

RYNKEBY FOODS

CSR REPORT 2013

Communication
on Progress



make it a beautiful day

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Rynkeby Foods A/S
 100% owned by
 Arla Foods.

Management
 CEO
 Jørgen Dirksen

Supply Chain
 Lars Petersen

Sales/Marketing
 Mark Hemmingsen

Finances
 Michael Kaalund

Procurement
 Carsten Pedersen

Board
Board members selected by the shareholders:

 Povl Krogsgaard,
 Arla Foods Vice CEO.
 Peter Giørtz-Carlson,
 Arla Foods,
 Vice President.
 Kent Skovsager,
 Arla Foods
 Vice President.

Patrik Hansson,
 Arla Foods,
 Vice President.

Board members elected by the employees:
 Leslie Lundehøj
 Jørgensen,
 Product Developer.
 Johan Høst-Madsen,
 Production Assistant.

Responsible for this report
 Carina Jensen,
 Nordic Quality Manager.



WE MUST THINK ACCOUNTABILITY AT HIGHEST LEVEL

INTRODUCTION

I am proud to confirm that Rynkeby Foods again this year supports the ten principles of the UN Global Compact in the areas of human rights, labour, environment and anti- corruption.

In this annual report we describe our actions to integrate the Global Compact principles to our business system, strategy, culture and daily work. We are committed to communicating our efforts to stakeholders that includes employees, owners, customers and consumers – we also want the most open, transparent and honest communication as possible.

During the year we have put our efforts into securing a future better communication platform that allows more dialogue with the outside world, mainly through digital media.

2013 has been an exciting year, where we focused on our suppliers in Brazil, employee health and getting accountability incorporated into the overall business strategy.

With Team Rynkeby today we have one of the largest charity projects in Denmark, which both promotes public health and at the same time supports a good cause. We are pleased that so many volunteers in 6 countries take an active part in a project that was originally started by a group of employees. Via our geographical expansion the responsibility for public health reaches farther out, and the possibility of charity increases.

Marts 2014

Jørgen Dirksen
 Jørgen Dirksen
 CEO



ABOUT RYNKEBY

Rynkeby Foods is the largest producer of juices and dilutables in the Northern countries. In one year we produce more than 150 million litres based on approx. 50 different berries and fruits from around 25 countries.

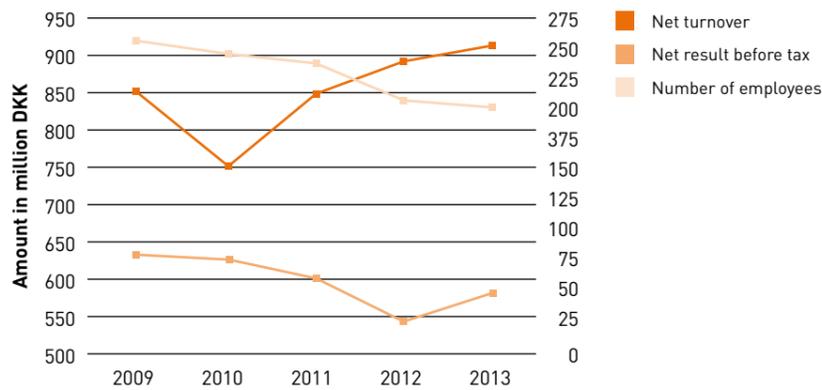
The company was founded in 1934, and since 1998 Rynkeby Foods A/S has been 100 % owned by Arla Foods. From the beginning we have focused on making high quality products based on the best ingredients, and the goal is to be the Nordic market leader in fruit-based foods, primarily juice and dilutables.

Today, we are the market leader in Denmark, Sweden, Finland, and well represented in Norway. Outside Denmark, the road to the end customers goes through our sister companies in the Arla Foods Group.

The strategy is to expand these positions over the coming years, and there are ongoing actions to support this ambition.

Competitive focus is on increasing brand value through marketing investments in the markets and at the same time stay focused on continued efficiency improvements across the value chain. In addition, increased efforts on the company's values and especially winning culture will be further strengthened during the year (see later on this).

RYNKEBY FOODS A/S FINANCIAL DEVELOPMENT



Primary axis: Net turnover
Secondary axis: Net result before tax and number of employees

OUR APPROACH TO THE UN GLOBAL COMPACT

In January 2011, Rynkeby Foods joined UN Global Compact's 10 principles. The first Communication on Progress report describes the actions and progress in relation to the principles (see page 37).

Rynkeby Foods has incorporated the 5 basic values that all employees must follow:

- We secure quality**
- We involve ourselves**
- We will win**
- We develop**
- We respect each other**

These five values have been part of Rynkeby Foods' culture for many years, why the work towards meeting the 10 principles was first integrated locally in the daily lives of the employees, and later there has been more external focus.

The main areas are divided into People, Planet, Profit and Health with top management as ambassadors for the individual areas.

Accountability is incorporated in the upcoming business strategy to create consistency, effectiveness and visibility through key strategic areas.



