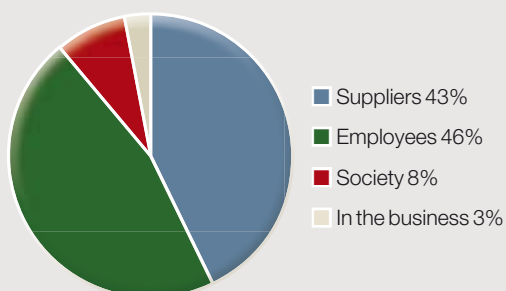
Pro forma

SEKm	Jul-Dec 2009	Jan-Dec 2009	Jan-Dec 2008
Generated value	23,942		
Net sales, external	21,858	44,633	45,810
<i>of which, payments received from the state, EC4</i>		15	
Other operating earnings	120		
Participations in associated companies and joint ventures	13		
Net financial items	1,951		
Distributed value	23,271		
Suppliers	10,449		
Transport costs	3,902	7,561	7,722
Cost of premises	1,180		
Other	5,367		
Employees, EC3	10,938	22,633	22,113
Wages, salaries and other remuneration	8,490		
Social security contributions	2,321		
<i>of which, pension costs (excl. payroll tax)</i>	1,043		
Other personnel costs	127		
Society	1,662		
Taxes paid	222		
Dividend	1,440*		**

* Proposed dividend

** Pursuant to the merger agreement between the Swedish and Danish states, no ordinary dividend was distributed in 2008. Pursuant to the same agreement, an extraordinary dividend of SEK 1,400m was paid to the Swedish state.

Distributed value



Risks and risk management

For several years, both Post Danmark and Posten have worked in a structured way with Enterprise Risk Management (ERM). During the first phase we co-ordinated the risk scenario and produced a risk map at the group level. The second phase – which has commenced and will continue through the first six months of 2010 – is aimed at creating a joint ERM strategy which will ensure that identification, prioritisation, analysis, evaluation, management and reporting occur pursuant to the same principles and based on shared models and tools.

The risk management of the group and the parent company, and the risks that are deemed to have the greatest impact on the business, are described in Posten Norden's Annual Report.

Following is a summary of the group's sustainability-related risk areas:

Health: Most of the group's employees work in physically strenuous environments that may pose a risk of industrial injuries and long-term disability. In addition to the negative consequences for individual employees, this also poses a risk of high costs for the group. We focus on work environment and health to minimise this risk.

[Read more about Posten Norden's employees on pages 18-21.](#)

Environment: Since the group's objective is to operate as an environmentally aware and respected communication and logistics group and partner, documenting the group's environmental impact and its systematic improvement efforts is important. Focus areas are environmental impact associated with production (e.g., electricity consumption) and transportation in which reductions in fuel consumption are highly prioritised.

Posten Norden's core values include environmental and social responsibility in terms of both its own operations and its dealings with customers and partners. The aim is to limit the risk of environmental impact and the ensuing negative consequences for Posten Norden. Rising public opinion on the climate change issue means heightened requirements for communication and logistics solutions that involve lower climate impact.

The group has striven to significantly reduce its carbon emissions, which has a positive impact on expenses associated with carbon charges as well as fuel and energy prices. Environmental risks are also limited through improvements



in Posten Norden's already highly efficient logistics system. Environmental risks for Posten Norden also include the effects of climate change. Increased levels of precipitation and heightened risks of flooding may have future impacts on infrastructure, resulting in an increased prevalence of production disruptions.

[Read more about our environmental effort on pages 12-17.](#)

Security: The group's distribution network for letters and parcels in the Nordic countries (mailing terminals, post offices, partner outlet networks and distribution networks) and sensitive production units within the Information-logistics business area must operate even in the event of disruptions (power failures, weather fluctuations, fire, flu pandemics). The overall conclusion following the risk surveys conducted by all significant production units is that the group's facilities have high safety standards and that operational risks are low.

The operation continues to be highly dependent on IT, and part of the strategy is to outsource IT administration to operators for whom it is a core business. This means that Posten Norden is dependent on well-functioning agreements and relationships with these suppliers. Disruptions in business-critical systems can affect internal processes, customer relationships and the partner outlet network. Breakdown risks are managed via the continuity plans that safeguard the operations in the event of a protracted breakdown. IT and system-related risks are analysed on an ongoing basis pursuant to structured methods.

Based on this analysis, appropriate controls are implemented to limit the risks to a level that is acceptable on the group level.

Security

Posten Norden consistently works to achieve a high level of security in its communication and logistics solutions, and has a systematic approach to manage, implement and measure the results of its security measures. The security processes are certified in accordance with BS 7799 and ISO/IEC 17799. Business area Informationlogistics' operations in Great Britain are certi-

fied in accordance with ISO 27001. The business area fulfils the Swedish Bankers' Association Safe Paper criteria and has two certified security printing plants. The business area also complies with the corresponding British security requirement (Apacs), and has been approved in accordance with the certification programme PCI (Payment Card Industry) since 2007.

Good foundation for continued conversion

Both Post Danmark A/S and Posten AB have had clear-cut targets for reducing CO₂ emissions during recent years, and this has produced results. But this doesn't mean that we're resting on our laurels. Rather, we're inspired to continue reducing our consumption of fossil fuel and to identify new methods to limit our environmental impact.

Environmental efforts are crucial to Posten Norden's current and future competitiveness. Therefore, a central tenet of the group's vision is to be an environmentally sound choice for its customers. Our environmental efforts are based on reducing our environmental burden and thereby strengthening our customers' and our own competitiveness. Our customers, owners and society in general expect Posten Norden to pursue structured, integrated environmental efforts in order to be able to offer eco-efficient communication and logistics solutions. To a great extent, our priorities are governed by these expectations.

Both Post Danmark A/S and Posten AB have a history of firmly anchored commitment to the environment and solid environmental efforts. In both companies' codes of conduct, regulations and governance models, environmental responsibility has been as explicit and integrated an objective as finances and social responsibility. Our environmental ambitions share common principles, including:

- we are a company that takes responsibility for the environment
- we use energy and other natural resources in an efficient way, and strive to reduce our consumption of fossil fuel

- we believe that our principle environmental effort is to offer customers environmentally sustainable communication and logistics solutions
- we collaborate with our customers and are transparent about our environmental efforts and the impact our operations have on the environment
- we avoid using materials and methods that may cause environmental and health hazards

This serves as the basis for determining the direction of Posten Norden's environmental efforts.

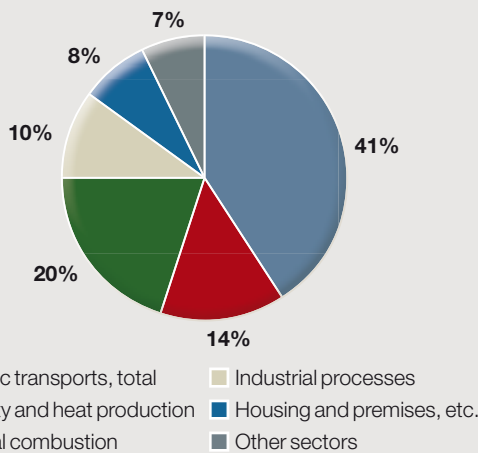
Transportation and premises in focus

Posten Norden's operations require the use of transportation as well as an extensive infrastructure of terminals and distribution offices. In order to fulfil the group's mandate, virtually all modes of transportation are utilised: train, lorry, car, air, moped and bicycle. Transportation accounts for a significant proportion of Posten Norden's total environmental impact and is one of our main focus areas. Another focus area is our premises. Both Post Danmark A/S and Posten AB have carried out systematic efforts to reduce their environmental impact in these areas.

Some brief environmental facts

In Sweden, approximately 40% of all CO₂ emissions are attributable to the transport sector.

