

Sustainability Report 2005



DANISCO

First you add knowledge...

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Cover:

Danisco makes increasing efforts to secure supplies of vanilla grown organically and by socially responsible farming methods.

Scope of the report

This is the fifth Danisco sustainability report providing an overview of our performance in the sustainability area. Compared to previous years, we have decided to shorten our printed report significantly. The issues and areas selected for inclusion have been identified in dialogue with our stakeholders. More detailed information about our work in the sustainability area is available on www.danisco.com/sustainability.

The information contained in this report is for the 2005 calendar year and covers all sites where we own more than a 50% stake. The report also includes data on our new Genencor division, acquired in April 2005.

Reporting guidelines

Danisco refers to the AA1000 framework and the Global Reporting Initiative (GRI) during the reporting process. In 2007, information will be published on our website about our performance in relation to the new Global Reporting Initiative G3 Guidelines.

Assurance providers

The assurance providers for this report are **csrnetwork**. As such, they have assured the data and management systems and made recommendations for improvement. All assured information published in the sustainability section of the website is marked with the **csrnetwork** logo. Their independent assurance statement is also available on our website.



FTSE4Good



Sustainability indexes track the performance of companies that lead the field in terms of corporate sustainability. Companies are assessed according to corporate sustainability criteria in the social, environmental and economic areas. Danisco has performed exceptionally well in a number of sustainability indexes, including the Dow Jones, FTSE4Good, Storebrand and Nordic Sustainability Indexes, which are all used by various investor groups to benchmark sustainability performance.

A few words from the CEO



Working with sustainability is more than about focusing on a standard set of goals. Over the past year, we have had many occasions to reflect on the journey our efforts have taken us on – along an endless road of opportunities to shape our business in the best interests of the world and its inhabitants.

Last year's acquisition of leading biotechnology company Genencor was another step along this road. As a result, we have considerably strengthened our competencies within the field of enzymes – sustainable ingredients based on some of the most sustainable technology around. In addition to supplementing our food enzyme portfolio, the acquisition has given us the expertise to promote the cost-effective production of ethanol, a sustainable bio-alternative to fossil fuels.

Similarly, our leading expertise within emulsifiers has led to the development of a biodegradable plasticiser for PVC. GRINDSTED® SOFT-N-SAFE has so far passed every test related to its use in food contact materials, such as cling film and liners for metal closures. For manufacturers, it represents an ideal brand protection tool, quelling the health concerns that overshadow conventional plasticisers, such as phthalates.

Our commitment to sustainability starts with our raw materials – as highlighted by our new training project to promote sustainable vanilla production in Uganda. Another aspect of this is the current revision of our code of conduct, which deals with various customer and supplier-related issues.

As a signatory of the UN Global Compact, we are obliged to report our progress in respect of the compact's 10 principles in the areas of human rights, labour, the environment and anti-corruption. You can follow our progress by visiting the sustainability section of our website.

Sincerely

A handwritten signature in black ink that reads "Tom Knutzen". The signature is stylized and cursive.

Tom Knutzen
Chief Executive Officer

Danisco in brief

Danisco is one of the world's leading producers of ingredients for food and other consumer products.

Facts

Danisco's history dates back to 1872 with the founding of Danisco Sugar.
Listed on the Copenhagen Stock Exchange
Employees: 10,636
Revenue 2005/06: DKK 20,912 million
International presence: 46 countries
Headquarters: Copenhagen, Denmark

The core of our business

Our broad product portfolio includes emulsifiers, enzymes, stabilisers, cultures, flavours and sweeteners such as xylitol and fructose, the majority produced from natural raw materials. We are also one of the largest and most efficient sugar producers in Europe.

The main functionalities of our ingredients include creating or improving the taste and texture of consumer food products, adding a nutritional profile and providing protection against microbiological spoilage. In addition,

our ingredients are applied in feed, cleaning materials, textiles and plastics.

All our ingredients are backed by top technical services, creating innovative, high-quality solutions for our customers around the globe.

