



Corporate Social Responsibility Report 2004



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About ICA

The ICA Group is one of the Nordic region's leading retail companies, with just over 2,600 of its own and associated stores in Scandinavia and the Baltic countries. In 2004 the Group had 17,206 employees (excluding store employees in Sweden and employees of franchise stores in Norway). In 2004 ICA's sales to end customers amounted to approximately SEK 120 billion. Sales are made through its own stores, associated stores, branches and franchise stores.

The Group comprises the sales companies. ICA Sverige, ICA Norge and Etos, as well as the partly owned companies Rimi Baltic and Netto Marknad, have a large network of stores. ICA Meny specializes in distribution to restaurants, the foodservice sector and convenience stores. ICA also offers financial services to Swedish customers through ICA Banken.

ICA AB is 40 percent owned by ICA Förbundet Invest AB (publ) and 60 percent by Royal Ahold N.V. of the Netherlands. The voting shares are evenly shared.

Vision

We will make every day a little easier.

Mission

To be the leading retailer with a focus on food and meals.



We want to continually get better!

ICA is a company people know and respect, and we are expected to take social responsibility. We want people to feel confident about the way we do business, so our work with sustainable development is an important part of our day-to-day activities.

We have summarized our view of ethics and social responsibility in our seven Basic Values* in areas where we can and should be involved. ICA should be:



Priority issues

By working conscientiously with these issues, we hope that ICA can be a positive force in society. We have achieved different levels of progress in different parts of the Group, but work is underway everywhere.

The societal debate on health issues has been intense in the last year. We have been committed to making it easier for customers to shop for and prepare nutritious food and to make healthy habits a routine. We are proud to have taken initiatives early on, and of the work we have done for many years to improve our product range from the standpoint of quality and the environment. Even now, when a great deal of focus is on pricing, these values still guide us.

Our efforts to improve conditions for stores in rural areas so that they can survive long-term were also a priority during the year.

Inspired by the Global Initiative

A source of inspiration for ICA's social commitment is the UN Global Compact. ICA Sverige signed the proclamation in 2002 and the whole Group followed in February 2004. This means that in addition to the commitments we have made through our policies and positions, we have pledged to support nine international principles for human rights, fair labor and environmental safety. During the year we welcomed the addition of a tenth principle to counter all forms of corruption. ICA wants to contribute to development in areas where we can have an impact.

For many years we have been providing information on our work in the areas of quality, the environment, health, ethics and social concerns.

Our aim is to fully meet the reporting requirements of the GRI model (Global Reporting Initiative) within a couple of years. As yet we do not have similar enough of a structure between companies to be able to follow key ratios, but in this year's report we have taken an important step by using GRI as a basis for our information.

We want to continually improve in these areas and welcome your opinions on our work. ■



Kenneth Bengtsson
CEO ICA AB



Lisbeth Kohls
Vice President Corporate
Responsibility ICA Sverige AB

Health

Health is a priority for ICA and was an even greater focus in 2004 both in and outside the company. ICA Sverige has worked harder to encourage customers to adopt healthy eating and exercise habits. Activities have been underway within the Group to improve working environments, wellness programs and the health of employees.

Health policy

The health policy states that ICA will encourage employees and customers to buy and prepare a variety of tasty and nutritious meals.

(For the entire policy, see www.ica.se)

Dialogue on health

The health debate intensified during the year, with a focus on the increase in overweight and obesity and on foods containing sugar. The Swedish government appointed a working group of representatives of the National Institute of Public Health and National Food Administration to draft an action plan for good eating habits and physical activity. ICA has been active in the reference group formed by the food industry to support the government's work.

Health issues have also been a hot topic of debate in Norway. In December ICA's management met Norway's Nordic Cooperation Minister to describe what it is doing to encourage customers to maintain healthy eating habits and lifestyles. ICA suggested that the issue of common labeling for healthy products be brought up at the Nordic level.

Health problems have drawn attention in the EU as well. Retailers and the food industry are also participating at the international level to help resolve the problem.

Healthier product range

In 2004 some food suppliers reviewed their products and worked conscientiously to reduce fats and sugar. At ICA, a discussion has begun on gradually reducing the salt content of certain products.

The number of keyhole-labeled products in Swedish ICA stores has risen to around 1,200. Customers have become more aware of the



ingredients in the foods they eat, which helped to raise sales of keyhole-labeled products by 16 percent during the year.

A number of so-called functional foods, i.e., with scientifically proven health effects, have found their way onto ICA's shelves and are becoming popular with customers. ICA continues to broaden and improve its range of fruits and vegetables. New products, such as prepared salads and new tomato varieties, are encouraging customers to eat healthier. Produce sales in Swedish ICA stores are increasing at a faster rate than total sales.

During the year ICA began development of a new line of healthy products based on the Nordic nutritional recommendations 2004. The products, which go by the name ICA Gott liv, will be launched in Sweden in the spring and in Norway in the autumn of 2005.

Products and services for allergy sufferers

Efforts to modernize and adapt the range of products for special nutritional needs have continued at ICA Sverige. Customers clearly appreciate this work, as evidenced by a 19 percent sales increase in 2004. Customers can find information on a variety of these products in the 250 Swedish ICA stores that sell "Friendly products".

So that customers with food allergies can be certain of what they are eating, ICA always labels all the ingredients in its private label (PL) products. During the year ICA Sverige took the initiative to formulate industry-wide allergy guidelines. A working group of representatives of the trade organizations Livsmedelsföretagen and Svensk Dagligvaruhandel was formed and cooperated with the National Food Administration and the Swedish Coeliac Society. This work has resulted in an agreement on allergy labeling to improve customer safety. The agreement contains rules on the use of the expression, "May contain traces of...". To avoid confusion, the industry would prefer not to have to use warning labels on products that do not contain allergic ingredients.

In Norway, many ICA Supermarked and ICA Maxi stores have a concept called "Fri for," where they display gluten, lactose, and nut free products together and place information close by on the shelves so that it is easily accessible to consumers.

ICA Baltic requires all its suppliers to declare product contents, nutritional information and allergy-causing ingredients on their packaging.

ICA Meny offers product sheets for imported and PL products with facts on allergy risks and nutritional information, among other things.

Health cooperations

One way to improve health is to encourage people to eat more fruit and vegetables. An important target audience is children. Together with the Swedish Cancer Society, ICA has a campaign called "Buddy with Your Body - 5 a day," which was in its fourth year in 2004. In all, 104,350 second and fifth graders visited ICA stores, where they received a lesson on fruit and vegetables along with material to work on back at school.

Together with Sweden's county blood banks and local sports associations, ICA sponsored ten races around the country aimed at recruiting new blood donors and underscoring the importance of physical activity. More than 4,800 teams with 28,000 runners took part. In connection with the races, ICA provided information on food and exercise through various in-store activities.

"Kortvasan," a family-oriented ski race sponsored by ICA, was held during the week of the Vasalopp. It attracted 5,000 people who signed up to train for and ski the 30 km stretch. Another 7,500 women took part in the "Girls' Vasa," also sponsored by ICA.

Rimi Latvia supported a variety of sports and health-related activities, such as the Women's Solidarity Race, held on March 6, in which 1,500 women ran to celebrate Women's Day and support healthy living.

Healthy communication

During the year ICA Sverige provided information to make customers more aware of what is in the foods they eat. In a series of ads, a magnifying glass was held over lists of ingredients, nutritional labels and symbols. Explanations and further information were offered in a brochure available at all ICA stores.

At www.ica.se, 9,000 people signed up during the year for "Today's task," a daily e-mail on food, exercise and well-being. The page "Må Bättre" (Feel Better) was visited by 213,000



people. During the autumn a new site called "5 a day" was created to support the "Buddy with Your Body" campaign; 19,000 visitors have been inspired to eat more fruit and vegetables.

Etos: A chain for the health minded

Etos is a store concept focused on health and beauty products. In 2004 Etos, like ICA, continued to prepare for the deregulation of the market for nonprescription medications. Its aim is to sell a well-balanced range of these products. During the year guidelines were drafted for quality assurance, product assortment, competence and marketing to ensure that medications are handled safely.

Tobacco and alcohol

The sale of tobacco and beer to minors has become a growing problem. ICA has cooperated actively with authorities to ensure that no one under the age of 18 can buy these products. ICA is not pleased with the results of the "secret purchases" that were made as part of the industry's self-monitoring program.

To reduce the risk of selling tobacco and beer to underage customers, many stores have computerized cash registers which remind cashiers to check ID's. In addition, a growing number of stores have moved their tobacco sales from behind the cash register to vending machines. ■

Ethics

ICA works to ensure that all its products are produced under socially responsible conditions. In 2004 it launched a number of products that are certified according to various social standards. Also, the Group committed to the UN's Global Compact. ICA supports and participates in a number of sponsorship projects.

Business ethics policy

The ICA Group's business ethics policy covers relationships with suppliers and partners with regard to gifts and bribes, fair competition, accounting practices and shareholdings.

Ethical purchasing guidelines are included in ICA's quality and environmental policy.

Customer policy

ICA's customer policy brings together guidelines on customer service, marketing, privacy and how various products are handled, e.g., ID checks for various sales.

Security policy

ICA's security policy identifies who has responsibility within the Group for protecting employees, customers, property and the business.



Global Compact: a UN network

In early 2004 ICA AB signed the UN Global Compact proclamation, which ICA Sverige had committed to in 2002. In June CEO Kenneth Bengtsson participated in the UN Global Compact Leaders Summit in New York. The meeting was arranged so that business leaders, union representatives and government officials could discuss how to raise support from private and social sector actors for issues of social responsibility in accordance with the ten principles of the Global Compact; see page 22. Although ICA has no factories of its own, it must ensure that its PL products, in particular, are produced under acceptable conditions.