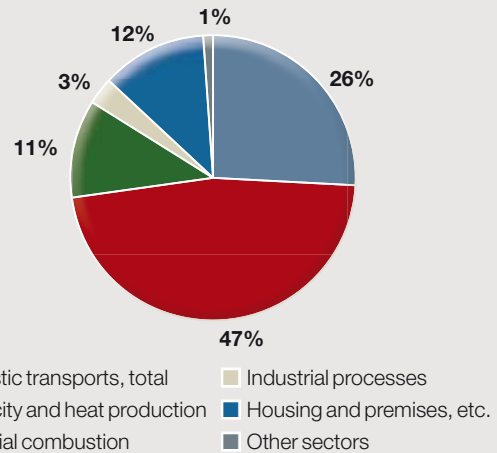
(Source: Swedish Environmental Protection Agency data applicable to 2008)



Posten Norden's Swedish operations account for 1% of Sweden's total CO₂ emissions attributable to road transports.

In Denmark, approximately 26% of all CO₂ emissions are attributable to the transport sector.

(Source: Denmark's Environmental Research Institute data applicable to 2007)



Posten Norden's Danish operations account for 0.5% of Denmark's total CO₂ emissions attributable to road transports.



Environmental goals

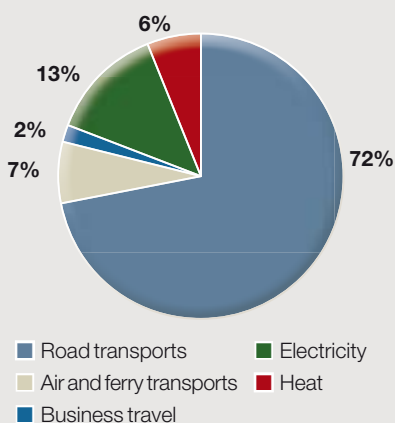
Our efforts to formulate shared environmental goals are underway. Environmental efficiency has been a common denominator in Post Danmark’s and Posten’s environmental goals to date.

Post Danmark’s overall environmental goal has been to reduce its CO₂ emissions in absolute terms by 8% during the period 2007-12. In 2009, CO₂ emissions in the Danish operations fell 6.4% as compared to 2007. Reductions in the required number of transports and energy efficiency measures contributed to the drop in the Danish operation’s CO₂ emissions. The corresponding goal for Posten AB has been a 15% reduction in CO₂ emissions in relation to net sales during the period 2006-10.

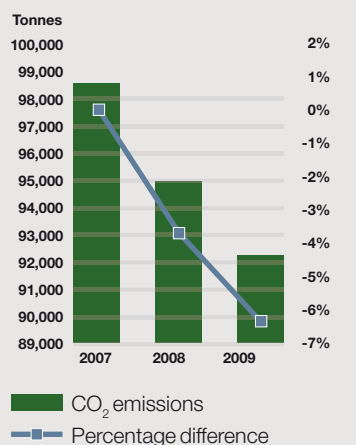
2009 results for the Swedish operations are 8.2 tonnes CO₂ per SEKm. The key ratio decreased by 16.3% in relation to base year 2007. Carbon dioxide emissions decreased 18% in the Swedish operations. Contributing factors were reduced transportation requirements due to delivery of fewer mail items, the purchase of fossil-free electricity, the transfer of air transports to ground transports, and efficiency measures.

Results from the 2009 goal follow-up show that we are well on the way to achieving the goals set for the Danish and Swedish operations. This provides an excellent foundation to continue the conversion to fossil-free energy within our operations.

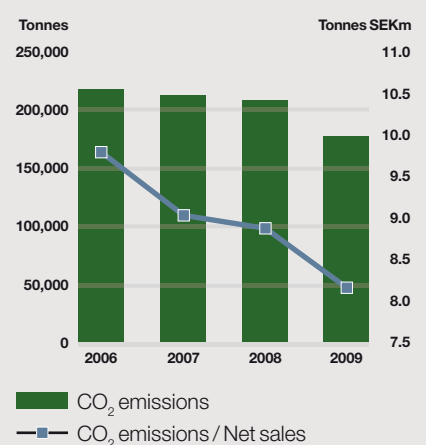
Distribution of Posten Norden’s fossil CO₂ emissions



CO₂ emissions, Post Danmark



CO₂ emissions, Posten AB





2009 events

Climate Fund, a new facilitator
 Posten's Climate Fund was introduced in 2009 and is a part of our ambition to increase the pace of our environmental efforts. The sum earmarked in the fund is at least equal to the cost that the group would have incurred by carbon offsetting our operations through investing in greenhouse gas reducing measures in developing countries (CDM projects).

Through the Climate Fund, Posten Norden can fund additional actions aimed at decreasing the levels of CO₂

emitted by our operations. Examples include moving forward the purchase of cars powered by alternative fuels or paying to have older vehicles scrapped earlier than originally planned. During the year, resources were appropriated for measures including increasing the efficiency of our premises.

Purchase of new cars and increased fill ratios

New distribution vehicles of the highest environmental class (Euro 5) have been procured for Swedish mail deliverers. This will lower fuel consumption and reduce emissions of particulates and other pollutants. We are also continuing our efforts to reduce air transports in the Swedish operations. To a large extent, changed times of collection and changed letter box placement have made it possible for us to shift post transport from air to car or train.

During the year, the logistics operation introduced a method that helps us achieve a higher fill ratio when we load parcels. The use of nitrogen in trailer tyres has further reduced our fuel consumption.

Energy efficiency measures

All business areas implemented energy efficiency measures during the year within production as well as property and premises. Informationlogistics, for example, introduced automated, zoned energy efficient lighting, reduced machines' stand-by time and switched to energy efficient printing presses.

In Mail Sweden, installation of new technology reduced electricity consumption by up to 45% in certain UDM centres. Aggregate reductions within Mail Sweden total approximately 12%. A new energy management system was introduced in Denmark in which automatic registration of energy consumption enables targeted energy saving measures for optimal impact. An effort has also been made to switch to halogen lighting at certain post offices, with very positive results. With new low energy bulbs (LEDs), energy consumption decreased up to 80%. Levels of thermal radiation also decreased, extending service life by five years.

2010 focus

Test of new vehicles and alternative fuels

In order for Posten Norden to help reduce the transport sector's environmental burden, it needs more vehicles that are powered by alternative fuels or new engine technology. We will therefore be participating in several development projects with various industry operators. Our goal is to test different types of vehicles powered by alternative fuels, including DME (a gaseous fuel), and electric and hybrid cars.

Continued energy efficiency measures

Each unused kilowatt hour is an environmental benefit and a cost savings. We therefore maintain constant focus on energy efficiency measures. During 2010, for example, all post offices in Denmark will switch to low energy lighting.

Collaborating for a better environment

Collaboration in connection with COP 15

In connection with the December 2009 climate summit in Copenhagen, the IPC (International Post Corporation) announced a climate commitment corresponding to a 20% reduction in CO₂ emissions by 2020. Posten Norden, one of 24 postal companies participating in the IPC, collaborates on this industry initiative. Posten Norden also participated in PostEurop's climate initiative, in which participating postal operators strive to reduce their collective CO₂ emissions by 12% between 2007 and 2012.

In dialogue with the Danish foreign ministry, Post Danmark issued a special stamp ahead of the climate summit.

Council for sustainable business development

The Council for Sustainable Business Development was founded by Post Danmark and other companies including Grundfos, Arla Foods, Bang & Olufsen and Danisco. The council's goal is to inspire Danish businesses to work towards sustainable development, contribute to an open debate, and share new and global experiences and tools. In 2009, Post Danmark was behind the preparation of the council's climate initiative ahead of COP 15.

KNEG

Business area Logistics participates in the KNEG (climate-neutral road transports) collaboration. The project aims to demonstrate how the climate impact of road transports in Sweden can be reduced through various initiatives.

Environmental initiatives for young people

Posten Norden is a contributor to the Energy Game, which will run for three years at the National Museum of Science and Technology in Stockholm. The Energy Game is an interactive exhibit on energy, the climate and the important and less important choices made in the present and past. As a contributor to the Environmental Book, Posten AB participates in the FREEBOOK project which aims to provide free, up-to-date educational literature to secondary school students.