Organisation

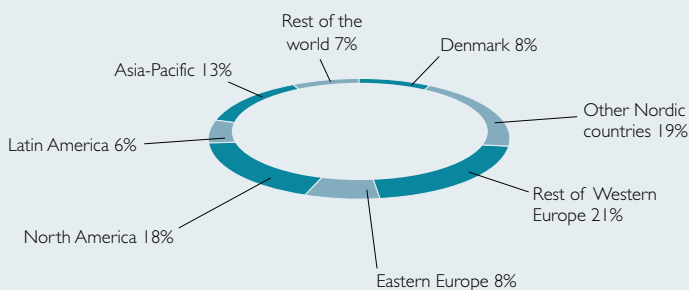
Danisco operates in 46 countries on six continents. The organisation is characterised by close cooperation between sales, production and innovation units across geographical boundaries and time zones.

Our business activities are divided into ten divisions and four corporate function categories. In addition, we have a venture unit that invests in existing portfolio companies. About DKK 100 million has been invested in venture activities to date.

Embedding sustainability

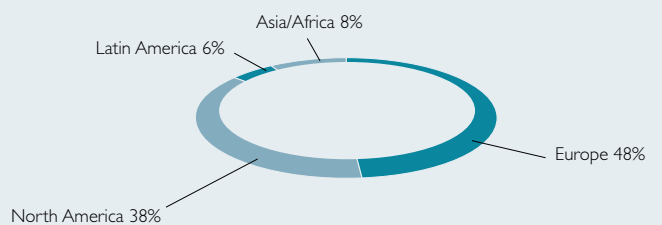
Embedding sustainability throughout our organisation is a continuous process. Our growth over the past few years and the integration of new factories and employees pose ongoing challenges. Like many companies, we are still

Revenue by region



This diagram shows the regional distribution of revenue for the Danisco Group. The figures are based on the location of customers.

Production per region excl. sugar



The diagram above shows each region's contribution to total production tonnage excluding the sugar division. If the sugar division were included, production tonnage in Europe would equal 88%. This is mainly due to the sheer volume of sugar products.

working on fully embedding the principles of sustainability in our daily work – by incorporating them in our values, strategies and operations. Today we have a series of sustainable policies and systems in place, and factory audits by our corporate team ensure they are adhered to. In addition, e-learning, cross-divisional network groups, databases and conferences ensure commitment to corporate sustainability requirements.

We have recognised a need for increased focus on embedding sustainable development in our business processes, along with communication on how improved sustainable development performance translates into improved business performance. More focus will be placed on identifying key priority areas relevant to

running the entire business and on setting targets for improvements in these areas.

Our approach to sustainability

At Danisco we have developed a four-pillar approach to sustainability: SHEQ (safety, health, environment and quality), product safety, environmental ethics and social issues & business integrity. Sustainability covers, for example, the systems we have in place to protect our employees and products; the responsible use of GMOs (genetically modified organisms), the treatment of animals used in studies, and our interaction with various stakeholders.

Danisco's four-pillar approach to sustainability

	SHEQ	Product safety	Environmental ethics	Social issues and business integrity
Issues	Safety, health, environment and quality management, continuous improvement	Food safety assessments, HACCP (hazard analysis and critical control points), traceability, value chain management, security	Utilisation of modern biotechnology/ GMO traceability, animal trials	Employee rights, international society, compliance, business partners



Sustainability covers the systems we have in place to protect our employees and products; the responsible use of GMOs, the treatment of animals used in studies, and our interaction with various stakeholders.

Danisco Sustainability

OBJECTIVES AND PROGRESS

••• = in progress ✓ = met ÷ = not met

Sustainability objectives outlined in the 2004 report		Progress	Comment
SHEQ	To define and implement targets for the reduction of energy and water consumption over the next three years	÷	See page 8 for further details on this target
	To ensure all Danisco production sites owned prior to 2002 implement food safety, environmental and quality management systems by year-end 2005. Sites acquired in 2002 must implement the management systems before year-end 2006	••• / ÷	See page 8 for further details on this target
	To continue the customer satisfaction survey in Asia-Pacific in 2005	÷	Survey postponed to financial year 2006/07
	To implement quality assurance systems in the WE & ROW* regions in relation to customer service by year-end 2005	✓	
	To formulate a project description for the implementation of quality assurance systems in the application sub-area of Danisco Innovation	✓	
	To formulate minimum requirements for transportation contractors by year-end 2005	✓	
	To define minimum requirements for external warehousing by mid-2005	✓	
	To develop internal Danisco logistics guidelines by mid-2005	✓	
	To conduct a survey to clarify the current CO ₂ emissions level in relation to logistics by year-end 2006	•••	
	To develop a corporate value-added audit process (define 3 improvement goals) by year-end 2005	✓	
	To formulate guidelines on how to include environmental criteria in purchasing and engineering projects by mid-2006	•••	Methodology for engineering projects is being tested in the design of a new facility
	To focus on waste reduction – pilot project to be introduced in mid-2005	✓	
New SHEQ objectives	To set up a pilot project for safe behaviour training in Danisco 2006		
	To set up a global training plan, based on safe behaviour, embracing all levels of the organisation in 2007-09		
	To conduct a climate survey among a pilot group of employees at production sites (focusing on H&S) in 2006		
	To implement a new and better global EHS database in 2006/07 for improved data retrieval		
	To introduce at least one clean development mechanism (CDM) project in 2006/07		
	To expand our corporate audit system to embrace "customer service" in WE & ROW in 2006		