Socially responsible purchasing

In 1998 ICA established the requirements that apply to purchases of goods from developing countries, which it has since refined. Its basic requirements in terms of working conditions, work environments and safety comply with the UN declaration on human rights and the core conventions of the International Labour Organization (ILO).

ICA uses a three-step model for its PL products. Supplier agreements are the first step. The second is independent audits compared to SA 8000, an international standard for social accountability. The third step is reached when ICA recommends that a supplier in a developing country apply for SA 8000 certification.

In 2004 ICA continued to monitor its Far Eastern suppliers of PL food products according to this model. Questions on working conditions, hiring young workers, working hours and discrimination are brought up in conversation directly with suppliers or through independent audit firms. Practically every supplier made some improvement during the year, e.g., in lighting, ventilation, noise dampening and heavy lifting. The majority of the plants that produce canned tuna and pineapple preserves, for instance, now have air conditioning, which none of them had just two years ago.

Long working hours are still the biggest stumbling block for SA 8000 certification for plants in the Far East. Although they are complying with their national laws, these plants exceed the working hours allowed by certification standards. This is because of their dependence on, and vulnerability to, seasonal catches or

harvests. To manage during high season, they have to have a large temporary workforce, which results in longer working hours. Despite this dilemma, a number of these companies have become more positive to social issues in their businesses, and most have them on their agenda. In several cases, competitors have merged to be able to shorten working hours. Achieving the goal of more SA 8000 certified suppliers requires patience.

The commitment to socially responsible suppliers has also increased among ICA's purchasers of housewares, textiles, toys and leisure products. The majority of these suppliers are in China, India and Pakistan, as well as countries in Europe. Questions on working situations and health are increasingly being brought up in negotiations. The results of the survey on working conditions that was sent to the suppliers have been compiled and analyzed.

Eighty-five percent of all bananas sold by ICA Sverige and 30 percent sold by ICA Norge are from Chiquita. They come from Latin American growers, all of whom have been SA 8000 certified since November 2004. All of Chiquita's banana growers have also been approved by the environmental organization Rainforest Alliance.

Social requirements in purchasing

ICA has begun to improve methods to monitor social aspects in its purchasing. Among other things, demands placed on suppliers will be more clearly communicated and added to all agreements, not only those for PL products. Furthermore, in the spring of 2005 ICA will become a member of BSCI, the Business Social



Compliance Initiative, a European alliance of around 40 retailers and importers. BSCI requires that suppliers in developing countries undergo an audit by an accredited third-party based on a BCSI questionnaire. If the supplier does not meet all the requirements, an action plan must be drafted and followed up within 12 months. Audits are then conducted every three years. The customer who requested the audit enters the name of the supplier in a BCSI database, also indicating what stage the supplier is in, e.g., whether it has completed its first or follow-up audit.

Responding to criticism

During the year the organization Fair Trade Center presented a follow-up report stating that toy manufacturers in China, despite inspections by retailers or third parties, are still not meeting certain requirements with regard to working conditions. The report pointed to the difficulty in finding ways to monitor social requirements in the purchasing process. Three of the companies mentioned in the report supply toys to ICA, which has made note and is following up on the results.

Belgium-based Stock at State compiled a list of current and older documentation on

environmental and social conditions among banana growers. ICA was criticized because Bonita bananas are grown on plantations with poor working conditions and environmental performance. ICA's purchasers and quality managers again visited the supplier and found that work had already begun to certify all its production according to EurepGap and that working conditions were acceptable.

SwedeWatch presented a report on labor conditions among fruit pickers on plantations in Chile and South Africa. It showed that conditions for temporary, seasonal employees were unacceptable. Nonexistent or convoluted agreements and poor wages were among the things found. Since 2002 ICA has required its growers to comply with EurepGap, the international quality and environmental system for horticultural products. Even though the suppliers mentioned were certified, SwedeWatch found poor conditions. ICA will open a dialogue with these suppliers to decide how improvements can be made. It also intends to convince EurepGap to better monitor working conditions and evaluate whether there are other ways to ensure acceptable conditions on produce farms.

Socially responsible products

Other than oil, coffee is the world's largest commodity. It is natural, therefore, that unions and human rights organizations inspect and question working conditions, wages and other social aspects on coffee plantations. ICA's own coffee is certified by Utz Kapeh, an independent organization that sets and monitors environmental, food safety and labor practice requirements for workers and their families on coffee plantations. Utz Kapeh means "good coffee" in Mayan language.

Social responsibility in connection with food purchases from developing countries

	China	Thailand	Philippines	Other*
No. of active suppliers	5 (6)	16 (14)	6 (6)	4 (4)
No. of third-party inspections	2 (2)	8 (8)	3 (3)	2 (2)
No. of SA 8000 certifications	0 (0)	0 (0)	0 (0)	2 (2)
ICA's share of suppliers' sales, approx.	2-3%	1%	1-2%	1-2%
No. of employees, approx.	6,500	14,000	10,000	19,000

* Indonesia, Seychelles, Madagascar and Mauritius. Figures in parentheses refer to 2003.



Utz Kapeh "Certified Responsible Coffee" means:

- Chemicals are used as little as possible and in a responsible manner
- Consideration is given to employees' health and safety
- Schools and healthcare are available for workers and their families
- Workers have the right to unionize and negotiate collectively
- Records are kept on acreage, crop histories, soil and chemical use
- Growers minimize soil erosion and use native species for coffee shade
- Coffee is fully traceable.

From autumn 2004 ICA Sverige began to inform customers about the new labels. The Utz Kapeh logo is shown on the packaging, along with advice to type in the best-before date on www.ica.se to find out where and how the coffee was grown, what environmental measures were taken and, in many cases, on working conditions on the plantation.

Other brands that ICA carries, including Löfbergs Lila, are taking measures to improve conditions for coffee workers. A joint initiative of the industry called 4C Common Code of the Coffee Community, which is aimed at social, environmental and economic sustainability, was established during the year.

In 2004 ICA's Swedish stores began selling fresh cut roses from Kenya. The farm where they are grown is taking a progressive approach to environmental issues and working conditions and has been certified according to MPS, a Dutch environmental and social standard. Around 4,500 workers and their families – about 20,000 people in all – live on the farm, which provides

them with free nursery schools, schooling for children up to age 16 and healthcare.

Half a Swedish krona from every bouquet ICA sells goes back to the farm. The money is contributing to the construction of a new school for children between 16 and 18. The age limit to work at the farm is 18, which is why a school for young people in this age group is needed. Sales of the roses exceeded expectations and at year-end SEK 140,000 had been collected.

Fair trade labeled products

Sales of fair trade labeled products continue to rise in Sweden, and more products are being offered in Norway. Although these products still account for less than one percent of ICA Sverige's sales in each product segment, and slightly over two percent for bananas, the increase during the year exceeded 50 percent. Fair trade labeled products include coffee, tea, cocoa, juice and bananas.

Together with the organization Rättvisemärkt/ Fairtrade, ICA Sverige tested sales of fair trade labeled products at 11 stores. The results show that sales can be increased by taste testings, contests and other attention-grabbing events. In the spring of 2005 fair trade and eco-labeled oranges will be sold by ICA Sverige.

Stakeholder dialogue

ICA tries to maintain an open dialogue with stakeholders, especially customers as well as suppliers, government authorities, unions and environmental organizations. It has built up an extensive network of contacts and regularly meets with consumer, environmental and human rights organizations.

During the spring of 2004 representatives of ICA met with the Swedish parliament's party groups to provide a status report on the competitive situation in the food retail industry. ICA also described the work it is doing to create stores that benefit customers through both

price and availability. The revised new store policy was also brought up at these meetings.

ICA maintains an active dialogue with its customers, in part directly in stores and through its customer call center, and in part through various surveys conducted periodically at both the local and national level.

ICA Sverige's customer call center follows up opinions and suggestions from customers and handle any complaints of PL products.

Customer call center, ICA Sverige

	2004	2003
Product complaints	13,701*	13,016
Email	19,714	25,338
Telephone	47,872	47,888

** The 20-percent increase in sales of PL products increased the number of complaints by 5 percent.*

In 2004 ICA also conducted surveys on familiarity with the company's corporate social responsibility work. One survey among Swedish opinion leaders and decision-makers showed that ICA's work with social responsibility is relatively well-known and appreciated. ICA received high ratings for its work with quality, information, health issues and the way it treats customers. It received slightly lower ratings for its environmental work and the way it handles issues involving rural communities. Also, there is concern among opinion leaders that ICA's PL products will reduce the overall number of products it offers.

A survey was also conducted among ICA's 25 largest suppliers on the reporting of social responsibility issues. While most suppliers are making progress in this area, they are still providing only limited external information.

During the year ICA established a customer policy on issues involving customer service, information and marketing communications, as



well as how products are made available. It also includes a policy on customer integrity, which was adopted in 2000 and describes how the company protects its customers' privacy. The customer policy and its guidelines are primarily an internal tool.

Protecting customers' privacy

Personal information on Swedish customers is obtained through the ICA card. Safeguarding customers' privacy is a high priority, and in addition to current laws ICA has drafted a policy on handling personal information. By utilizing this information, ICA can customize offerings.

During the year ICA submitted a written report to the Swedish Data Inspection Board on the measures it has taken to inform customers of the opportunity to receive customized flyers based on their buying patterns. This was done in response to the board's comment in 2003.

ICA's privacy policy applies to all companies in the Group.

ICA has a representative for privacy issues to whom customers can turn if they believe ICA has not protected their information satisfactorily. No complaints were submitted to the representative during the year.