Partnership with Danish Energy Agency

Post Danmark has joined the Energy Agency's climate campaign "One Tonne Less", which aims to get as many Danes as possible to join so that the effort will be important to everyone.

Noise pollution

Although we always try to show consideration towards people living in the vicinity, our neighbours are occasionally disturbed by noise and report this disturbance to the municipality. This can result in orders to conduct noise measurements and take any required action. During the year we have taken various measures to reduce the risk of disturbance in Lund, Huddinge and Halmstad, among other areas. Modifications to on-site working methods and measures taken in surrounding buildings are examples of our efforts to reduce disturbances.

Waste management

Waste from the group's operations consists primarily of paper, cardboard and wood. We work actively to minimise the amount of waste we generate and to increase our recycling. In 2009, 71% of our waste was recycled and 27% went to energy recovery. Business area Informationlogistics pursues systematic efforts to optimise its use of materials, thus reducing raw material usage by cutting waste.

Chemicals

Business area Informationlogistics conducts ongoing reviews of ways in which the operation can reduce its use of chemicals and minimise the risk of emissions. The use of solvents varies depending on printing method, number of colours and type of finishing treatment. The business area increasingly uses the Computer-to-Plate printing technique, which does not require film or chemicals for film development.

Environmentally licensed operations or operations that require registration

In Sweden, business area Informationlogistics's facility in Ljungby runs an operation that requires registration pursuant to the Swedish Environmental Code. Corresponding registrations are made with the relevant authorities for the business area's facilities in France and Poland.

Day-to-day environmental efforts

Fewer kilometres: In order to reduce the number of kilometres we drive, we use up-to-date IT support to optimise route planning in both Denmark and Sweden. Post Danmark's system links geographic information from public records with actual delivery points. When the system was introduced in 2007, the number of kilometres driven fell by 2,500,000.

More mail items by train: Shipping more letters and parcels by train is part of our ongoing efforts to make Posten Norden more eco-efficient. Since 2001 Posten AB has transported a widening range of mail items by train, reducing CO₂ emissions by approximately 4,600 tonnes per year. The logistics operation in Norway (Tollpost Globe) transports 80% of its freight by rail.

Electric vehicles: Fifteen per cent of Posten Norden's vehicles are electric vehicles, used chiefly in urban environments.

Higher fill ratios: Posten Norden has IT tools and lifting equipment to fill its cars in the most optimal way.

Bicycles: Posten Norden has approximately 13,500 bicycles. Of the total Danish postal volume, 60-70% of letters are delivered by cycling mail carriers – this figure is nearly 100% in Danish cities.

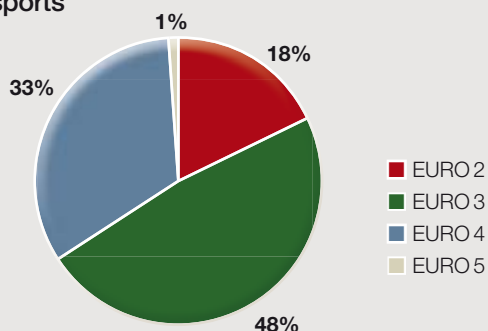
Lower fuel consumption: Our drivers are trained in fuel-efficient and safe driving methods. The Danish operation also awards an annual prize to the winner of the ECO Rally.

Heightened environmental awareness: Managers and employees go through general environmental training. In Sweden, 746 managers have been environmentally certified since the introduction of interactive environmental training in 2008.

Energy consumption: All divisions in Sweden and Norway have agreements with suppliers on renewable electricity. Energy efficiency measures save money and benefit the environment and are therefore a focus area for Posten Norden.

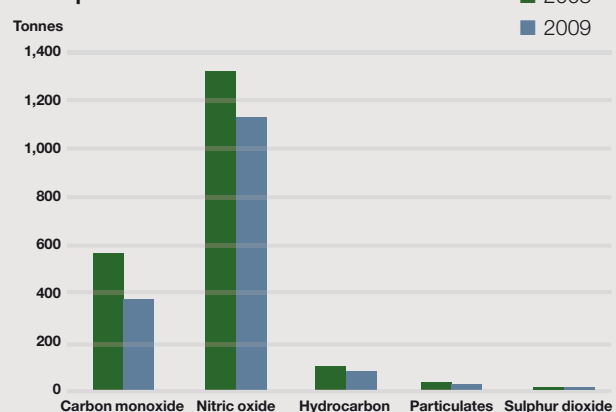
Life cycle analyses: The environmental impact of our letter and parcel services is analysed from a life cycle perspective. These analyses form the basis for our services's environmental product declaration (EDP), which follows international standards. We also offer customer-specific environmental calculations.

Distribution of Euro-class vehicles for heavy transports



Environmental data	2009	2008
CO₂ emissions (tonnes)		
Fossil CO ₂ emissions, entire group	270,502	303,820
<i>Transports, EN16</i>		
Fossil fuel	212,649	236,880
Renewable fuel	10,524	5,602
<i>Business travel, EN17</i>	6,429	6,838
<i>Energy use</i>		
Heat and electricity, EN16	51,424	60,103
Initiatives to reduce emissions of CO ₂ (procurement of eco-labelled electricity), EN18	-11,504	4,906
Other emissions to air for transports (tonnes), EN20		
Carbon monoxide	387	574
Sulphur dioxide	6	6
Nitric oxide	1,130	1,327
Hydrocarbon (VOC)	80	98
Particulates	22	29
Energy		
<i>Fuel transports (TJ), EN3</i>		
Fossil fuel	2,942	3,158
Renewable fuel	92	97
<i>Business travel by car (TJ) EN3</i>	60	73
<i>Heating (district heating & gas) (MWh) EN4</i>	140,310	137,248
<i>Electricity use (MWh), EN4</i>	207,264	209,554
Waste, tonnes, EN22		
<i>Total</i>	29,298	33,904
Paper	16,401	19,546
Cardboard/Paperboard	3,195	3,354
Plastic	599	550
Glass	1	1
Metal	460	1,295
Wood	1,777	2,074
Combustible	6,171	6,347
Electronics	45	67
Hazardous waste	161	371
Landfill	37	29
Other	449	270

Transport emissions





Customers on Posten Norden:

Posten is one of our important, major partners. We are highly communication-intensive, and this requires a partner with muscles and a large range. One of the greatest added values we've realised through working with Posten is that they help us drive issues within one of Coop's core areas – sustainable development. As a result, we've:

- reduced paper consumption in our mailings to regular customers, and
- switched to climate-efficient direct mailings.

Ivar Fransson,
CEO, MedMera Bank AB and Coop Markets

Committed managers and employees strengthen Posten Norden's competitiveness

As one of the Nordic region's largest groups of companies, Posten Norden plays an important role as employer – with both its employees and with society at large. Employees' competence and commitment are also crucial to the company's success.

An attractive and stimulating employer

With approximately 50,000 employees at over 2,000 workplaces in several countries, social responsibility is an obvious priority for Posten Norden. Well-developed social responsibility, together with good profitability and a high level of environmental efficiency, has also characterised the development of both Post Danmark A/S and Posten AB.

Both businesses evolved from similar core values. Post Danmark's ten rules of conduct have served as the foundation for shared values, while the actions of Posten's employees are governed by a code of conduct.

In efforts going forward, these reference points constitute Posten Norden's vision: to be an attractive and stimulating workplace with healthy, committed employees. Best practices from each operation will be controlling. With a strong core of common values, we create a positive and sustainable work environment for all employees.

The company focused on three areas in 2009: teamwork, leadership and health. Focus will remain on these areas in the future.

Leadership creates positive conditions

Good managers make it possible for employees to do a good job. Post Danmark's Excellence Model and Posten's manager criteria are based on this management philosophy. Annual surveys conducted within the businesses indicate that good managers have highly committed employees. There are also clear links between good managers, good profitability and increased healthy work presence.