Sustainability objectives outlined in the 2004 report		Progress	Comment
New environmental ethics objective	To publish a global biodiversity policy in 2006 for collecting and using microorganisms in compliance with the global Convention on Biological Diversity		
Social area	To update the business code of conduct	÷	Will be updated by next report (see page 15)
	To develop a whistle-blowing system in 2005/06	÷	Will be developed by next report (see page 15)
	To conduct a satisfaction survey of all employees by year-end 2005**	✓	
New social objectives	To roll out the global appraisal concept in the entire organisation during late 2006 and early 2007		(see pages 13-14)
	To launch a new e-learning introduction course targeting all new employees by year-end 2006		(see online report)
	To implement a live virtual classroom, offering live teaching and other mixed forms of learning by 2006		
	To introduce an online school targeting all employees interested in improving their English language skills by 2006		
Stakeholder engagement	To develop stakeholder engagement models at corporate and local levels	•••	(see page 12)
New supply chain management objectives	To set up a sustainable vanilla project in Uganda by 2007		(see page 10)

*) WE = Western Europe, ROW = rest of the world (excl. the Americas and Asia-Pacific)

***) With the exception of the Genencor division – see page 12



For more detailed information on our 2005 performance and work with sustainability visit www.danisco.com/sustainability

Safety, Health, Environment and Quality (SHEQ)

Implementation of SHEQ management systems

According to a target defined in 2000, all Danisco production sites should have implemented environmental and health & safety management systems by the end of 2005. Individual targets have been defined for new sites acquired since 2000.

Of the sites owned prior to 2002, 84% had an environmental management system in place within the target deadline while 58% had implemented health & safety management systems. Implementation is in progress at the remaining sites.

Divisional cooperation related to SHEQ

One of the ways in which we ensure our work with SHEQ is optimal is by utilising all our knowledge and best practices from around the world. Several times a year, the SHEQ department meets the divisional vice-presidents of operations to discuss strategies and goals, the implementation of new cross-divisional projects, and examples of good performance/best practices. This forum is very important for sharing knowledge, setting SHEQ standards and networking.

The SHEQ department also holds meetings with divisional SHEQ representatives to discuss SHEQ topics, the implementation of strategies and best practice. This group will be heavily involved in the safe behaviour programme established to increase the focus on health and safety. Here, the level of uniformity and cross-divisional initiatives will be discussed.

Health and safety performance

After some years of improvement in lost time injury frequency, we experienced no decrease in 2005. The increased focus on health and safety in the coming years will ensure further progress in this important area. In addition to the management initiatives already in place, a project on behaviour-based safety and e-learning courses on health and safety will commence in 2006.

A pilot project at six sites will gather experience on behaviour-based safety before the main project starts in 2007.

Health and safety performance

	2003/04	2004	2005
Lost time injury frequency*	11.6	10.3	10.5
Absence frequency**	1.2	1.2	0.9

*) Number of lost time injuries with one or more lost work days per million work hours

***) Number of lost work hours per 1,000 work hours

Targets for energy and water

In 2003 a target was defined for the reduction of energy and water consumption at Danisco production sites owned at that time. The target was based on consumption per tonnes of product in the 2002/03 financial year. By the end of 2004, good progress had been made towards the targets – progress that slowed in 2005, when we failed to meet our goals for reducing energy and water consumption.