Serious robberies continue

During the year there were fewer but more serious robberies. Safer systems for handling cash have improved security, as have systematic efforts to utilize risk assessments for threats and violence. More robberies are taking place during daytime hours and various types of weapons are increasingly being used. Small stores in the suburbs have been affected most seriously, although the trend is toward an increase in robberies in downtown locations as well. In Sweden, ICA Nära and ICA Supermarket have been affected most often.

During the year ICA began offering training for store security coordinators. The aim is to create safe and secure workplaces, to minimize

the risk of personal injuries and financial losses, and to handle serious incidents quickly and professionally.

Number of robberies

	2004	2003
ICA Sverige	45	47
ICA Norge	5	15
ICA Baltic	0	0
Etos	0	0
Netto	2	1

The stores experienced a large number of break-ins, and in almost every case the thieves were after tobacco. To prevent this, ICA will be using tobacco vending machines in 2005.

An important part of ICA's security work is to protect business-critical information. In autumn 2003 it therefore adopted an information security policy. The focus in 2004 was on practical introduction of this policy within ICA.

Netto was also affected by a number of thefts and robberies in 2004. To prevent violence and threats, Netto has devoted considerable effort to informing and training managers and staff in its stores. In connection with new store openings and in high-risk areas, stores have installed security cameras. In the area of crisis management, Netto has established a nationwide cooperation with Previa, an occupational health service provider.

Sponsorships and cooperations

ICA's commitment to social issues is the basis of its sponsorships.

ICA Sverige's Christmas campaign to sell bread from Bageri Skogaholm and Polarbröd to benefit SOS Children's Villages raised a total of nearly SEK 5.7 million to build a children's village in Valmiera, Latvia. In addition, ICA's employees

collected used toys, books and games for children in the three SOS Children's Villages already in place in the Baltics. Nearly 650 wrapped packages were sent the week before Christmas.

ICA is also the main partner to the Swedish Cancer Society in its pink ribbon campaign to benefit breast cancer research. The daily Aftonbladet and ICA cooperated by selling a pink ribbon edition of the newspaper in ICA stores. ICA also participated in a breast cancer fundraiser broadcast on TV4. In total, ICA and its customers raised about SEK 2.3 million for the pink ribbon campaign. Etos actively took part by selling pink ribbons in its stores and donating SEK 10 from every product sold from its PL for nursing and expectant mothers to the Cancer Society.

ICA Sverige's other major sponsorships included blood drives, the "celebrity card" campaign by BRIS (Children's Rights in Society) and Red Cross collections to support those living alone and senior citizens in Sweden. The ICA Group and its employees also donated money to assist the tsunami victims and have close cooperations with the World Childhood Foundation and the World Wildlife Federation (WWF) on pastureland and free range meats.

For the seventh consecutive year ICA Norge contributed to the Norwegian Church's City Mission and its "Light up the Darkness" campaign, which is well known to Oslo residents and aims to ensure that everyone who lives in the city can celebrate a dignified Christmas. ICA donates 1,100 bags of groceries to people who cannot afford the little extras that make the holidays special.

Rimi Latvia sponsors a number of activities and organizations to assist children and young adults. One notable project is Sunny Days for Our Children, which started on November 15 and continued until the end of January 2005. Rimi's employees and customers donated SEK 200,000 to the construction of a ward in a children's hospital in Riga. On September 1 Rimi Latvia donated reflectors to 21,300 first graders



to keep them safe in traffic. During holidays such as Easter and Christmas the stores donate food and gifts to local aid organizations and foster homes.

During the year ICA Meny continued to support the Swedish culinary arts as a co-owner of Restaurangakademien and chief sponsor of the Swedish national team of chefs, which took the gold medal at the World Championships in Germany using only organic products. ICA Meny also sponsors Bocuse d'Or, one of the world's most prestigious cooking competitions.

Most common store chain in the countryside

In the last five years over 300 rural communities in Sweden have lost their only grocery store. In most cases, it was because they could not make a profit. ICA still runs by far the largest share of grocery stores in Sweden's rural communities. Of the nearly 1,000 stores in the countryside, about 40 percent are ICA stores. Over 500 ICA stores are in municipalities with shrinking populations, and in the 600 Swedish communities that now have just one grocery store left, nearly half are operated by an ICA retailer. Many of these stores also provide other services to their communities, including pick-ups for Systembolaget and Apoteket, the state-run alcohol and pharmacy monopolies, and post office and bank teller services.

During the past two years ICA has invested SEK 30 million to modernize computers and other equipment and make its smallest stores more competitive. This has helped to greatly slow the rate of store closures in rural communities. Stores that do not wish to share in the investment have the option, through ICA Meny,

to become part of the "Near You" concept, a nationwide chain of convenience stores.

Together with the Swedish Consumer Agency, ICA has played a key role in creating a coordination forum to bring together organizations that are trying to maintain a satisfactory service level throughout the country. One example is a cooperation between the Swedish Consumer Agency, the Federation of Swedish Farmers and ICA Sverige to distribute goods and services to areas with limited accessibility, primarily rural areas and sparsely populated communities. To date ICA has helped two such areas, Österåker and Malexander, with access to groceries through larger ICA stores nearby. ICA also participated in the "Arena for growth" project to encourage systematic, long-term development and create good growth environments around the country.

In several places around the country ICA cooperates with municipalities to order, purchase and deliver groceries to senior citizens. This saves time and money for community home assistance providers. This type of cooperation is concentrated in areas where there is little commercial incentive to open stores. The model has been tested in Kalmar and Vingåker, among other places.

Other positions

During the autumn ICA AB decided not to sell computer games rated for those 18 years of age and older in accordance with the international PEGI classification system. These games contain violence, and ICA does not want to encourage children to play violent, or otherwise unsuitable, games intended for adults.

ICA Sverige's calendar for 2004 had the theme, "What we all agree on" and was printed in one million copies. Through its calendar, ICA hopes to spread awareness that despite the poor conditions in many places in the world, substantial efforts are being made to change things for the better. ICA's calendar for 2005, "Protecting diversity," takes up various aspects of cultural diversity.

Customers from other cultures are important to ICA. Some retailers are able to offer them a wide and popular range of products, while others have difficulty finding products that meets their wishes. To support retailers in Sweden, a new, extensive section on multicultural customers was launched on ICA's intranet, providing information on food customs, product assortments and holidays.

ICA Baltic tries to promote local producers' offerings, especially produce and other fresh products. It labels all PL products in four languages: Estonian, Latvian, Lithuanian and Russian. ■

Employees

During the year a variety of efforts were made to develop and stimulate employees in the Group, in addition to a number of health-related activities. At the end of the year a decision was made to reduce the number of employees as an element in increased Nordic cooperation within ICA.

Occupational health and safety policy

ICA's occupational health and safety policy provides guidelines on human resources and working environments.



Independent employees

ICA's employee policy focuses on the individual's ability to perform and feeling of independence, i.e., a sense of ownership of their job and work situation. The keywords are: want - to be committed; know - to feel informed; can - to feel competent to do their jobs; may - to feel they have enough authority to meet their responsibilities; and should - to feel responsible for those duties.

ICA's leadership policy encourages managers to promote independence and excellence. Managers must maintain a dialogue with employees, help them understand their duties and encourage them to develop. Research has demonstrated a connection between a sense of independence and well-being.

Perceptions of independence in the organization are measured and followed up on a regular basis. This has been done to date in ICA AB and ICA Sverige, where the degree of independence is high and has increased since 2003. This approach has been copied by a number of Maxi and Kvantum retailers, who are measuring independence and intensifying their dialogue with employees.

Training is a priority

In 2004 ICA Sverige provided leadership development programs and training for managers in stores and the Group. Through these various programs, managers learn about ICA's approach to leadership, covering areas such as coaching, supervision, group dynamics, personal development, dialogue techniques, rhetoric, labor law and stress management. Over a thousand managers completed at least one of these programs in 2004. The ICA School trained 5,000 store employees and retailers in everything from food appreciation to leadership development.

During the year a comprehensive program was initiated to convert the Norwegian Rimi stores to ICA Supermarked and ICA Nær stores. This change created a great need for skills development among store employees, including specialized training for employees who handle fresh foods and training for all employees to familiarize them with the new concepts. In total, approximately 2,200 Norwegian employees received some form training during the year.

Because of the extensive number of stores that have gone from affiliates to franchises, including at both Rimi and ICA Nær, a six-day franchise training program was developed. In total, 123 future franchisees took part in the autumn 2004.

The first two groups who completed ICA Norge's two-year management development program graduated during the year. In total, 333 people received diplomas after having participated in all eight sessions.

In 2004 ICA Baltic launched a number of new training programs. All store employees participated in a customer service program that was created and implemented by the in-house training department. The training was followed up with an incentive system to encourage top employees to improve customer service. In cooperation with an outside consultant, Rimi also launched a Management Academy. All store managers attended the academy's management training programs.

Netto trained many new store managers in 2004, and at an early stage of its development has succeeded well in recruiting store managers and leaders internally. Netto trained nine current leaders with the goal of promoting them to store managers; seven of the participants are now managers. Netto plans to devote even greater focus to internal training in

2005 and to start a trainee program for internal and external store manager candidates.

During the year Netto expanded its course offerings for store employees. In total, 315 employees attended in-house courses. In addition, the first store manager seminar was held, with the theme of leadership.

Occupational health and safety handbook

An occupational health and safety handbook has been available on ICA's intranet since October 2004. It is available to all Group companies in Sweden. The handbook covers, among other things, the ICA Group's occupational health and safety policy, laws, regulations and routines to ensure safe working environments. The goal is to make the information easy to understand and accessible to all managers and employees. The handbook includes guidelines and tools for managing stress. A seminar on stress in today's working world is a mandatory part of training for ICA managers in Sweden.