Posten coined the "Evaluate to Develop" concept and methodology, aimed at strengthening managership and leadership through continuous evaluation and feedback. Development and training needs are defined based on evaluation results. Post Danmark continued its successful work with "self-supporting teams" in 2009, where teams operate, evaluate and develop themselves. The key term is "coaching leadership" which creates conditions for the team to succeed with given tasks by providing feedback.

Teamwork for increased commitment

As the group takes shape, the need increases for a uniform personnel policy – not least to facilitate the desired levels of intra-group mobility. Employee participation and involvement are key elements in building a successful group.

The VOICE, MIX and MKA employee surveys are tools to measure and implement change. They help strengthen dialogue between managers and employees. Employee feedback makes it possible to identify desirable areas for workplace improvement, to follow up previously initiated efforts and to offer continuing encouragement to employees to contribute to the future development of the group.

Employee dialogue in Denmark showed record levels of participation in 2009, with a response rate of 91%. Based on the results, discussions were conducted in groups to identify possible areas for improvement within the business.

Employee involvement increased throughout the group. The MKA result totalled 69 (64) and MIX (employee index) totalled 66 (64).

As a manager, it's important to be visible and to create trust among the employees. I'm involved in production and I work together with my personnel. We meet around once a month at workplace meetings to highlight various issues. My starting point is to always treat my personnel the way I would like to be treated and to apply the same rules to everyone. As a manager, you're never superior to anyone – we're all on the same level."

Ulrika Osterman, production manager at Malmö Mail Terminal, who earned an extremely high LIX (manager index) in 2009. In a 2009 pilot study, business area Mail Sweden showed a strong correlation between high LIX and high employee index (MIX).

Workplace equality and diversity

Targeted workplace equality and diversity efforts are business assets that help produce motivated employees, satisfied customers and a strong brand.

Our diversity efforts cover ethnic background, gender, age, religion, disability, sexual orientation and transgender identity or expression. Post Danmark's 2009 diversity activities include a project to promote ethnic diversity at the workplace. Posten developed and implemented the "Equally Unique" project, aimed at increasing knowledge and awareness of diversity and based on employee discussions of values and beliefs. "Equally Unique" is now part of Posten's management training. The goal is that all employees should feel proud to work at Posten Norden.

Posten's code of conduct stipulates how work is to be conducted to prevent discrimination and deal with cases of discrimination. In the annual Swedish workplace survey, 3.6% stated that discrimination/harassment based on sexual orientation, disability, age, gender, religious belief or ethnic background occurs at the workplace.

In the group, three cases of discrimination were dealt with and resolved in 2009. Measures taken include technical changes for increased security and information and training efforts.

Managers are responsible for ensuring that known cases of discrimination are followed up and acted upon so that our goal of zero-tolerance is achieved pursuant to our business system guidelines. These include discussions with both parties, investigation of the cause, providing advice, offering information to work groups, and individual support.

Marianne Nivert's leadership award

A leadership award, funded with one million SEK, has been established in Marianne Nivert's name. Awards will be granted annually to one Swedish and one Danish female manager who have distinguished themselves through their leadership qualities. The awards will be distributed annually, beginning in 2010, over a five-year period. Recipients will each receive SEK 100,000.



More women in senior positions

In 2009, 22% of the group's management team members were women. In order to achieve a higher proportion of women in senior positions, the following principles have been established:

- 1 Workplace equality shall play a natural role in the appointment of managers.
- 2 Managers will be called upon to a greater extent to explain and justify the gender composition of their group.
- 3 Female and male mentors will be tasked with coaching and promoting talented people.
- 4 Compensation policies with greater flexibility to make management positions more attractive to women and men.

Leadership development

- **Base programme** offers a foundation for all Posten managers, aimed at strengthening both managership and leadership. Work to develop a flexible new basic management training scheme has commenced, focused on improving quality with more efficient use of resources.
- **Pre-management training** provides an overall, basic introduction within Post Danmark to all types of leadership, focused on practical leadership in the workplace.
- **Management development programme** for employees who have worked with us for 3-4 years. Training is a combination of cases from participants' work experiences and theory.
- **Management training** offers supplementary training to Post Danmark managers who have undergone pre-management training or the equivalent. The training consists of two modules: "managing" and "leadership".
- **Trainee programme** for employees in Sweden who aspire to becoming managers and who have demonstrated good results in their current duties and roles.
- **Manager candidate training** is targeted towards employees who are included in Post Danmark's "talent bank" and includes theoretical and practical leadership training over a one-year period.

As a team, you always search for the highest common denominator as you strive to produce the highest quality work. You have excellent control of your skills – which is important when facing tomorrow's challenges. Thirdly, you focus a lot on each other's welfare. These are just a few of the reasons that the team won the silver prize."

Words of praise from Henning Christensen, head of Letter Production and Transport, for the Post Danmark team that won the silver prize in a team competition.

Positive results for work environment and health

At Posten Norden, we work in a structured way to be a good employer, one that cares about our employees' work environment and health. Systematic, targeted efforts with these issues conducted within Post Danmark and Posten have yielded positive results, not least in drastically reduced levels of sickness absenteeism during the past years.

Health-promoting efforts are important – improved health means a better quality of life for employees and cost savings for the group. Health efforts were enhanced in 2009 by increasing the focus on health factors. Methods for increasing healthy work presence resulted in a further drop in sickness absenteeism to 5.0% (5.6%). In Denmark sickness absenteeism fell by an entire percentage point, totalling 6.3% (7.4%).

Following its targeted work environment improvement efforts, Post Danmark received OHSAS 18001 international management and work environment certification in 2009. This certifies Post Danmark's good control over its work environment and its systematic ability to identify and solve potential problems. The certification process as a whole has led to improved quality on all levels. Post Danmark also earned the Danish Working Environment Authority's "green Smiley with a crown" in recognition of the company's extraordinary effort to ensure a high level of health and safety.

Since a good work environment is essential for healthy employees, Posten Norden makes extensive investments in, for example, electric bicycles for mail carriers and vacuum lifts at terminals for heavy parcels. All major projects include systematic risk assessments of potential effects on the work environment.

Accidents and related incidents are registered and monitored in a systematic way at Posten Norden. A work environment survey is used in Sweden that deals with both the physical and the psychosocial aspects of the work environment and serves as the basis for the action plans each manager is responsible for preparing. Posten also has over 750 safety representatives, who assist in improving the work environment and preventing injuries.

The need for measures to reduce physical ailments remains high. Nearly half of all employees state that they suffer from back, shoulder and neck pain. The combination of physical strain and high stress levels also increases the risk of strain injuries. To manage this, ergonomics representatives are trained in order to increase knowledge of ergonomics and the importance of using the resources that are available within our operations. At this time, sickness absenteeism cannot be linked to work-related injuries, though this is high-priority improvement area.

The group takes long-term responsibility for employees who have undergone rehabilitation and who, for medical reasons, can no longer work, as well as for employees who are made redundant due to organisational changes. Posten Norden's reorganisation divisions, Futurum and Restart, worked with 310 (361) employees in 2009.

Collective agreements

Rights of co-determination for Posten Norden employees are based on each country's labour market legislation and are thus regulated chiefly at a national level. In all subsidiaries and at the group level, Posten Norden co-operates with union organisations. A collective agreement is signed locally in each country. All Posten employees in Sweden are covered by a collective agreement, regardless of whether or not they are union members.

As an employer, Posten Norden has a duty to negotiate with the unions before it makes decisions on major organisational changes. The Collaboration and Employee Participation Agreement states that unions shall receive information at an early stage and shall have the opportunity to influence the negotiations and collaborations in order to increase understanding of and participation in the changes that take place at Posten Norden.

2010 Focus

Joint management support

With the aim of having the best managers in the Nordics, the group will implement a joint management support process in 2010. To improve leadership, we are also continuing our work to develop and support managers. Posten makes across-the-board efforts with the large group of managers as well as targeted efforts to support and develop managers with low manager index levels. Increasing the company's proportion of female managers is a particular focus area.