Targets for energy and water

	Target end-2005	Achieved end-2004	Achieved end-2005
Energy	-2.7%	-2.4%	-2.0 %
Water	-3.3%	-2.1%	-1.1 %

The main reason for failing to meet our water consumption target was the acquisition of a boiler at a site that previously bought steam from a neighbouring plant. As the boiler also produces energy for the neighbouring plant, some of the water is sold in the form of steam. The acquisition included some utilities and buildings, all adding to energy consumption. At the same time as the boiler acquisition, production was reduced. Together with the increased energy demand, this has affected the energy target.





Wheat is one of several crops used to make ethanol.

Biofuels for transportation

Our involvement in the development of sustainable and competitive alternatives to fossil fuels for transportation follows our long tradition for producing high-value products based on natural resources. Recognising the global need for increased biobased fuels, we are among the technological leaders in converting biomass – starch and non-starch materials – into ethanol.

Enzymes such as STARGEN™ and SPEZYME™ have made the production of bioethanol a cost-effective proposition. These advanced enzymes, developed by our Genencor division, turn energy crops and other biomass into feasible raw materials for manufacturing ethanol and other chemicals as alternatives to non-renewable fossil sources.

Due to the recent reform of the EU sugar regime, sugar production from sugar beets will be reduced and sugar factories closed in Denmark, Sweden and Finland. Alternative activities at sugar sites, such as the production of bioethanol, are still being investigated.

The use of renewable raw materials will allow bio-refineries to take their place alongside oil refineries in the transition towards a more sustainable industrial

production system. In this, we will be leading the way to what some call "the biobased economy".

Environmental management accounting

In 2005 we were among the first in the world to conduct assessments according to the internationally recognised International Federation of Accountants (IFAC) method of environmental management accounting (EMA).

The objective is to address waste generation in our business and, by this alternative approach, promote more efficient use of natural resources. We will continue to use EMA in evaluating and reducing the environmental impact of our activities.

Environmental ethics

Use of biotechnology

We continue to develop our knowledge and application of biotechnology in many of our market sectors. Biotechnology is capable of delivering sustainable solutions that improve many existing consumer products – enzymes in detergents, for example, enable consumers to wash at low temperatures and save energy.

Whenever possible, we always offer customers a choice between GM (genetically modified) and non-GM derived products. Each of our divisions has established a policy for sourcing raw materials and evaluating the use of modern biotechnology based on customer requirements. GM raw materials are tracked throughout the production process and labelled accordingly.

Some industrial food and feed ingredients, particularly enzymes, are produced by genetically modified micro-organisms (GMM). However, as confirmed in our statement on the use of GMM in enzyme production, there are no GMM in the final products (see www.danisco.com). Enzymes and other ingredients produced using this

technology also strictly comply with global safety and regulatory requirements, just like all our products.

We are very active in shaping policy in the areas of industrial biotechnology, food ingredients and animal feed. Through professional industry organisations, we contribute, for example, to the European Commission consultation process, which aims to define clear regulations that can be feasibly implemented within industry and provide consumers with the assurance they require.

Our global regulatory network includes a taskforce responsible for monitoring new GMO regulations worldwide, supporting all product service groups. The taskforce meets periodically to review improvements in policies and guidelines to meet stakeholder expectations.

Sustainable supply chain

Supply chain management

The uniform global implementation of our supplier concept is an important focus area, ensuring that we only deal with reliable suppliers – not only when it comes to food safety, quality, price and other commercial issues but also in the sustainability area.

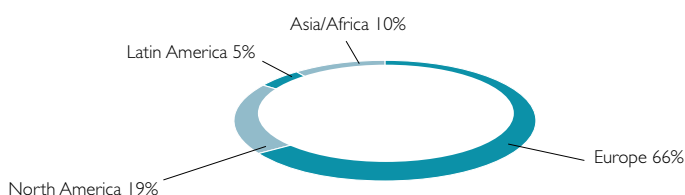
Our strategy is to engage our suppliers in dialogue and, if necessary, guide them towards a more sustainable approach, using our supplier guidelines as a tool. By choosing dialogue instead of ultimatums, we aim to help some of the less advanced suppliers towards a more sustainable approach. A good tool for furthering this dialogue is supplier audits. For this reason, we audit our most important suppliers according to criteria such as size, importance of the raw material and potential risks.

We have made significant progress towards a sustainable supply chain. But there is still much to be done. Among the challenges is improved discipline in sharing supplier information, including the implementation of a supplier complaints database. For some years, a supplier audit group has worked towards securing uniformity in the supplier material available to the organisation. Our first supplier audit course was held in 2004, followed up by a second in May 2006. The courses focus on training our internal auditors in using new tools, including how to audit important areas such as social issues, health & safety and security.