Employee health

The ICA Group tries to maintain a healthy work environment, physically and mentally, that promotes a sense of well-being both short- and long-term and contributes to the personal development of employees and overall development of the business.

During the year ICA Meny continued its wellness program, which encourages employees to exercise regularly.

ICA Sverige signed a central agreement during the year with Previa to obtain access to occupational health services. All 4,600 employees now receive a uniform level of preventive health services that meets the requirements of ICA's occupational health and safety policy. The agreement also gives ICA's managers and

HR consultants a professional partner on these issues. In addition, employees of ICA Sverige are offered exercise and workout opportunities as well as Weight Watcher's classes.

Drug testing

ICA has central guidelines on the use of tobacco and narcotics that require that all workplaces within the Group must be safe, secure and drug-free. All new employees of the Swedish companies, regardless of position, are required to be drug tested.

Number of annual employees and sick leave absences

	No. of annual employees	Sick leave, %
ICA AB	474 (372)	3.8 (3.65)
ICA Sverige	4,407 (4,384)	7.3 (7.22)
ICA Norge	5,540 (5,465)	6.5 (7.27)
ICA Baltic	5,286 (4,887)	(4.25)
ICA Meny	899 (921)	5.9 (8.45)
ICA Banken	121 (130)	6.2 (8.26)
Etos	23 (30)	3.43* (1.9)
Netto	540 (251)	5.0 (4.4)

Figures in parentheses refer to 2003.

* 2004 figures refer solely to store employees.

Safer workplaces

The overall objective of ICA's security work is to protect employees, customers, property and the business against all types of threats, whether intentional or not.



ICA has produced a security handbook with guidelines and directives that follow the Group's security policy.

In 2004 ICA AB, in cooperation with SOS Alarm, established a security center with emergency telephone numbers for ICA stores. As part of the service, which is always available, SOS Alarm receives, processes and provides information on certain situations that may arise. A personal safety folder has been produced with concrete advice on safety issues.

During the year ICA had a risk ranking done of the Group's head office and all distribution units in ICA Sverige and ICA Meny. The ranking system systematizes security work by quantifying risks, recommending improvements, providing cost estimates and prioritizing measures.

Diversity

The ICA Group promotes diversity and gender equality as well as representation of various ethnic groups at all levels of the Group.

In 2004 ICA Sverige tested a half-day seminar on cultural diversity in working life consisting of two parts, "Managing diversity" and "Promoting diversity". The project proved successful and the seminar is now part of the introduction for new managers.

Netto is working actively to achieve gender equality at all levels. In terms of district managers, the gender breakdown is evenly divided. Among store managers, 46.5 percent are women and 53.5 percent men. Netto also promotes ethnic diversity and at year-end there were over 20 different nationalities represented within the company.

ICA Sverige has followed up the Group's Basic Values on ethics and social responsibility to ensure that they are in agreement with the personal values of its employees. The results

Number of men and women in upper and middle management

	Men, %	Women, %	Total
ICA AB	75 (72)	25 (28)	89 (29)
ICA Sverige	75 (80)	25 (20)	114 (66)
ICA Norge	82 (89)	18 (11)	206 (63)
ICA Baltic	59 (65)	41 (35)	66 (23)
ICA Meny	74 (78)	26 (22)	42 (37)
ICA Banken	60 (80)	40 (20)	10 (14)
Etos	50 (0)	50 (100)	2 (1)
Netto	44 (80)	56 (20)	71 (52)

Figures in parentheses refer to 2003.

More levels of middle management are included in 2004 than 2003.

were very positive and show there is a consensus and that most employees feel ICA Sverige is working seriously with these issues.

Savings lead to layoffs

ICA is a group in constant change, which means that its organization periodically must be reevaluated. In 2004 it became evident that savings within the Group will make it necessary to reduce the number of employees in 2005 and 2006. ICA's aim, as far as possible, is to help terminated employees to find new positions, receive further training or to otherwise support those who are let go due to redundancies. Recruitment for ICA Sverige's trainee program for 2005 has been postponed. ■



Environment

ICA impacts the environment in various ways and is working extensively to improve its environmental performance. ICA promotes sustainable development through long-term, preventive work using the precautionary principle. Environmental work includes setting requirements on the product range, energy conservation measures, waste sorting and environmentally friendly transports. Organic and eco-labeled products are an important part of ICA's efforts to reduce its environmental impact.

Quality and environmental policy

The ICA Group's quality and environmental policy provides practical guidelines for day-to-day activities in the Group and its stores. The guidelines also cover the requirements placed on suppliers.

(For the entire policy, see www.ica.se)

New store policy

ICA's new store policy contains guidelines on environmental considerations, e.g., that new stores should be built primarily in highly accessible areas to avoid increasing the traffic burden.



Food and the environment

By placing environmental demands on suppliers and promoting an increase in organic products, ICA is helping to reduce the overall environmental impact on society.

Sales of organic products continued to rise in ICA's Swedish stores at about the same rate as the previous year. In 2004 organic sales rose by 15.5 percent in value compared to 2003. The largest increase was posted by the ICA Ekologiskt line, along with dairy products such as milk and soured milk. The overall number of organic products decreased, however.

ICA Meny has broadened its range of organic products. The magazine Saluhallen markets at least one organic product each month, and the company also markets organic wines. ICA Meny's sales of organic products doubled from previous year. Growing interest in these products has also been reported by ICA Norge.

In 2004 Rimi Lithuania offered its customers 35 products under the EKOagro brand, including fruit and vegetables, bread, juices and grains.

Netto also decided in 2004 to market organic products, for which it reported good sales. More of these products will be marketed in 2005.

Sales of organic products

	No. of organic products	Sales trend, %
ICA Sverige	440 (450)	15,5 (17)
ICA Norge	96 (90)	n/a
ICA Baltic	35 (0)	n/a
ICA Meny	250 (230)	100
Netto	1 (0)	n/a

Figures in parentheses refer to 2003. 2003 figures are audited.

Ecological gains 2004 (examples)

- ICA's customers have purchased 30 million liters of organic milk. This means that Sweden's pastureland was spared approximately 2,250 kg of pesticides (active substance).
- ICA's customers have purchased 482 tons of organic potatoes. This means that Sweden's pastureland was spared approximately 70 kg of pesticides (active substance).
- ICA's customers have purchased 851 tons of organic flour. This means that Sweden's pastureland was spared approximately 185 kg of pesticides (active substance).

To reduce the environmental impact from other, non-organic foods, ICA supports so-called integrated production (IP), where the use of artificial fertilizers and pesticides is documented in a controlled setting. All growers of fruit and vegetables that supply ICA Sverige and ICA Meny must be certified according to EurepGap or other system for sustainable production, unless they have been certified by the Swedish KRAV system. EurepGap ensures less of an environmental impact. In Norway, similar requirements are made of Norwegian growers using KvalitetsSystem i Lantbruket (KSL).

Eco-labeling of non-food products

The Scandinavian ICA companies, including the discount chain Netto, offer a wide range of eco-labeled cleaning products. All laundry detergents and dishwashing liquids sold in

Swedish ICA stores are eco-labeled by Nordic Swan or Good Environmental Choice. Skona, ICA's private label of cleaning products, is sold in both Norway and Sweden. Most of the products in the Skona line are labeled by Nordic Swan or Good Environmental Choice.

ICA has decided to continue to prioritize eco-labeled products in categories where criteria have been established. Eco-labeling is a form of value-added that provides security and is simple for buyers and customers to understand.

During the year Rimi Latvia began a cooperation with the Environmental Protection Club (EPC) to promote and market environmentally friendly laundry detergents and dishwashing detergents using special labels on store shelves. A group from EPC consisting of representatives from the Baltics and Scandinavia conducted a study of products from the Baltic market and compared them to environmental criteria. This resulted in the approval of 27 detergents and 12 dishwashing detergents. With the study as a basis, Rimi Latvia started a marketing campaign, spreading extensive information on eco-labeled cleaning products to all its customers, and trained its staff. The campaign, the first of its kind in Latvia, attracted great attention among consumers and the media.

Prawns, cod and palm oil

The farms near the equator that breed prawns harm the environment. They damage the mangrove swamps that serve as "nurseries" for many species of fish. In Sweden, a debate has been driven by the organization Fältbiologerna and the Swedish Society for Nature Conservation, which are encouraging retailers and store managers not to sell these prawns. There is a demand from customers, however, and ICA Sverige therefore offers a type of prawn in its regular assortment that is approved by Natur-

land, a German sister organization to KRAV. ICA Meny, which also offers prawns, has carefully selected its suppliers. Neither ICA Sverige nor ICA Meny actively market prawns, and they are not used in any suggested recipes from ICA Sverige.

The Swedish debate on fish stocks and selling certain varieties of fish continued in 2004. According to researchers and government authorities, the cod stock in the Baltic Sea and along the Norwegian coast has dropped to alarming levels in recent years. ICA has therefore decided to stop buying cod from the Baltic Sea for its private labels. Cod from the north-east Atlantic is taken by hook, which causes less damage to the sea floor and reduces by-catch compared to fishing by net. In addition, ICA now offers Pacific cod from China and Fin-dus Hoki, a variety of hake from New Zealand labeled MSC (Marine Stewardship Council), which guarantees that it comes from stocks that are not overfished.

The production of palm oil has fueled the destruction of rainforests in many areas. In 2004 the Round Table on Sustainable Palm Oil was established in Malaysia to create criteria for sustainable production of palm oil. ICA will attempt, as far as possible, to follow the purchasing criteria it issues.