1st Theme: THE BUSINESS

Responsibility in the Global Commodity Industry

The juice industry in particular is a global business where the raw materials come from all over the world. Demand in the EU for certain raw materials has risen to such a high level, that the proportion of imports will account for a larger share of demand. This is the case for the most actively traded juice concentrate – orange, but also grapefruit concentrate and pineapple are among the most popular flavours, like passion, cranberry, mango and guava. Brazil provides well over 80 % of EU demand for orange concentrate. *Source: www.aijn.org*

At Rynkeby Foods we focus very much on sustainable production, quality, security of supply and, not at least that our suppliers observe our Code of Conduct and produce according to the principles of the Global Compact. With increasing globalization, this is an issue that must have our constant attention, so we can give our customers and consumers confidence and safety.

Supplier Approval and Evaluation

We have a structured process for approving new suppliers and ongoing supplier evaluation so that we can ensure a sustainable supply chain management. We have in 2013 continued our co-operation with Arla Foods regarding the development of supplier management and will continue the close dialogue.

Rynkeby's Code of Conduct

We do everything to ensure that our suppliers meet the requirements of our

Code of Conduct and have ensured that all our suppliers have signed this. The Code of Conduct requires compliance with applicable laws and covers, among other areas: Human rights, labour standards and anti-corruption.

SGF / IRMA and Code of Conduct

SGF (Sure Global Fair) is a German professional organization certifying more than 400 fruit cultivators and suppliers in over 60 countries of raw materials for authenticity and quality of raw materials and Code of Conduct (human rights, labour standards and anti-corruption).

We see, however, that generally more and more raw material suppliers opt out of membership of SGF, and we can see that the share has fallen from 2012 to 2013. These raw materials are primarily from suppliers with whom we have a good and long trading relationship, which contributes to the necessary confidence. Our greatest commodity orange from Brazil comes exclusively from SGF certified suppliers.

We maintain our requirements and continue to work to ensure that our suppliers are members of SGF – IRMA (Sure Global Fair), but must recognize that as a small player in the global juice market we cannot drive this work alone. Therefore we have in 2013 uncovered alternative certifications and standards that can give us similar safety. On the social rights alternatives may be: RFA, IFOAM, FLO, ISO 26000, Fair Trade or National Ministry of Labour.

Target and Results	2010	2011	2012	2013	Target 2014
SGF suppliers of fruits, berries and vegetables	-	69%	71%	63%	75%
SGF raw materials (fruits, berries and vegetables)	81%	84%	76%	70%	90%
Suppliers supporting Code of Conduct	100%	100%	100%	100%	100%

Example of a Suspected Breach on Labour Rights

In January 2013 Finn Watch – a Finnish non-profit organization that studies accountability in global trade, published an article about suspected violations of labour rights with a specific named Thai pineapple producer.

We do not buy from this manufacturer, but from another producer in Thailand, where we have a signed Code of Conduct. We took, nevertheless, immediately contact to our supplier to clarify and focus on our requirements and we required documentation from any third party. Our manufacturer was able to demonstrate compliance via certificate from "Ministry of Labour" verifying compliance with the requirements of Thai Corporate Social Responsibility.

**Corporate Social Responsibility
- Focus on Orange Commodity
from Brazil**

Orange is the main raw material for Rynkeby Foods, and we are very concerned about the working conditions associated with orange harvest and production. We strive to manufacture our products in the most sustainable way and we do not tolerate abuse of human rights.

Our ambition is to proactively influence our suppliers and subcontractors to ensure that they meet Rynkeby Foods' Code of Conduct for suppliers. This Code of Conduct governs the ethical, social and environmental responsibility. All our suppliers have signed Rynkeby Foods' Code of Conduct, and all our orange suppliers from Brazil are SGF certified.

In the spring of 2013 a public local labour authority in Sao Paulo, Brazil, decided to start up a legal process against the Brazilian orange industry. It is our opinion that the core of the case is, that they want the three large orange producers to own the employment of orange pickers on plantations owned by third parties / subcontractors, as they there have found working conditions unsatisfactory.

Immediately after we learned about the case in April 2013, we contacted our suppliers and addressed the matter, conducted meetings and visited Brazil, both factories and plantations. Through this direct dialogue, where we have clearly expressed our views and requirements, we have created a focus and thus influence. Our suppliers have confirmed that they comply with our Code of Conduct, the Brazilian legislation, and



that through contracts they have secured compliance with same on the part of their subcontractors. During our visits to factories and plantations in Brazil in autumn 2013, we have observed conditions that fully meet our requirements and legislation.

For example:

Orange pickers are retrieved and transported on buses to and from farms, training facilities and material, working time of 40 hours per week / 5 days and 1 hour mandatory lunch, good lunch and sanitation, working clothes and wages. In Brazil it is practice that labour authorities and the Ministry of Labour perform control and check of employee

relationship. Rynkeby Foods is dedicated to working with our suppliers to ensure that our business practices are contributing positively to the orange cultivators and pickers. We will continue to expand our understanding of the issues surrounding orange production and learn how to best address questions on how to improve and monitor the sustainability of all supply chains.