Right conditions for employees

The Teamwork unit at Posten Norden will help us to create the right conditions for our employees, so that they can proudly participate in building the Nordic region's best communication and logistics company. Posten's employees take responsibility for their own work situation and development.

Prevention and health promotion

Within the Health unit, we're maintaining our focus on prevention, health promotion and the physical environment. We reduce levels of short- and long-term sickness absenteeism by taking steps early on in terms of rehabilitation. Our goal is increased healthy work presence and higher levels of participation.

Employee data *	2009	2008
Average number of employees, LA1		
TOTAL for the group	47,625	51,835
Sweden, total	26,990	29,733
of which, basic staff	24,966	26,998
of which, casual staff	2,024	2,735
Staffing companies ¹⁾	271	214
Denmark, total	18,275	19,797
of which, basic staff	16,904	17,976
of which, casual staff	1,371	1,821
Staffing companies ²⁾	-	-
Norway, total	907	840
of which, basic staff	796	738
of which, casual staff	111	102
Staffing companies ²⁾	-	-
Other group entities	1,453	1,465

Employee data, cont'd. *	2009	2008
Wage differential, women/men, LA14		
Sweden, total, median wage SEK		
of which, basic staff ¹⁾	-0.7%	-0.5%
Women ¹⁾	21,650	20,800
Men ¹⁾	21,800	20,900
Of which, casual staff ¹⁾	-0.9%	0.0%
Women ¹⁾	18,337	16,800
Men ¹⁾	18,500	16,800
Denmark, total, median wage DKK		
of which, basic staff	-1.3%	-0.6%
Women	23,479	22,575
Men	23,795	22,716
of which, casual staff ²⁾	-	-
Women ²⁾	-	-
Men ²⁾	-	-
Norway, total, median wage	-	-
of which, basic staff ²⁾	-	-
Women ²⁾	-	-
Men ²⁾	-	-
of which, casual staff ²⁾	-	-
Women ²⁾	-	-
Men ²⁾	-	-

Employee turnover, LA2	2009	2008
TOTAL	9.3%	17.9%
Sweden, total	5.9%	10.6%
- 29 years ¹⁾	6.8%	15.8%
30 - 49 years ¹⁾	2.0%	4.7%
50 years - ¹⁾	9.7%	14.3%
Women	6.5%	13.7%
Men	5.6%	8.5%
Denmark total	14.3%	27.9%
- 29 years ²⁾	-	-
30 - 49 years ²⁾	-	-
50 years - ²⁾	-	-
Women ²⁾	-	-
Men ²⁾	-	-
Norway total	10.7%	8.3%
- 29 years	17.0%	13.3%
30 - 49 years	7.3%	5.6%
50 years -	13.5%	10.2%
Women	13.2%	9.6%
Men	10.2%	8.0%

Industrial injuries, LA7	2009	2008
TOTAL	40.7	39.3
Sweden total ¹⁾	39.7	36.4
of which, number of deaths	1	0
Denmark total	43.6	44.4
of which, number of deaths	0	0
Norway total	10.6	17.6
of which, number of deaths ²⁾	-	-
Sickness absenteeism		
Sweden total	5.0%	5.5%
Denmark total	6.3%	7.4%
Norway total	6.4%	6.6%

* For methods of measurement, see page 23

¹⁾ Not Stralfors Sweden

²⁾ Information not available. This is a development area for future sustainability reports

Universal service obligations

Posten Norden's subsidiaries, Post Danmark A/S and Posten AB, are commissioned to provide universal postal services in Denmark and Sweden, respectively. The commissions are based on the EU directive regulating postal service within the EU and on the Universal Postal Union treaty that regulates international mail.

Denmark

Postal services in Denmark are regulated by the Provision of Postal Services Act. Nationwide postal service and associated rights and obligations thereto are set forth in the Post Danmark A/S Concession, in which the Road Safety and Transport Agency stipulates service, quality and price levels based on postal legislation and international postal agreements. Under the terms of the Concession, Post Danmark shall collect and distribute post six days per week (five days per week for parcels), and shall distribute addressed mail pieces as well as daily, weekly and monthly periodicals, letters weighing up to 2 kilos, addressed parcels weighing up to 20 kilos and Braille material weighing up to 7 kilos. Post Danmark has the exclusive right to provide postal services for addressed letters weighing up to 50 grams. Addressed priority letters are delivered overnight, addressed non-priority letters are delivered within three days and C letters within four days – all subject to a 93% quality requirement. All services provided under the postal service obligation shall be offered at a nationwide flat rate. Prices shall be non-discriminatory, reasonable, transparent, and set in relation to costs. Prices for services which Post Danmark has the exclusive right to provide may not be increased faster than the consumer price index. In addition, a service network with at least one service point in each municipality must be maintained, and distance to the nearest postal service point may not exceed 5 kilometres. In 2009, Post Danmark's delivery quality for priority mail was 95.7(93.7)%.

Sweden

The Swedish Postal Act, Postal Statutes, and Concession terms issued by the Swedish Post and Telecom Agency (PTS) regulate universal postal services in Sweden. The Postal Act mandates the provision of nationwide postal services that enable all residents of Sweden to receive addressed mail pieces weighing up to 20 kilos (universal postal service). Postal services must be of good quality, and it must be possible for everyone to receive such mailings delivered at reasonable prices. In addition, single mail pieces shall be conveyed at uniform prices. It must be possible to insure mailings and to obtain a receipt from the recipient showing that the mail piece has been delivered. The government's service objectives for mail weighing up to 20 kilos are that mail be collected and delivered on every workday and at least five days a week nationwide. The Postal Statutes specify that at least 85% of the mail posted before a specified time and stamped for overnight delivery must be delivered on the following business day, wherever it is addressed to in Sweden. At least 97% of mail shall be delivered within three business days. In 2009, Posten's delivery performance for overnight deliveries was 95.9 (94.9)%. For overnight mail, a price limit applies to single mail pieces up to 500 grams, so their price may be raised no faster than the consumer price index.

Supervision

In Denmark, the Road Safety and Transport Agency regulates postal services on the national level. The Agency supervises Post Danmark and all private postal companies operating on the Danish market. There are an estimated 900 postal operations in Denmark. Under Danish postal legislation, "postal operation" is defined as a business that provides commercial postal services for addressed mail pieces weighing up to 20 kilos. Upon request, postal operations must provide the Agency with a number of details, including information on postal volumes processed.

In Sweden, PTS supervises postal operations in Sweden to ensure that Posten complies with postal legislation and fulfils government requirements for universal postal services. PTS has granted permits to conduct postal operations in Sweden to more than 30 companies. According to the PTS report "Service and Competition 2009", Posten fulfils the government requirements in terms of service level and quality. The report also states that Posten exceeds by a wide margin the minimum stipulated requirement with respect to proportion of mail pieces distributed on the following day.

Special provisions, including those for sparsely populated areas

In Denmark, a postal operations and postal services ordinance sets forth regulations for the installation of letter boxes and shared letter boxes. Letter boxes in residential areas and terraced-house developments shall be placed at the addressee's entrance for buildings constructed in accordance with building permits issued after 1 January 1973. All multi-storey buildings must install shared letter boxes in the entrance area by the close of 2009. Senior (65 years of age or older) and disabled persons are entitled to receive post delivered to their door. The Road Safety and Transport Agency may limit post distribution in fringe areas, such as particularly remote areas and islands lacking ferry service. An extra day is added to the delivery time for parcels from Bornholm addressed nationwide.

In Sweden, PTS has issued general suggestions concerning the delivery of mail in the provision of the universal postal service. The general suggestions include advice that, outside urban areas, mail should be delivered to letter box clusters along the mail carrier's route. Mail pieces addressed to a postal recipient living less than 200 metres down a side road from the mail carrier's main route should be delivered to the letter box cluster on the main route. If there are at least two postal recipients who reside or work permanently for every kilometre of the side road, post should be delivered along that road. However, elderly and physically handicapped people are entitled to have their mail delivered to their property line, as opposed to the letter box cluster, upon request.