In-store environmental work

ICA Miljöbutiker (eco stores) meet a number of stringent environmental criteria with regard to their product range, access to consumer information, employee training, waste sorting and controlled energy consumption. The requirements for these stores are revised annually, which helps them to steadily improve their environmental work. In 2004 eight new ICA eco stores were approved, raising the total to around 360 stores in Sweden at year-end, together accounting for approximately 70





percent of ICA Sverige's total store sales. Seven ICA eco stores were Swan certified during the year as further evidence of their environmental commitment, raising the total number of stores that have been certified to eleven.

Most ICA eco stores raised their sales of organic products in 2004 – some even doubling them. Thanks to an improved line, more stores now generate up to 1 percent of their total sales from organic products. Because of its large share of the total food retail market, ICA accounts for a significant percentage of organic food sales in Sweden.

Transports and the environment

ICA's biggest impact on the environment is from transports. The guidelines of its quality and environmental policy state that it will try to reduce the impact from its own transports and those of the shipping agents it uses. This can be done through efficient logistics by maximizing loads, coordinating transports and return transports from suppliers, and using double-deck trucks, railroads, ships and alternative fuel vehicles.

The goal of ICA Sverige's logistics department is to be the best in the Nordic region in retail logistics. An important step toward achieving this will be reached when a new logistics structure is fully in place in 2008. With the new structure, more products will be distributed to stores via ICA's warehouses than at present. Many products, such as dairy, meats and carbonated beverages are currently distributed directly by suppliers to stores. An environmental analysis shows that the new logistics structure will reduce total vehicle emissions to Swedish ICA stores by approximately 20 percent.

Another major change is ICA Sverige's plan to sell all its trucks and outsource transports to independent haulers. Environmental requirements and monitoring will be at least as stringent as before. For example, all haulers used by ICA Sverige and ICA Meny must provide infor-

mation on the environmental impact of their transports in the form of each vehicle's euro class and data on emissions.

Environmentally efficient logistics

In 2004 ICA Norge further increased its share of coordinated transports, reducing direct deliveries from suppliers to stores. ICA Baltic and Netto have continued to coordinate transports of more product categories and optimize internal transports.

The overall environmental impact from transports within the food retail industry and by suppliers can also be reduced through return transports, i.e., after offloading goods at stores, trucks carry other goods from suppliers to ICA's warehouse. This is already being done to a large degree in Sweden and Norway. Through ICA Sverige's new logistics structure, return transports will increase substantially in the next three years. In 2004 Netto also increased its use of return transports.

ICA Meny has made its deliveries more efficient and environmentally friendly through the O-centralen cooperative, a new distribution concept that coordinates local deliveries in the congested Old Town section of Stockholm. Shipments to stores and restaurants are sent via O-Centralen, where they are reloaded and coordinated. Final delivery is made together with goods from other suppliers using biogas

vehicles. During the year ICA Meny also took part in the Swedish Environmental Management Council's work to establish new criteria for purchasing transports.

Carbon dioxide emissions

Carbon dioxide emissions from transports and other forms of combustion contribute to the greenhouse effect. By reducing fuel consumption and replacing fossil fuels with renewable energy sources, these emissions can be reduced. ICA Sverige currently uses two biogas vehicles. New, more fuel efficient truck engines and the new, environmentally efficient logistics structure at ICA Sverige will help to reduce carbon dioxide emissions over time. ICA Sverige requires that its haulers have a plan to reduce emissions from their transports.

Moreover, ICA continues to study opportunities to utilize rail shipments between its warehouses. In 2004 it began to ship some non-food goods by boat to the warehouse in Västerås. Previously, these goods had been shipped from Hamburg to Göteborg by boat and then by truck to Västerås. Now the boat goes directly to Västerås, reducing carbon dioxide emissions by approximately 73 tons per year.

ICA also conducted an analysis of the environmental work of the foreign haulers it uses for international purchases. Of 18 land-based haulers, all have environmental policies and 11 are environmentally certified. Of the seven sea transporters, two are environmentally certified and five have environmental policies with stated objectives.

Network improves logistics

Four projects were started as part of Framtida Handel (Future Retail), an agreement between companies in the food chain and the Swedish government. One concerns distribution during evening hours in large cities. ICA Sverige took part in roundtable discussions initiated by the

Diesel consumption and carbon dioxide emissions from transports between warehouses and to stores

	Diesel consumption 2004, liters	CO ₂ 2004, tons
ICA Sverige	16,750,000	43,458
ICA Norge (incl. ICA Meny Norge)	2,900,000	7,540
ICA Baltic	609,000	1,584
ICA Meny (Sverige)	1,748,000	4,544
Netto Marknad	n/a	n/a

Swedish Road Administration. These conversations led to a declaration of intent that ICA, along with other companies, signed in February 2005. The declaration covers requirements for traffic and environmental safety for heavy transports. ICA also extended its cooperation with the Road Administration's regional office in Stockholm to ensure that transports reduce environmental impacts.

Business travel, company cars and the environment

Personal travel to and from work as well as travel on the job also affect the environment. ICA introduced a new travel rules that encourage the Group's employees to use telephone and video conferencing whenever possible.

Many employees of the ICA Group have company cars or car allowances. Five of the car models currently being used are powered by hybrid or alternative fuel technologies. Further, ICA has requirements on the types of fuel used in the vehicles from its car rental partners.

For the past two years ICA has been monitoring, both financially and environmentally, its business travel by air. Emissions caused by business travel were reduced substantially in 2004 compared to 2003. This is probably due to the increased use of video conferencing.

Train travel by ICA employees during the year reduced 260 tons of carbon dioxide emissions into the atmosphere compared to their having traveled by car.

Continuous improvements with environmental standards

ICA Sverige's logistics operations, all warehousing units within ICA Meny and ICA's real estate companies are certified according to the international ISO 14001 environmental standard.

Recertification of the logistics operations was completed during the year and a review of the past three years of work was made to ensure continuous improvements.

ICA Meny is formulating environmental objectives and action programs in an effort to achieve continuous improvements. The aim is to set the standard for environmental work in the industry. Action plans are laid down and continuously followed up by executive management.

A number of environmental training sessions on hazardous wastes were offered at ICA Sverige's logistics department, in addition to training for new internal environmental auditors and ecocycle training for new employees.

Emissions of carbon dioxide and nitrogen oxide from ICA employees' air travel

	Emissions of CO ₂ from air	Emissions of NOx from air
Total no. of reserved flights by ICA employees 2004	713.3 tons (1,232.6)	2.5 tons (4.3)

Source: Carlson Wagonlit.
 Figures in parentheses refer to 2003 emissions.

Wastes

The goal of ICA's waste management is to reduce the waste that ends up in landfills. This is achieved by, among other things, sorting and recycling materials as well as the reuse of plastic crates. Corrugated cardboard and shrink wrap are the two materials recycled the most.

A number of ICA Sverige's warehouses improved their waste management processes during the year. Two now process compostable waste, which is converted into soil or biogas. One warehouse has built a new environmental station to facilitate waste management. All warehouses in ICA Sverige have now inventoried the wastes end up in landfills in preparation of a new law that soon enters into force. The law will require those who send wastes to landfills to know what those wastes contain. From January 1, 2005 organic waste may not be disposed in landfills. To resolve this, more wastes will be sent to a biogas facility or transferred to facilities where packaging is separated from organic waste. As a result, ICA Sverige will probably reach its goal of sending no more than 7 percent of all its waste to landfills in 2005.

All of ICA Norge's warehousing units have environmental stations where corrugated board, plastic and aluminum cans from the stores are processed before being sent to recycling. The amount of sorted soft plastic and corrugated board has increased in Norway since the stores became better at sorting.

During the year ICA Meny sorted more wastes, substantially reducing the amount of unsorted waste sent to landfills. Its share of combustible waste has risen significantly.

ICA Sverige had an analysis done during the year how the Swedish stores can process organic waste and live up to the requirements of the new legislation. The results showed that the best thing both environmentally and financially is to send organic waste to incineration. For other reasons, however, it may prove more prudent to use the wastes to produce biogas. Composting is not preferable, but may be a solution for certain stores.

All corrugated board and plastic from Rimi stores in Latvia is returned to the central warehouse in Riga for recycling.



In-store energy savings

ICA's overall objective is to reduce energy consumption in its stores and warehouses.

Using the CoolICA system introduced in 275 Norwegian stores during the year, energy consumption and temperatures are carefully monitored in all refrigerated display cases and freezers. CoolICA has resulted in better food quality through improved temperature control, reduced energy and service costs (NOK 17 million), and a better overview of, and support for, store operations. A separate control center for the CoolICA system will be installed at ICA Norge's head office in 2005. CoolICA will be offered to all ICA stores in Norway in 2005.

In Sweden, several ICA stores are testing a new technology for freezers that is expected to reduce energy needs by approximately 60 percent. ICA Fastigheter conducted a pilot project in a Maxi store in 2004 to coordinate purchases of refrigeration, lighting and heat recovery equipment in order to raise energy efficiency. The project will be evaluated in the spring of 2005.



Refrigerants

ICA has a large number of refrigeration, freezer and air conditioning systems that contain refrigerants. All warehouses at ICA Sverige and ICA Meny have replaced HCFC, an ozone-depleting refrigerant, with alternatives with less environmental impact. Although use of HCFC's is still permitted, they may not be refilled. The majority of ICA stores in Sweden have phased out HCFC and replaced it with refrigerants that do not deplete the ozone layer. ICA's goal is to use only refrigerants that do not impact the climate.

Environmental requirements in new construction

ICA Sverige has issued a number of environmental requirements for the new warehouses it is building, including in terms of energy conservation and shipment planning. The current environmental demand specification for new stores has been updated. Environmental requirements have also been issued for the construction of ICA's new head office in Solna. In cooperation with the local municipality, ICA is hoping to make public transport available to the new office. In connection with new construction, renovation or additions to warehouses, only climate-safe refrigerants are used, such as ammonia. Heat recovery is standard on all new refrigeration equipment.