According to a recent internal survey, the supplier audits conducted in 2005 focused on the following: 100% quality, 85% food safety and 52% social issues. This shows the new focus areas are beginning to be implemented, and we expect further progress to be made following the implementation of a uniform audit format in May 2006.

In general, the audits give us a real understanding of supplier performance, illuminating areas that ISO certificates typically do not, such as security, food safety and management support. It helps to meet in person, enter a dialogue and see supplier operations in practice. Our audits result in concrete action plans agreed with the supplier to address specific issues. In a few cases, audits can result in termination of a supplier relationship.

Purchases per region



Purchases: raw materials and packaging materials
% of total amount spent on purchasing



The extract of Jasmine flowers from Egypt, India and Morocco is used in perfumes and flavours.

Sustainable agriculture

Danisco is actively involved in promoting the development of sustainable agriculture worldwide and encouraging raw material suppliers to do the same, particularly in relation to issues such as water, pesticide, fertiliser and herbicide consumption. Only by adopting a considerate approach to natural resources can we preserve them for the next generation.

As a member of the Roundtable on Sustainable Palm Oil (RSPO) founded by the World Wildlife Fund for Nature and major stakeholders in 2001, we participate in the effort to develop sustainable palm oil production via cooperation with the supply chain and open dialogue with stakeholders.

In 2005, world palm oil production totalled 33 million metric tonnes – Danisco purchasing 20,000 to 30,000 tonnes of refined and hardened palm oil from refineries around the world. The continuing rapid growth of production has created an urgent need to lighten the environmental load. In 2006 and 2007, several plantations and refiners will participate in a two-year pilot test of the RSPO's new principles and criteria for sustainable palm oil production, as developed and agreed in November 2005 – a project we will follow and discuss with suppliers.

We are also a member of the Sustainable Agriculture Initiative Platform, where we are involved in a newly established working group that aims to formulate practices and guidelines for sustainable fruit production. These sustainable practices will be subject to pilot tests by selected growers starting in 2007.

Vanilla production and the implementation of sustainable practices are an important area in our sustainability work. Today, with demand growing for vanilla produced organically and by socially responsible farming methods, we are the leading supplier to the US. To secure supplies, we have initiated a training project in Uganda to promote the production of high quality, sustainable vanilla and, at the same time, encourage fair trade. Additional supplies are purchased from another sustainable project in India.

Stakeholder engagement

New political framework for EU sugar producers

In late 2005, the European Council of Ministers reached agreement on the outline of the future EU sugar policy, ending a year-long reform process. The new EU Sugar Regime, which takes effect from July 2006, was formally adopted early this year and represents a radical and, in our opinion, necessary revision of the existing framework.

The main objectives of the reform are to strengthen the European sugar sector's competitiveness and align the regime with the reform of the Common Agricultural Policy and the EU's international commitments. The latter includes the Everything But Arms initiative, which gives the world's least developed countries open access to EU markets for all products, including sugar, from 2009.

Bringing significant changes to the existing price and export systems in particular, the new regime will reshape the European sugar sector entirely, leaving only the most competitive and efficient producers in the market.

In response to the new EU conditions, in early February 2006 we announced plans for a series of efficiency measures to safeguard our sugar activities for the future and further consolidate our position as one of Europe's leading sugar producers. The measures include:

- closure of our production site in Köpingsbro, Sweden, with immediate effect
- closure of our production sites in Assens, Denmark, and Salo, Finland, after the 2006 sugar campaign
- sale of parts of our EU sugar quota in Sweden and Finland
- purchase of extra quota for our sugar plant in Anklam, Germany
- optimisation of administrative functions in 2007

The efficiency measures will affect up to 350 employees. During the spring of 2006, we completed negotiations with our staff at the three discontinuing sites. Overall, the measures will involve a reduction in Danisco's total production of quota sugar of around 100,000 tonnes. For further details see www.danisco.com

EMPLOYEE SUPPORT MEASURES

In line with Danisco's social policy, the affected employees can benefit from a wide range of support measures, developed in cooperation with staff representatives. The focus is on helping as many staff members as possible to find new employment and providing support that reflects individual needs.