Accounting principles

Posten Norden AB is the parent company of the group formed through the 26 June 2009 merger of Post Danmark A/S and Posten AB. Prior to the merger, Posten AB and Post Danmark A/S published sustainability reports for their respective operations. Posten Norden is publishing a joint sustainability report for 2009. The reporting period in this report covers calendar year 2009 with comparative figures for 2008 unless otherwise specified. Posten Norden's Sustainability Report shall promote an understanding of the group's operations and clarify the group's long-term and well-integrated sustainability efforts. Posten Norden's 2009 Sustainability Report is prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Report Guidelines, version 3.0. With respect to the financial dimension, however, the same accounting principles have been applied in this report as in Posten Norden's Annual Report. This information includes the entire group.

The environmental aspects and social dimensions, unless otherwise specified, cover the Swedish and Danish operations, which constitute 85% of group income and 96% of the group's average number of employees. Emissions from foreign business air travel to and from Sweden and Denmark are, however, included in CO₂ emissions. Terms of reference are not identical in all respects but this has no significant impact on results. All information deemed significant has been included in this report, based primarily on the group's most important sustainability aspects but also on external stakeholders' expectations and requirements.

As one of the Nordic region's largest transportation companies and employers, Posten Norden has elected to emphasise environmental and social sustainability factors in its accounting. Perhaps Posten Norden's most important contribution to sustainable societal development is to provide sustainable communication and logistics solutions and maintain an efficient infrastructure for mail and parcel distribution.

Changed accounting principles

This is Posten Norden's first sustainability report. To a large extent, the same calculation methods used in Post Danmark's and Posten's 2008 sustainability reports have been used here; however, different calculation methods were traditionally used for a great number of indicators. The focus in 2009 has therefore been to calculate all indicators in a consistent manner. This means that key ratios reported in Posten Norden's Sustainability Report are not directly comparable to the sustainability reports previously published by Posten AB and Post Danmark A/S.

Independent review

The quality of Posten Norden's Sustainability Report is assured through independent review and verification. The auditors' attestation report is found on page 31.

Methods of measurement, environment

Transportation

Road transports: Information on fuel consumption is obtained from Posten Norden's fuel suppliers. Vehicle type and distances are registered in transport administration systems. When Posten uses subcontractors, vehicle information is obtained from each haulage contractor. Distances driven are registered in transport administration systems. The emission factors used to calculate emissions to air are nationally recognised factors for each country; e.g., the Environmental Protection Agency (Sweden) and the Energy Agency (Denmark).

Air: Posten Norden purchases air transports externally. The Swedish operation receives data from suppliers on amount of fuel and distances. The Danish operation registers executed transports in the transport administration system and emissions are calculated based on tonne x km. The emission factors used are nationally recognised factors for each country.

Rail: Only the Swedish operation uses rail transport to any great extent. All rail transports are purchased from Green Cargo, which is eco-labelled as a Good Environmental Choice.

Ferry: Only the Danish operation uses ferry transport to any great extent. Information on executed transports is registered in the transport administration system and emissions are calculated based on tonne x km. The emission factors used are nationally recognised.

Electricity and heat

Electricity: Electricity consumption data is obtained chiefly from electricity suppliers or by reading metres. In cases where electricity is included in the rent, or is otherwise not received directly from the supplier or cannot be determined through metre reading, consumption is estimated based on size of premises (applies to certain parts of the Swedish operation). Purchased eco-labelled or hydro-power origin-labelled electricity is presumed to produce no CO₂ emissions. Nordic or Danish electricity mixes were used for other amounts of electricity purchased by the Swedish and Danish operations, respectively.

Heat: Offices and terminals are primarily heated by district heating or natural gas. Heat consumption is monitored by metre readings or invoice records. In certain cases, heat consumption is estimated based on size of premises. The emission factors used are nationally recognised. Premises that are heated by electricity are calculated in accordance with the above.

Business travel:

Reported emissions from business travel refer to air, rail and car travel. Records are received from the travel agencies that Posten Norden has contracts with. For car travel, emissions are calculated based on fuel consumption and generally recognised emission factors.

Waste:

Reported waste amounts are received from Posten Norden's waste management contractors.

Methods of measurement, customers*Customer Satisfaction Index*

(NKI Sweden): Measures the extent to which the "satisfied customer" goal is achieved. Surveys are conducted twice annually. The method yields information about key improvements that will enhance customer satisfaction. During the year, NKI surveys were conducted for the Mail Sweden, Logistics and Stralfors business areas. A total of approximately 2,300 interviews were conducted with corporate and private customers.

(KTA Denmark): Measures the extent to which the "satisfied customer" goal is achieved. Surveys of corporate and private customers are conducted on an ongoing basis by an external consultancy, Ennova. The analysis is based on the European model for measuring customer satisfaction, EPSI.

Quality, overnight mail: Swedish External Monitoring (SWEX) is an external, customer-to-customer measurement carried out by IBM Business Consulting Services. It measures the amount of on-time mail and shows the extent to which services fulfil external requirements. The results of a limited test letter activity (12,000 letters/month) provide a statistical standard for the entire operation with regards to the performance of service quality.

Quality (Denmark): Letter quality is measured as the proportion of correctly stamped domestic letters that are delivered the next day. Post Danmark's concession stipulates that letter quality shall be ensured by an external, independent and representative measurement of letter quality. Quality measurements were conducted in 2009 by the independent consultancy Quotas GmbH pursuant to the principles set forth in the EN 13850 standard. Corresponding measurements for 2008 were conducted by IBM.

Methods of measurement, employees

Average number of employees: Total number of paid employee hours divided by each country's standard number of hours for a full-time employee.

Basic staff: Refers to all full- and part-time monthly salaried employees. The definition of basic staff is that it

shall cover the basic requirements of a "normal" production flow. Casual staff covers "peaks" in production; e.g., Christmas or holiday peaks.

Personnel turnover: Number of people ending their employment relationship with Posten Norden in 2009 in relation to basic staff at the beginning of the year.

Sickness absenteeism: Sickness absenteeism as a percentage is calculated by determining the total number of hours/days that employees are absent from work due to illness in relation to total number of worked/contracted hours.

Industrial injuries: Registered industrial injuries, in relation to hours worked (does not include injuries incurred during work-related travel). Post Danmark and Posten use different system support for this reporting.

MIX (Sweden): Measures level of employee involvement. Surveys are conducted in conjunction with an external party, are anonymous and are analysed by persons independent from the group.

MKA (Denmark): Measures level of employee satisfaction. Surveys are conducted in conjunction with an external party, are anonymous and are analysed by persons independent from the group.

Methods of measurement, society and finances

Return on equity (ROE): Earnings for the period (rolling 12-month) in relation to average equity (rolling 12-month).

Operating margin: Operating earnings as a percentage of operating income (net sales and other operating income). Calculation of operating margin per business area includes sales to other business areas and parent company functions.

Equity-assets ratio: Equity (including minority shares) at end of the period in relation to balance sheet total at end of period.

Corporate Image (Denmark): Annual survey conducted by an external company (Nielsen). Underlying data is gathered from a representative portion of the Danish population over the age of 14. The 900-950 respondents answer a number of questions about Post Danmark using a scale from 1 (never heard of/very negative) to 5 (very aware of/very positive).

Corporate Image (Sweden): Annual survey conducted by Synovate, previously Temo. Since 2005 the survey has been conducted via the internet, with results based on approximately 1,000 responses.

Cross-reference table

Posten Norden's 2009 Sustainability Report was prepared in accordance with Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, version 3.0. Posten Norden reports 19 indicators fully and 9 indicators partially. Posten Norden's Sustainability Report is classified as a C+ report according to the Global Reporting Initiative.