Amount of corrugated board and soft plastics sorted and recycled from stores and warehouses (tons)

	Corrugated board		Soft plastics	
	2004	2003	2004	2003
ICA Sverige	1,452*	1,392*	1,364	1,324
ICA Norge	9,971	9,895	577	532
ICA Baltic	3,965	2,715	231	80
ICA Meny (Sweden)	226*	206*	104*	155*
Netto Marknad	1,223	807	76	41

* Only from warehousing operations.

Cooperation with WWF

Progress has been made in the area of responsible forestry. ICA Sverige is a member of the World Wildlife Fund's (WWF) Forest and Trade Network. Members must have a forest management policy for purchases of wood and paper products. ICA follows the network's guidelines in placing requirements on its purchases of wood products, particularly with regard to charcoal and garden furniture, where FSC-labeled (Forest Stewardship Council) products now account for 85 and 100 percent.

ICA Sverige continues to cooperate with WWF on free range meats. In 2006 the project may be expanded, and larger quantities of meat will be butchered and distributed.

Energy consumption at stores and warehouses (kWh/sq. m.)

	Warehouses		Stores	
	2004	2003	2004	2003
ICA Sverige	241	240	-	-
ICA Norge	N/a	N/a	650	600
ICA Baltic	145	115	319	409
ICA Meny (Sweden)	245	248	-	-
Netto Marknad	N/a	N/a	360	363

Independent environmental surveys

ICA won last year's version of the "climate duel" conducted by the Swedish Society for Nature Conservation based on reported figures from 2003. Moreover, ICA was named the second best company in Sweden with regard to its environmental work in an annual customer survey by the magazine MiljöEko. ■

Quality

It is imperative that customers have confidence in ICA and the products sold in the Group's stores. Many people associate ICA with high quality, and the company is constantly working to improve quality in every area. The focus of ICA's quality work is to guarantee product safety through the entire chain from supplier to store. This includes inspections and monitoring of production, product quality, warehousing, transports and handling in stores. This is a major undertaking that impacts products from both local and global suppliers all the way to the store shelf.

Quality and environmental policy

The ICA Group's quality and environmental policy provides practical guidelines for day-to-day activities in the Group and its stores. The guidelines also comprise the requirements ICA places on its suppliers.

(For the entire policy, see www.ica.se)

Food safety measures by suppliers

ICA participates in the Global Food Safety Initiative (GFSI), which sets common standards for evaluating food safety among suppliers. ICA requires that suppliers of its PL products are certified by GFSI, which demands monitoring systems, inspection programs for critical points (HACCP, Hazard Analysis and Critical Control Points) and traceability. A similar system, EurepGap, is used for fruit and vegetables. Companies that package and supply produce to ICA, as well as other food suppliers, must be certified by a third party according to the GFSI standard. By year-end 2004 the majority of suppliers of ICA's PL products had received certification. ICA Sverige and ICA Norge have also introduced requirements that suppliers of fresh foods and local suppliers must reliably guarantee food safety.

Suppliers of nonfood products must comply with the principles of ISO 9000 or other appropriate industry standard. Of the 91 suppliers of nonfood PL products, 46 are ISO 9001 certified. ICA conducted quality audits at 14 nonfood suppliers in 2004.

ICA requires that all other suppliers have self-inspection programs based on HACCP. This is monitored through audits and questionnaires.

In 2004 ICA Baltic further intensified its quality inspections of suppliers' products. As a result, the number of recalls has increased substantially. Rimi Latvia and Rimi Lithuania have tightened quality requirements in supplier contracts by requiring compensation from suppliers in the event of a recall. Suppliers' interest in food safety and quality has increased and many have changed their routines and processes to ensure better quality.



Share of quality certified suppliers, percent

	2004, %
Share of PL suppliers that are quality certified by GFSI or equivalent	Sweden 52 (40) Norway 30 (0)
Share of PL produce suppliers that are quality certified by EurepGap or equivalent	Sweden 95 (80) Norway 95 (0)

The goal is to have 100 percent quality certified suppliers. Figures in parentheses refer to 2003.

Quality assurance of PL products

Quality work in connection with PL development is done in several stages. ICA's quality laboratory tests to ensure the right level of appearance, smell, taste and consistency. Detailed product specifications describe each product's microbiological limits, nutritional value, the supplier's traceability system and packaging information. Production facilities must meet ICA's requirements for environmental and product safety.

ICA Sverige's produce department checks that fruit and vegetables live up to requirements in terms of weight, size, acidity, sweetness and shelf life. As a complement to the National Food Administration's tests, ICA takes random samples to check for pesticides in its produce. If any traces are found, measures are immediately discussed with the National Food Administration.

ICA has two food brands, ICA and Euroshopper. The ICA brand stands for good quality and taste and compares to products from leading brands but at a lower price level. ICA's discount brand, Euroshopper, is of simpler quality.

Traceability and recalls

An important part of product quality work is being able to trace a product or ingredient backward and forward in the food chain. On January 1, 2005 the new EU regulation on traceability entered into force. The ICA Group worked in 2004 to meet the new requirements. ICA Sverige has invested in a new system for traceability and recalls and introduced new procedures to facilitate traceability and effective recalls through the entire chain.

ICA Sverige distributes over 200 million packages to stores each year. The new traceability system gives every pallet a unique number. In the event of a recall, ICA can therefore trace individual shipments and find the store that received the products from a specific pal-

let. Previously recall notices were sent to all ICA stores in Sweden.

Since 1997 ICA Norge has had a recall system that, after a central order is issued, can stop the sale of the goods at all store registers. In 2004 ICA Sverige made improvements that allowed it to create a joint system with ICA Norge.

During the year ICA Baltic implemented the EU's rules on meat traceability. It can now trace individual cuts of meat back to the farm where the animal was raised. In 2005 ICA Baltic will further improve the system at the store level.

ICA Meny during the year began an effort to effectively trace products outside ICA's range. Modifications to its enterprise system in 2005 will allow it to track which customer has received delivery of which product at which time. In other respects, it follows ICA's traceability system.

Product recalls from stores

	Total no. of recalls	Of which PL products
ICA Sverige	56 (50)	22
ICA Norge	60 (35)	8
ICA Baltic	169 (28)	1
ICA Meny	n/a (n/a)	n/a
Netto	6 (2)	n/a
Etos	0	0

More PL products and increased awareness among suppliers have contributed to the increase in recalls. Figures in parentheses refer to 2003.

Animal welfare

ICA has strict rules for animal welfare covering eggs, meat products and products containing meat. The rules comply with Swedish and Norwegian law and apply to eggs, 100 percent

meat products and products sold under the ICA brand such as meatballs and pizza, as well as fresh and frozen meat in ICA Sverige and ICA Norge's product range. For the Euroshopper private label and other products containing meat, EU regulations on animal welfare must be met. In 2004 ICA initiated a cooperation with outside experts in animal welfare to establish an inspection system and criteria for animal welfare within and outside Scandinavia.

In-store quality assurance

ICA's goal is to live up to customer requirements and society's expectations that its stores maintain high hygienic standards. By law, every store must have its own inspection program for quality and hygienic practices, e.g., comprising routines, maintenance of equipment and properties, and inspections of temperatures in freezers and refrigerated display cases. The aim is to improve the handling of fresh foods in stores and thereby increase food safety.

The work at Swedish ICA stores involving quality assurance have had support from quality managers. In Norway, outside consultants are brought in to ensure proper inspections at ICA Maxi and ICA Supermarked stores. At ICA Nær and Rimi, employees at ICA Norge conduct audits.

Now that the Baltic nations have become EU member states, many national rules and standards for food safety have changed, which has caused considerable work for ICA Baltic. Rimi stores in Latvia have been working successfully with food safety issues for some time. Food inspectors have therefore visited Rimi Latvia on a number of occasions to learn about proper food handling in accordance with the new EU requirements. ICA Baltic has maintained an active, open dialogue with authorities in this area.



Netto's self-inspection program is continuing in accordance with the requirements set by the authorities.

Quality assurance for warehouses and transports

To meet customer requirements for high product safety, all warehouses and distribution units in the Group comply with HACCP.

In 2004 ICA Norge continued to improve its existing routines to ensure proper handling of refrigerated products. Measurements taken by ICA Norge show it is critical to receive products at the right temperature. The "Fersk Først" concept requires that refrigerated and frozen products received by a store are placed in refrigerated cases within a half-hour.

ICA Meny complies with the National Food Administration and ICA's requirements on food safety. The company's quality managers ensure compliance with HACCP, so that the quality of goods and services meets customer expectations.

In October ICA Sverige concluded a project to better ensure that the correct temperatures are maintained at warehousing units and during transports to stores. The aim was to minimize the time products are not stored at the correct temperature. It also led to changes in storage temperatures for fruit and vegetables, as well as a reduction in frost damage during transports. In addition, employees at ICA Sverige's warehouses have undergone training in handling refrigerated goods.

As a result of a new law requiring that all frozen food transports have a monitoring system to measure and record temperatures, ICA Sverige adopted a monitoring tool for all transports called R:com. This is especially important

since ICA Sverige during the year began selling prepackaged meats that are butchered and packed in Västerås. R:com ensures that the required temperature of 0-4° C is maintained in the trucks.

In addition to R:com, ICA requires that all vehicles are pre-cooled, that they have an airflow curtain on their doors and a movable wall, and that refrigeration units are turned off during loading and unloading to maintain the right temperature. If the temperature in the vehicle climbs too high, an alarm is sounded. Predetermined procedures then have to be followed, and if there is any suspicion that the refrigeration process has been affected, sensitive goods are discarded.