This support includes, for instance, individual interviews to identify job aspirations and opportunities, as well as coaching in mapping competencies, writing job applications and job interviews. Job centres will be established at each



factory. Help with identifying available training opportunities is also provided, and our employees have access to courses in specific subjects according to local requirements.

Health and nutrition

Concerns about rising obesity levels, the risk of high blood pressure and Type 2 diabetes have made health and nutrition a prominent theme in our activities. It has long been our aim to provide safe, effective ingredients for healthy foods and dietary supplements, and we are already an important supplier of solutions that target oral, digestive and immune system health. In addition to our unique and diverse capabilities in the food ingredient sector, recent acquisitions have further expanded our horizons within health and nutrition.

A consumer-driven trend, health and nutrition is the fastest growing sector of today's food business. Approximately DKK 1.46 billion of our 2005/06 turnover was directly related to healthy products – products that reduce or lower sugar content, fat or calories; improve fibre content; strengthen and balance the immune system; and improve oral health. With this in mind, we have established the Health & Nutrition Network, a cross-divisional set-up to encourage the development of new applications and products and coordinate our capabilities and vision.

At Danisco, we define health and nutrition as foods and supplements that provide health benefits beyond those associated with basic nutrition. Health and nutrition is in focus at a number of our locations in the US, Europe and Asia Pacific. In addition, we have worldwide collaboration with universities, contract research organisations, government research establishments, trade organisations and the International Life Sciences Institute.

Danisco Spirit 2005

Winter and spring 2006 brought the results of Danisco Spirit 2005, the employee survey conducted as a follow-up to our smaller scale 2004 survey. Covering all employees with the exception of Genencor*, the 2005 survey targeted the following: Danisco overall, divisions, regions, global functions, sites and departments with more than 5 employees. Divisional, regional and site-specific questions, relating to, for example, projects and strategy, supplemented questions of a more general nature.

The aim of Danisco Spirit is to gauge overall job satisfaction, kick-start initiatives at various organisational levels, provide a benchmarking tool, and form the basis for dialogue on how we can improve performance, cooperation and results.

With a response rate of 70%, the survey provided a solid foundation for assessing employee satisfaction. The results at the various levels may differ considerably, so each part of the organisation is responsible for initiating improvement programmes and initiatives.

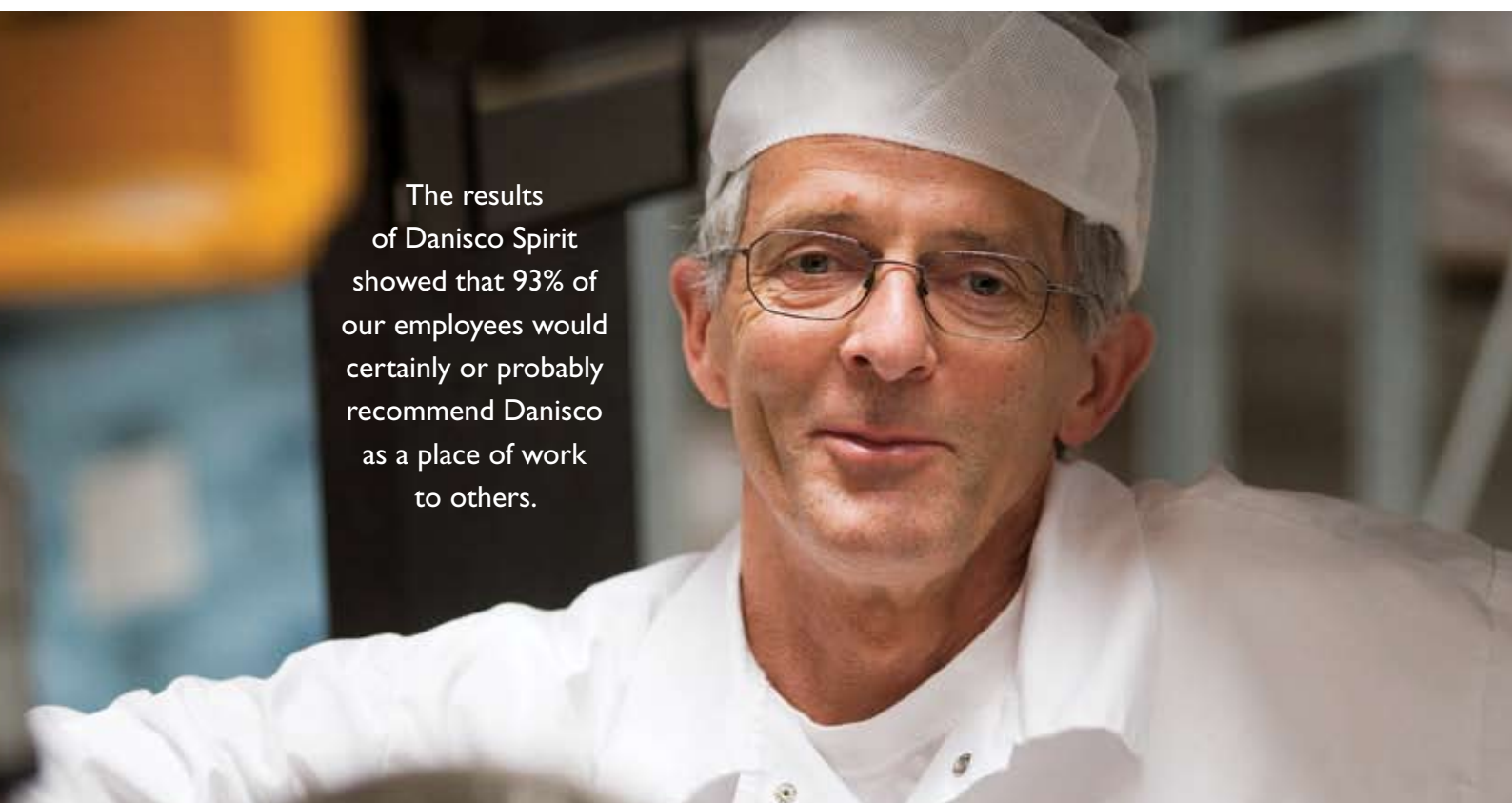
*Genencor conducted an extensive employee survey as a step towards winning the Best Place to Work award 2005 in the US.