- Reported
- ◐ Partially reported



Result	Indicators	Page reference/Comments
	Profile	
●	1 Strategy and Analysis	
	1.1 Statement from the organisation's most senior decision-maker about the relevance of sustainability to the organisation and its strategy	2-3
	1.2 Description of key impacts, risks and opportunities	6-11
●	2 Organisational Profile	
	2.1 Name of the organisation	II-III, 3
	2.2 Primary brands, products and/or services	II-III
	2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	II-III, 22
	2.4 Location of organisation's headquarters	Cover
	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	Posten Norden runs operations in 15 countries. Eighty-five per cent of its sales are derived from operations in Sweden and Denmark. Ninety-five per cent of its sales are derived from Nordic operations. Ninety-six per cent of the group's employees work in Sweden and Denmark.
	2.6 Nature of ownership and legal form	II, 3
	2.7 Markets served	II-III
	2.8 Scale of the reporting organisation, including number of employees, net sales, total capitalisation broken down in terms of debt and equity, quantity of products or services provided	II-III, 1, 10
	2.9 Significant changes during the reporting period regarding size, structure or ownership	7
	2.10 Awards received during the reporting period	I
●	3 Report Parameters	
	Report Profile	
	3.1 Reporting period for information provided	23
	3.2 Date of most recent previous report	This is Posten Norden's first sustainability report
	3.3 Reporting cycle	23
	3.4 Contact point for questions regarding the report or its contents	33
	Report Scope and Boundary	
	3.5 Process for defining report content	23
	3.6 Boundary of the report	23
	3.7 State any specific limitations on the scope or boundary of the report	23
	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	23
	3.9 Data measurement techniques and the bases of calculations	23-24

Result	Indicators	Page reference/Comments
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	23-24
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	23
	GRI content index	
3.12	Table identifying the location of the Standard Disclosures in the report	I
	Assurance	
3.13	Policy and current practice with regard to seeking external assurance for the report	23
	4 Governance	
4.1	Governance structure of the organisation	32 and Corporate Governance Report
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	32 and Corporate Governance Report
4.3	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	32 and Corporate Governance Report
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Corporate Governance Report
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives	Posten Norden's Annual Report pp. 16, 44
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Corporate Governance Report
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental and social topics	Corporate Governance Report
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation	6-11
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	6-11
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	Corporate Governance Report
	Commitments to external initiatives	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	
4.12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses	7, 15
4.13	Memberships in associations and/or national/international advocacy organisations	4-5, 15
	Stakeholder engagement	
4.14	List of stakeholder groups engaged by the organisation	4-5
4.15	Basis for identification and selection of stakeholders with whom to engage	4-5
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	4-5
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns	4-5

Result	Indicators	Page reference/Comments
Performance Indicators		
Economic		
<i>Economic Performance</i>		
●	EC1 Direct economic value generated and distributed	3, 10
	EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change	
●	EC3 Coverage of the organisation's defined benefit plan obligations	Annual Report pp. 52-56
●	EC4 Significant financial assistance received from government	Posten Norden received SEK 15m in physical disability compensation from the Swedish state, pertaining to compensation for the distribution of Braille material and additional services to elderly and handicapped persons in rural areas.
<i>Market Presence</i>		
	EC5 Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	
	EC6 Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation	
	EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	
<i>Indirect Economic Impacts</i>		
	EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	
	EC9 Understanding and describing significant indirect economic impacts	
Environment		
<i>Materials</i>		
	EN1 Materials used by weight or volume	
	EN2 Percentage of materials used that are recycled input materials	
<i>Energy</i>		
●	EN3 Direct energy consumption by primary energy source	16
●	EN4 Indirect energy consumption by primary source	16
⓪	EN5 Energy saved due to conservation and efficiency improvements	14
	EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	
	EN7 Initiatives to reduce indirect energy consumption and reductions achieved	
<i>Water</i>		
	EN8 Total water withdrawal by source	
	EN9 Water sources significantly affected by withdrawal of water	
	EN10 Percentage and total volume of water recycled and reused	
<i>Biodiversity</i>		
	EN11 Location and size of land owned, leased or managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
	EN12 Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	
	EN13 Habitats protected or restored	
	EN14 Strategies, current actions and future plans for managing impacts on biodiversity	
	EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	

Result	Indicators	Page reference/Comments
	Emissions, Effluents and Waste	
●	EN16 Total direct and indirect greenhouse gas emissions by weight	16, 23
◐	EN17 Other relevant indirect greenhouse gas emissions by weight	16
◐	EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	12-16
	EN19 Emissions of ozone-depleting substances by weight	
●	EN20 NO _x , SO _x , and other significant air emissions by type and weight	16, 23
	EN21 Total water discharge by quality and destination	
●	EN22 Total weight of waste by type and disposal method	16, 23
	EN23 Total number and volume of significant spills	
	EN24 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	
	EN25 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	
	Products and Services	
◐	EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	12-16
	EN27 Percentage of products sold and their packaging materials that are reclaimed by category	
	Compliance	
◐	EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No significant fines.
	Transport	
	EN29 Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and for transporting members of the workforce	
	Overall	
	EN30 Total environmental protection expenditures and investments by type	
	Social impact	
	Labour Practices & Decent Work	
	Employment	
●	LA1 Total workforce by employment type, employment contract and region	21
◐	LA2 Total number and rate of employee turnover by age group, gender and region	21
	LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	
	Labour/ Management Relations	
●	LA4 Percentage of employees covered by collective bargaining agreements	20
	LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	
	Occupational Health and Safety	
	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 programmes	
◐	LA7 Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region	21
	LA8 Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families or community members regarding serious diseases	
	LA9 Health and safety topics covered in formal agreements with trade unions	

Result	Indicators	Page reference/Comments
	Education and training	
①	LA10 Average hours of training per year per employee by employee category	
●	LA11 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	19
●	LA12 Percentage of employees receiving regular performance and career development reviews	5
	Diversity and Equal Opportunity	
●	LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	Corporate Governance Report
①	LA14 Ratio of basic salary of men to women by employee category	21
	Human Rights	
	Investment and Procurement Practices	
	HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	
	HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	
	HR3 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	
	Non-discrimination	
●	HR4 Total number of incidents of discrimination and actions taken	19
	Freedom of Association and Collective Bargaining	
	HR5 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	
	Child Labour	
	HR6 Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	
	Forced and Compulsory Labour	
	HR7 Operations identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of forced or compulsory labour	
	Security Practices	
	HR8 Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	
	Indigenous Rights	
	HR9 Total number of incidents of violations involving rights of indigenous people and actions taken	
	Society	
	Community	
●	SO1 Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	22
	Corruption	
	SO2 Percentage and total number of business units analysed for risks related to corruption	
	SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures	
	SO4 Actions taken in response to incidents of corruption	

Result	Indicators	Page reference/Comments
	Public Policy	
SO5	SO5 Public policy positions and participation in public policy development and lobbying	
SO6	SO6 Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	
	Anti-Competitive Behaviour	
SO7	SO7 Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	
	Compliance	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	
	Product Responsibility	
	Customer Health and Safety	
PR1	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	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	
	Product and Service Labelling	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	4, 5, 8, 24
	Marketing Communications	
PR6	Programmes for adherence to laws, standards and voluntary codes related to marketing communications	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications	
	Customer Privacy	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	
	Compliance	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	

Limited assurance report for Posten Norden AB's Corporate Social Responsibility Report 2009

To the readers of Posten Norden AB's 2009 Sustainability Report:

We have been engaged by the board of directors of Posten Norden AB to perform an assurance engagement related to Posten Norden AB's Corporate Social Responsibility Report for the financial year 2009 (hereafter: CSR Report). The board of directors and the senior management are responsible for the ongoing activities regarding environment, health & safety, quality, social responsibility and for the preparation and presentation of the CSR Report in accordance with the applicable criteria. Our responsibility is to express a conclusion on the CSR Report based on our review.

The scope of the limited review

We conducted our review in accordance with RevR 6, Assurance of Sustainability Reports, issued by FAR SRS. A review consists of making inquiries, primarily of persons responsible for sustainability matters and for preparing the CSR Report, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with the Standards on Auditing in Sweden RS and other generally accepted auditing standards. The procedures performed in a review do not enable us to obtain an assurance that would make us aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

The criteria that our procedures are based on are the applicable parts of the Sustainability Reporting Guidelines G3, published by the Global Reporting Initiative (GRI), which are relevant to sustainability reporting, as well as the accounting and calculation principles that the company has developed and identified. We believe that these criteria are suitable for the preparation of the CSR Report.