Improved product inspections

Rimi Latvia has centralized handling of fruit and vegetables to facilitate coordinated distribution to its stores. In 2004 Rimi implemented a quality assurance system to raise and safeguard quality levels for produce. Detailed quality requirements have been added to supplier agreements based on national and EU legislation. Rimi has also introduced extensive quality inspections of goods delivered to its central warehouse. If goods do not meet Rimi's requirements, they are sent back. In this way, suppliers have an incentive to improve their own inspections of fruit and vegetables. In addition, Rimi improved its routines for handling fruit and vegetables in stores, and by doing so significantly improved the entire chain in 2004.

Rimi Latvia has introduced just-in-time routines for transports of fresh foods via its central warehouse in Riga. Goods ordered in the morning are delivered by noon the following day. This process has improved food safety and quality, increased the number sales days and reduced the amount of goods that are discarded after having passed their expiration.

Netto has also made quality assurance at its warehousing units a priority. Each warehouse has a quality manager, whose job it is to further improve handling and inspections of fruit and vegetables.

No genetically modified products

A genetically modified organism (GMO) has had its genetic code altered by technological means to give it special characteristics. In general, ICA is positive to new technology that leads to better products for consumers. For ethical and environmental reasons, however, it questions the production and cultivation of



genetically modified foods and seeds that are not contained*.

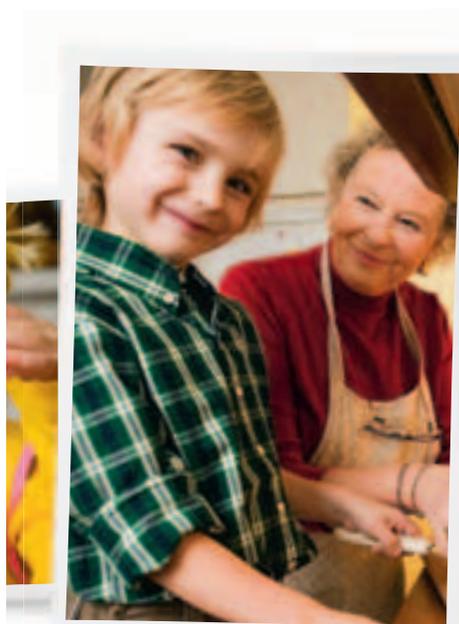
For ICA to sell a product that has been produced with the help of genetic technology, it must be ethically acceptable, safe for humans and the environment, and beneficial for consumers. Decisions whether to add such products to ICA's range are made by the company's management, though no cases have arisen as yet. ICA's position that consumers should have the right to all available information on a product naturally applies to products that consist of or contain ingredients with a genetically modified origin. No such products have been or currently are included in ICA's range.

As of April 18, 2004 two new EU directives apply to genetically modified foods and feed as well as to traceability and labeling of GMO's. This legislation covers all foods and ingredients containing GMO's or which have been produced using genetically modified ingredients. Such products must be labeled as having been produced with genetic technology, regardless of whether or not this can be proven through analysis.

During the year ICA, together with other retailers and industry, formulated common guidelines for application of the new legislation.

ICA Meny has asked its suppliers to sign an agreement that all goods they supply will follow the new EU directives. ICA Baltic has included similar requirements in its supplier agreements. ■

** Contained means controlled production in an industrial or laboratory setting without the risk of spreading genetically modified organisms to the surroundings.*



Global Compact's ten principles

ICA's work with human rights, working conditions, the environment and corruption is based on the following policies and guidelines: the quality and environmental policy covers environmental issues, human rights and working conditions in purchasing; the occupational health and safety policy covers working conditions within the Group; and the business ethics policy covers corruption.

Instructions are provided in internal handbooks. The issues are covered in agreements, and are followed up by auditors or purchasers.

The Global Compact's principles – aspects reported below relate primarily to purchasing		
Businesses should	Comment	More on pages
1. support and respect the protection of internationally proclaimed human rights in areas they can impact	For PL monitoring systems. For other brands, demands through policies and purchasing handbooks.	6-8
2. make sure that they are not complicit in human rights abuses	For PL monitoring systems. For other brands, demands through policies and purchasing handbooks.	6-8
3. uphold the freedom of association and the effective recognition of the right to collective bargaining	For PL monitoring systems. For other brands, demands through policies and purchasing handbooks.	6-8
4. eliminate all forms of forced and compulsory labor	For PL monitoring systems. For other brands, demands through policies and purchasing handbooks.	6-8
5. effectively abolish child labor	For PL monitoring systems. For other brands, demands through policies and purchasing handbooks.	6-8
6. eliminate discrimination in respect of employment and occupation	For PL monitoring systems. For other brands, demands through policies and purchasing handbooks. ICA's diversity plan and guidelines for recruiting, including discrimination issues.	6-8, 13
7. support a precautionary approach to environmental challenges	See environment	14-18
8. undertake initiatives to promote greater environmental responsibility	See environment	14-18
9. encourage the development and diffusion of environmentally friendly technologies	See environment	14-18
10. work against all forms of corruption, including extortion and bribery.	Follow-up of guidelines in the business ethics policy, including fair competition inspection programs.	-



GRI Index – Global Reporting Initiative

GRI index	Document	Pages	Comment
1. Vision and strategy			
1.1	R	7, 9–11, 13	
1.2	R; CSR	4–5; 3	
2. Organizational profile and reporting			
2.1	R; AR	54; 2	
2.2	R	2	
2.3	R	2, 10, 29, 52	
2.4	R	10, 29	
2.5	R	3	
2.6	R	2, 52	
2.7	R	3–5, 9–11	
2.8	R	2, 14–17, 29–46	
2.9	R	4–5	
2.10	R; CSR	51; 27	
2.11	AR	3	
2.12	AR	3	
2.13	AR	3	
2.14	AR	3	
2.15	R	2, 29	
2.16	–	–	Not compiled
2.17	–	–	No measures taken
2.18	R; CSR	53; 4–27	Not compiled
2.19	–	–	Not compiled
2.20	AR; CSR	12; 6–7, 11	
2.21	AR	23	
2.22	R	54	
3. Management			
3.1	R	10, 52	
3.2	–	–	Not reported
3.3	–	–	Not reported
3.4	R; CSR	52; 3, 4, 6, 11, 14, 19	
3.5	AR	15	
3.6	R; CSR	13–14; 3, 4, 6, 11, 14, 19, 27	
3.7	R; CSR	13, 18, 22, 27; 3, 4, 6, 11, 14, 19	
3.8	R; AR	52; 6	
3.9	CSR	9	
3.10	CSR	9	Partially
3.11	CSR	8–9	Partially
3.12	–	–	Not compiled
3.13	CSR	14	Mentioned
3.14	R	18–28	
3.15	CSR	27	
3.16	R; CSR	13, 18, 22, 27; 3, 4, 6, 11, 14, 19	
3.17	CSR	1–22	Some examples reported
3.18	R	4–5, 9–11	
3.19	CSR	27	Mentioned
3.20	CSR	6–7, 17–20	
Economic performance indicators			
EC1	R; AR	14; 8	
EC2	R	30, 35, 38–39	
EC3	AR	8	
EC4	–	–	Not compiled
EC5	AR	15	

GRI index	Document	Pages	Comment
EC6	Distributions to providers of capital	R; AR	15, 52; 7
EC7	Retained earnings	AR	6, 8, 10
EC8	Taxes broken down by country	AR	8, 15-17
EC9	Subsidies received broken down by country	-	-
EC10	Donations for charitable purposes	R; CSR	23, 25, 26; 9-10
EC11	Supplier breakdown by organization and country	-	-
EC12	Total spent on non-core business infrastructure development	-	-
EC13	The organization's indirect economic impacts	-	-
Environmental performance indicators			
EN1	Total materials use other than water	-	-
EN2	Percentage of materials used that are wastes from external sources, %	-	-
EN3	Direct energy use	CSR	18
EN4	Indirect energy use	-	-
EN5	Total water use	-	-
EN6	Location and size of land owned, leased or managed in biodiversity-rich habitats	-	-
EN7	Major impacts on biodiversity associated with activities	CSR	9, 14-15
EN8	Greenhouse gas emissions	CSR	16
EN9	Ozone-depleting substances	CSR	18
EN10	NO _x , SO _x and other significant air emissions	CSR	17
EN11	Wastes by type and destination	CSR	18
EN12	Significant discharges to water	-	-
EN13	Significant spills of chemicals, oils and fuels	-	-
EN14	Significant environmental impacts of principal products and services	CSR	15
EN15	Percentage of weight of products sold that is reclaimable, %	-	-
EN16	Violations of current environmental laws	-	-
EN17	Initiatives to use renewable energy and increase energy efficiency	CSR	18
EN18	Energy consumption footprints of major products	-	-
EN19	Other indirect energy use and implications	-	-
EN20	Water sources and related ecosystems/habitats significantly affected by use of water	-	-
EN21	Annual withdrawals of ground and surface water as percent of water available from sources	-	-
EN22	Total recycling and reuse of water	-	-
EN23	Land owned, leased or managed	AR	18
EN24	Impermeable surface as a percentage of land purchased or leased	-	-
EN25	Impacts of activities and operations on protected and sensitive areas	CSR	18
EN26	Changes to natural habitats	CSR	18
EN27	Measures to protect and restore native ecosystems and species	CSR	14-15, 18
EN28	Number of IUCN Red List species with habitats in areas affected by operations	-	-
EN29	Business units in protected or sensitive areas	-	-
EN30	Indirect greenhouse gas emissions	-	-
EN31	Hazardous waste management	CSR	17
EN32	Water sources and related ecosystems affected by discharges of water and runoff	-	-
EN33	Performance of suppliers relative to environmental components	-	-
EN34	Environmental impacts of transportation	CSR	16-17
EN35	Total environmental expenditures	-	-
Social performance indicators			
LA1	Breakdown of workforce	R	29
LA2	Net employment creation and average turnover	-	-
LA3	Percentage of employees represented by independent trade organizations	-	-
LA4	Information, consultation, and negotiation with employees over changes in operations	R	48-49
LA5	Recording and notification of occupational accidents and diseases	-	-
LA6	Formal health and safety organization	CSR	27
LA7	Injury, lost day and absentee rates and number of work-related fatalities	CSR	12
LA8	Policies or programs on HIV/AIDS	-	-
LA9	Average hours of training per year per employee	CSR	11-12
LA10	Equal opportunity policies or programs as well as monitoring systems	CSR	13
LA11	Composition of senior management, incl. female/male ratio and other indicators of diversity	CSR	13
LA12	Employee benefits beyond those legally mandated	R; CSR	27-28; 11-12