Stakeholder engagement at local level

We aim to have our stakeholder engagement database up and running by the autumn of 2006. In the years ahead, we plan to develop better systems for managing stakeholder engagement locally and increasing stakeholder involvement in the preparation of this report.

As a global company we understand that our stakeholders have a say in the way we run our business. That is why we engage them in dialogue at conferences and meetings and use management tools such as databases, surveys and questionnaires.

Following up the survey conducted in our 2002 report, sites were asked in 2005 to indicate how they involve employees, customers, suppliers, authorities, neighbours, the local community, trade unions, NGOs and other stakeholders in economic, SHEQ and social issues. The results are available on our website.



The results of Danisco Spirit showed that 93% of our employees would certainly or probably recommend Danisco as a place of work to others.

Social performance and business integrity

Best leadership practice

Over the past year around 100 top global managers have been involved in identifying new standards of good leadership practice – one of the initiatives inspired by Danisco Spirit 2004. The outcome has been approved by the Executive Board and is currently being rolled out in the organisation.

The process of shaping the new standards involved two steps:

- determining key objectives for leaders based on our overall strategy
- identifying the 6-8 key competency dimensions most critical to achieving our key objectives

The best leadership practices apply to all leaders in Danisco, and a series of presentations and workshops will be conducted worldwide to support their implementation. The practices are becoming an important part of all

Danisco management development programmes. Our 360° feedback tools, global appraisal systems and so on are also being modified to support them.

Global appraisal concept

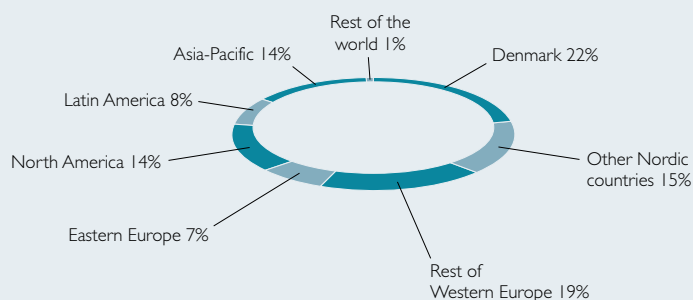
A survey of our sites and offices indicates that more than 80% of our employees receive an annual performance appraisal and approximately the same percentage receive an annual review of training and development needs.