The main procedures of our review have included the following:

- update of our knowledge and understanding of Posten Norden AB's organisation and activities
- assessment of suitability and application of criteria in respect to stakeholders' need for information
- assessment of the result of the company's stakeholder dialogue
- interviews with responsible management, at group level, subsidiary level and at selected business areas with the aim to assess whether the qualitative and quantitative information stated in the CSR Report is complete, accurate and adequate
- obtain internal and external documents to assess whether the information stated in the CSR Report is complete, accurate and adequate
- evaluation of the systems and processes used to obtain, manage and validate sustainability information
- evaluation of the model used to calculate carbon dioxide emissions
- analytical review of reported information
- reconciliation of financial information against company's 2009 Annual Report
- assessment of the company's declared application level according to GRI guidelines
- assessment of the overall impression of the CSR Report and format, taking consideration of the internal consistency of information with relevant criteria
- reconciliation of the reviewed information against the CSR information in Posten Norden AB's 2009 Annual Report

Conclusion

Based on our review procedures, nothing has come to our attention that causes us to believe that the information in Posten Norden AB's 2009 CSR Report has not, in all material respects, been prepared in accordance with the above-stated criteria.

Stockholm, 30 March 2010

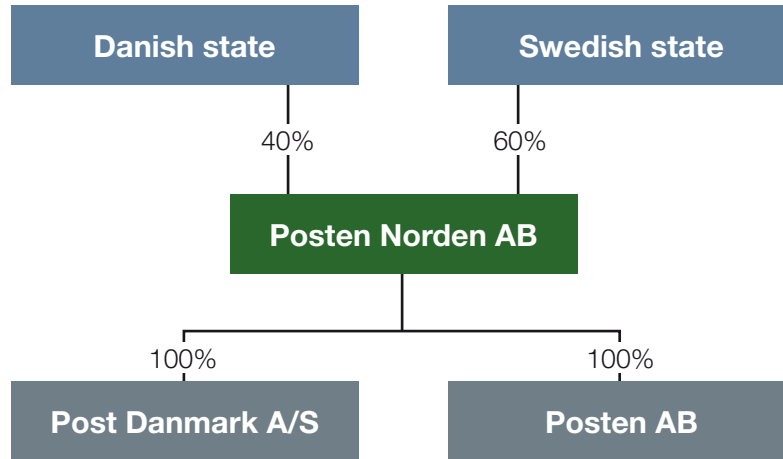
Ernst & Young AB

Lars Träff
Authorised Public Accountant

Göran Tyréus
Authorised Public Accountant

Organisation and contact information

Posten Norden AB is a Swedish public limited liability company, owned 40% by the Danish state and 60% by the Swedish state. Posten Norden AB is the parent company of the Posten Norden Group. Votes are allocated 50/50 between the Danish and Swedish states.

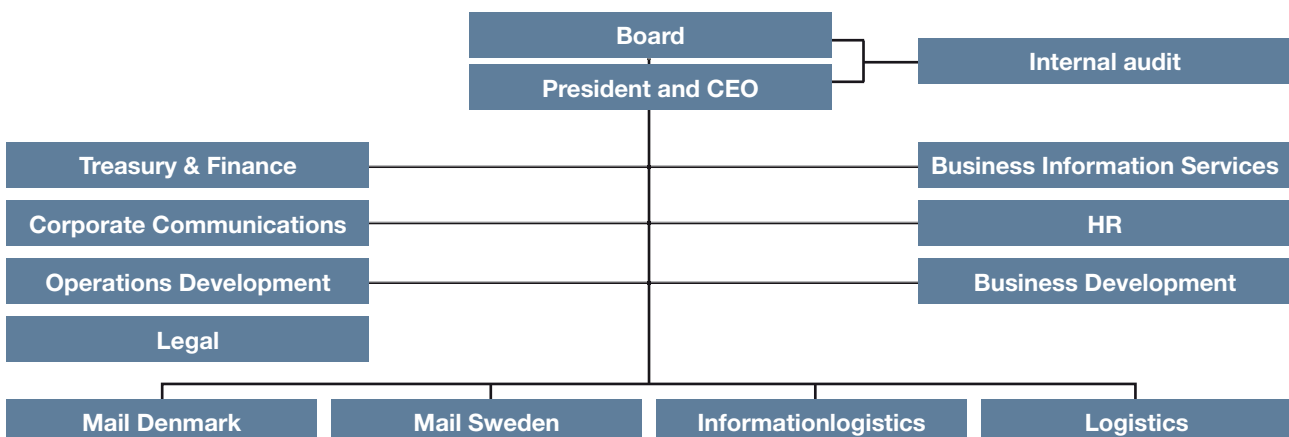


Corporate governance is based on Swedish legislation, the Articles of Association, the Swedish Code of Corporate Governance (“the Code”) and NASDAQ OMX Stockholm’s rules and regulations where applicable. Universal

service obligations in Denmark and Sweden are set out in specific legislation, regulations, concessions and licence terms; read more in the Corporate Governance Report in Posten Norden’s 2009 Annual Report.

Operative structure

- The group’s operative structure consists of four business areas.
- The traditional postal operations in Sweden and Denmark are run in business areas Mail Sweden and Mail Denmark, respectively.
- The information logistics operations and other Stralfors AB operations are gathered in the Informationlogistics business area.
- The group’s logistics operations are run in the Logistics business area.
- Seven group functions have been established for group management and co-ordination: Business Development, Business Information Services, Treasury & Finance, HR, Legal, Corporate Communications and Operations Development.



Board of Directors

- The Board of Directors of Posten Norden AB is comprised of Fritz H. Schur, Mats Abrahamsson, Ingrid Bonde, Gunnel Duveblad, Bjarne Hansen, Torben Janholt, Anne Birgitte Lundholt and Richard Reinius.
- Fritz H. Schur is Chairman of the Board.
- Ordinary members of the Board representing employee organisations are Lars Chemnitz, Alf Mellström and Kjell Strömbäck. Peder Madsen, Isa Merethe Rogild and Anne Marie Ross are deputy employee representatives.

Group Management

The CEO, assisted by the other members of group management, oversees day-to-day business operations as framed by the Board's rules of procedure and instructions. Group management operates on the principle that it should be easy to make decisions and to manage and follow up on operations.

Since 1 July 2009, group management has been comprised of the President and Group CEO, the heads of Posten Norden's seven group functions (Business Development, Operations Development, Treasury & Finance, HR, Corporate Communications, Business Information Services, and Legal) and the heads of business areas Mail Denmark, Mail Sweden, Informationlogistics, and Logistics.

Women constitute 8% of group management, while men constitute 92%.

Lars G Nordström, President and Group CEO

K. B. Pedersen, Executive Vice President

Göran Sällqvist, Executive Vice President

Viveca Bergstedt Sten, General Counsel

Joss Delissen, Chief Information Officer

Andreas Falkenmark, head of business area Mail Sweden

Bo Friberg, Chief Financial Officer

Finn Hansen, head of business area Mail Denmark

Henrik Højsgaard, head of business area Logistics

Palle Juliussen, HR Director

Per Mossberg, Director of Corporate Communications

Per Samuelson, head of business area Information-logistics

Contact information

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Manager, Leadership

Anders Rosell anders.rosell@posten.se

Manager, Teamwork

Flemming Lorenz flemming.lorenz@post.dk

Posten Norden was formed through the merger of Post Danmark A/S and Posten AB. The group offers communication and logistics solutions to, from and within the Nordic region, with sales of around SEK 45 billion and approximately 50,000 employees. Operations are run through business areas Mail Denmark, Mail Sweden, Logistics and Information-logistics. The parent company is a Swedish public company headquartered in Solna, Sweden.

Read more about Posten Norden at www.postennorden.se.

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