GRI index	Document	Pages	Comment
LA13	Formal worker representation in decision-making or management	R	48-49, 52
LA14	Compliance with ILO Guidelines for Occupational Health Management Systems	CSR	6-7, 12-13
LA15	Formal agreements with trade unions	R	27
LA16	Programs to support continued employability of employees and manage career endings	CSR	13
LA17	Policies and programs for skills of management or lifelong learning	CSR	11
Human rights			
HR1	Policies, guidelines, corporate structure and procedures to deal with human rights	CSR	11, 14
HR2	Consideration of human rights impacts in investment and procurement decisions	CSR	-
HR3	Policies and procedures to address human rights performance with supply chain and contractors	CSR	6-8
HR4	Policy and procedures/programs preventing discrimination	CSR	6-8, 11-13
HR5	Freedom of association policy and application	CSR	6-8, 11
HR6	Child labor policy and application	CSR	6-8
HR7	Policy to prevent forced and compulsory labor and application	CSR	6-8
HR8	Employee training on policies and practices concerning human rights	CSR	11-12
HR9	Appeal practices		Business ethics policy
HR10	Non-retaliation policy and employee grievance system		Business ethics policy
HR11	Human rights training for security personnel	-	-
HR12	Policies, guidelines and procedures to address the needs of indigenous people	-	-
HR13	Jointly managed community grievance mechanisms/authority	-	-
HR14	Share of operating revenues redistributed to local communities	CSR	8, 9
Society			
SO1	Policies and procedures to manage impact on communities	R; CSR	5, 7, 3; 3-21
SO2	Policies and procedures to combat bribery and corruption	R; CSR	5, 22; 6
SO3	Policies and procedures to manage political lobbying and contributions	-	-
SO4	Awards received relevant to CSR	CSR	18
SO5	Amount paid to political parties and campaign organizations	-	-
SO6	Court decisions pertaining to antitrust and monopoly regulations	-	-
SO7	Policy, procedures/management systems and compliance mechanisms to prevent anticompetitive behavior		Business ethics policy, including fair competition inspection program
Product responsibility			
PR1	Policy and monitoring systems for preserving customer health/product safety	CSR	19
PR2	Policy, procedures/management systems and compliance mechanisms related to product information and labeling	CSR	19
PR3	Policy, procedures/management systems and compliance mechanisms for consumer privacy	CSR	6, 9
PR4	Instances of noncompliance with customer health and safety regulations	CSR	20
PR5	Number of complaints upheld by regulatory or similar official bodies regarding product safety	-	-
PR6	Voluntary code compliance, product labels or awards	CSR	4-5, 6-10
PR7	Instances of noncompliance with regulations on product information and labeling	-	-
PR8	Policy, procedures/management systems and compliance mechanisms related to customer satisfaction	CSR	6, 8-9
PR9	Policy, procedures/management systems and compliance mechanisms for adherence to advertising standards	CSR	6, 8-9
PR10	Breaches of advertising and marketing regulations	-	-
PR11	Number of substantiated complaints regarding breaches of consumer privacy	CSR	10

R = ICA AB Report 2004 AR = ICA AB Annual Report 2004 CSR = ICA AB Corporate Social Responsibility Report 2004

Glossary and abbreviations

Abbreviations

- BSCI** – Business Social Compliance Initiative, www.bsci-eu.org
- CFC, HCFC, HCF** – various types of coolants, www.naturvardsverket.se
- CIES** – The Food Business Forum, www.ciesnet.com
- CSR** – Corporate Social Responsibility
- FSC** – Forest Stewardship Council, www.fsc.org
- GFSI** – Global Food Safety Initiative, www.globalfoodsafety.com
- GMO** – Genetically Modified Organism
- GRI** – Global Reporting Initiative, www.globalreporting.org
- HACCP** – Hazard Analysis Critical Control Points, www.slv.se and www.mattillsynet.no
- ILO** – International Labour Organization, www.ilo.org
- ISO 14001** – International Standard Organisation, www.iso.org
- ISO 9001** – International Standard Organisation, www.iso.org
- KRAV** – Certification body for organic products (Sweden), www.krav.se
- KSL** – Quality System for Agriculture, www.ksl.no
- MPS** – Dutch certification body for floriculture sector, www.st-mps.nl
- MSC** – Marine Stewardship Council, www.msc.org
- PEGI** – Pan European Game Information, www.pegi.info
- PL** – Private label products
- SA 8000** – Social Accountability Standard, www.sa8000.org
- WWF** – World Wildlife Fund, www.wwf.org



Glossary

- Allergen** – Substance that induces an allergic reaction
- Ecological** – Grown and produced according to KRAV's or the EU's rules, i.e., without pesticides or fertilizer, www.krav.se
- Ethical Trading Initiative** – organization that supports socially responsible purchasing, www.etiskhandel.no
- Etikakademin** – organization that supports and trains companies and organizations on ethical issues, www.etikakademin.se
- EurepGap** – International quality assurance system for horticultural products, www.eurep.org
- Euroshopper** – The ICA Group's discount product range.
- 4C Common Code of the Coffee Community** – joint agreement in the coffee industry on environmental, social and economic aspects, www.sustainable-coffee.net
- Fair trade label** – Label for sustainably grown products, grown and produced according to special criteria with focus on social working conditions, www.rattvisemarkt.se
- Framtida Handel** – Cooperative environmental project between Swedish government and food retail industry, www.framtidahandel.se
- Friendly Products** – ICA's product assortment specially designed for consumers with food allergies and intolerances, www.ica.se
- Fri For** – ICA Norge's activities for people with food intolerances and allergies.
- Global Compact** – UN initiative to encourage companies to support human rights, labor and the environment, www.unglobalcompact.org
- Global Responsibility** – Swedish government's partnership with the business community in ethical issues, www.ud.se/ga
- Good environmental choice** – The eco-label of the Swedish Society for Nature Conservation, www.snf.se
- ICA Ekologiskt** – The ICA Group's assortment of organic products, www.ica.se
- ICA Miljöbutik** – ICA stores with a wide selection eco-labeled products and environmentally sensitive operations, www.ica.se
- Keyhole** – Swedish National Food Administration's label for high-fiber and/or low-fat products, www.slv.se
- Non-food** – Products excluding food, e.g. apparel and housewares.
- Quality audit** – Review of a company's routines and management in terms of quality assurance
- Rainforest Alliance** – Nonprofit organization that protects ecosystems and sustainable business practices in Latin America, www.rainforest-alliance.org
- SOS-Children's Villages** – Children's aid organization, www.sos-childrensvillages.org, www.sos-barnbyar.se
- Swan** – Official Nordic ecolabel of the Nordic Council of Ministers, www.svanen.nu
- Särnär** – Foods for special nutritional needs
- Third party certification** – An impartial certification
- Utz-Kapeh** – Foundation that certifies that coffee growers take social and ecological responsibility for their coffee production, www.utzkapeh.org

Contact persons

ICA has a new action plan to manage CSR issues in the Group's operations. A manager has been appointed at ICA AB to lead future efforts. The companies have officials responsible for issues concerning health, the environment, quality, safety and HR.

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Trade organizations

ICA Group companies are members of a number of national and international trade organizations, including those listed below.

ICA AB is a member of:

- CIES – The Food Business Forum
- ICC – International Chamber of Commerce
- EuroCommerce – European association of trade interests
- Global Compact – UN proclamation

ICA Sverige is a member of:

- Svensk Handel – Swedish Federation of Trade
- Svensk dagligvaruhandel – Food retail trade organization
- FLF, Föreningen Landsbygdshandelns Främjande

- Globalt Ansvar – Partnership for global responsibility between Swedish government and business sector
- Amnesty Business Forum
- ICA Sverige is also one of the founders of Etikakademin.

ICA Norge is a member of:

- Initiativ för Etisk Handel – encourages businesses to take responsibility for human rights
- HSH – Confederation of Norwegian Commercial and Service Enterprises
- NCF – Norwegian Association of Foodstuff Wholesalers
- HØR – Handelns Ølsalgråd
- Verdriskapningsprogrammet
- Fetevaregrossistene landsforening

- DMF – Dagligvarehandelns miljø och emballageforum

ICA Meny is a member of:

- Djupfrysingsbyrån – Swedish Frozen Food Institute
- DLF – Grocery Manufacturers of Sweden
- RASFF – Rapid Alert System for Food and Feed
- ASIS – American Society for International Security
- NSD – Confederation of Swedish Enterprises' forum for security issues

ICA Baltic is a member of:

- National Retail Associations in each country
- Traders and Producers Chamber, Latvia

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