Nevertheless, the results of our annual employee survey – Danisco Spirit – show the need for improvement in a number of areas related to people management:

- opportunities for improving professional skills
- opportunities for employees' personal development
- encouragement by management to develop competencies
- constructive feedback by management on performance

Our employees

Geographical distribution



Notes: Rest of the world includes Egypt, India and South Africa. Of the 14% of our employees in Asia-Pacific, roughly half are located in Australia and New Zealand. The figures include both full-time and part-time employees.

Danisco social policy scorecard

Each year the corporate sustainable development department carries out a social policy scorecard survey at all Danisco sites/offices regarding performance within the social area. The 2005 results show that 96% of our sites feel they comply with our social policy, only 1% indicating they have not yet started implementation while 3% have yet to commence implementation of parts of the policy. Our corporate sustainability teams use the results when auditing sites.

One objective of Danisco's global appraisal concept is to develop the competencies of our employees.



As these areas feed directly into two of Danisco's values – we build competencies and we believe in dialogue – the Executive Board has decided to implement a global employee appraisal concept in order to ensure coherence between overall strategy, values and people management.

The rationale behind the global appraisal concept is to advance constructive dialogue between employees and their managers on setting objectives, developing competencies and fostering a culture that values feedback – i.e. giving it, receiving it and asking for it.

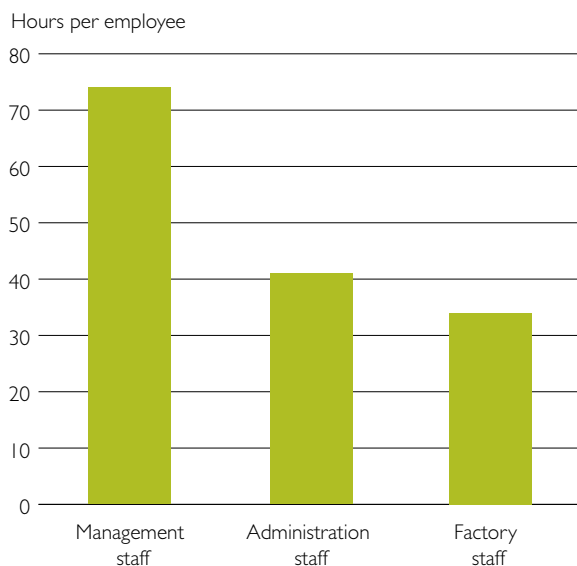
Employee training

Generated by the social policy scorecard survey, the training charts show the percentage of employees in each occupational group who received training in 2005, as well as the annual amount of training hours.

Training of employees in 2005



Estimated average number of training hours per staff group*



*excluding Danisco Sugar, which has a different system for calculating annual training

Women in the workforce

	2003	2004	2005
Women as % of workforce	31%	32%	32%
Women on internal management courses			
DYMP*	50%	-	46%
DIMP**	-	17%	23%

*DYMP – The Danisco Young Manager's Programme targets newly appointed managers with no or up to two years' management experience and management trainees. The aim is to develop the ability of young managers to achieve growth targets.

**DIMP – The Danisco International Management Programme is directed at two critical groups of managers: experienced business managers and experienced project managers. The programme underpins Danisco's need to focus on the participants' managerial role (middle managers and senior project managers), helping them improve their performance both in relation to the challenges facing Danisco and their management responsibility.

Women in the workforce

The percentage of our workforce that is female has, at 31-32%, remained relatively stable for several years. However, the number of women participating in internal management programmes has increased significantly. In 1998/99 women represented less than 25% of the participants in the Danisco Young Managers' Programme (DYMP). In 2005, the figure reached 46%.

The SAP HR database has recently been rolled out throughout the organisation, giving us a global overview of our human resources. In the future we will monitor the number of female employees within the management area. One of the new questions in the 2005 Danisco Spirit employee survey concerned whether our employees feel there are equal opportunities regardless of gender. These results are currently being analysed.

Code of conduct and whistle-blowing system

The acquisition and integration of Genencor in 2005 caused a number of projects to be delayed, including our plan to update our code of conduct and develop a whistle-blowing system. A proposal for a new code of conduct is currently being prepared and will address issues such as corruption and bribery, gift-giving, insider information, political donations and relations with customers and suppliers. The introduction of a corporate whistle-blowing system, which will provide a means of reporting acts or conduct that violate our company policies, will also take place before the next reporting period.

Women make up 32% of the workforce and 46% of the participants in our Young Managers' Programme.





Production and print: Datagraf

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First you add knowledge...

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