As part of this work, we participate actively in the recent (autumn 2013) established "Fruit Juice CSR Platform", an industry initiative started by the EU and coordinated by AIJN (European Fruit Juice Association) to increase the visibility of CSR and disseminating best practice and to work towards greater transparency in this area. More information can be found here: <http://juicecsr.eu/>

In addition to the above mentioned actions, we will continue the proactive dialogue with suppliers and other stakeholders, presenting supplier visit to Brazil, treat all new knowledge and await the outcome of the judicial process.

We believe that the best way to help improve the Brazilian orange industry is that we are making all efforts on the ground and through the appropriate organizations such as the European juice association AIJN, also in the light of the fact that Brazil is an actor we cannot do without on the world market, and that it includes over 10,000 farms and over 200,000 workers and their families.

Responsible Procurement

What can we expect from our suppliers?

We work with suppliers from all over the world and they have great impact on our commitment to quality, ethics and sustainability.

We expect our suppliers to comply with their social, ethical and environmental responsibility, so that we together can achieve our goal of purchasing of raw materials and services in a sustainable manner.

We challenge and encourage our suppliers to support us in working with and abide by our Code of Conduct.

SUPPLIER RESPONSIBILITY

- We strive to ensure that our suppliers observe the requirements of our Code of Conduct.
- Key suppliers are contractually bound to comply with our requirements. We evaluate and follow up on their ability to meet our requirements.

ETHICS

- We require that all employees are aware of and understand the need for ethical behavior.

SUPPLIER RELATIONS

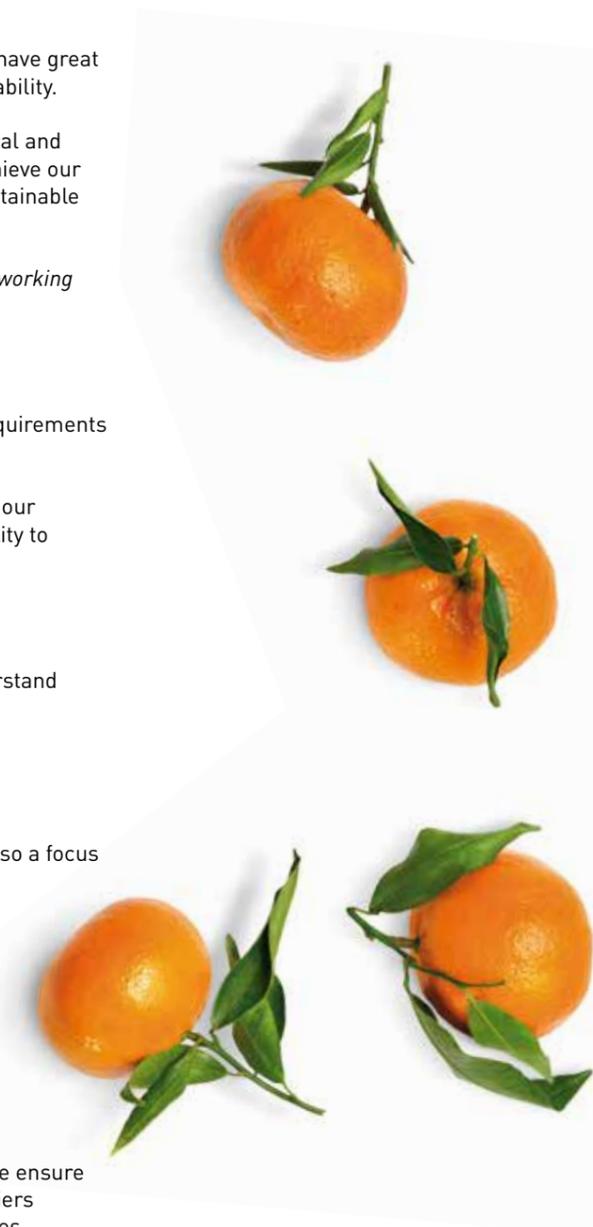
- We act not only efficiently, but also in a fair, sustainable and reasonable manner where there is also a focus on integrity, honesty and responsibility at all times.

SELECTION OF COMPANY

- We select our suppliers on a professional, systematic and equitable basis. Our negotiations with suppliers are honest and fair at all times.

CONFIDENTIALITY

- We recognize the importance of confidentiality, and we ensure that confidential information received from our suppliers not be disclosed to unauthorized persons or companies.



Rynkeby Foods have a code of conduct which all contractors and subcontractors must comply with.

HEADLINES FROM OUR CODE OF CONDUCT FOR SUPPLIERS

Legal requirements

Our suppliers shall at all times comply with applicable laws, rules and regulations.

Gifts, benefits and business ethics

Rynkeby Foods honesty, integrity and trustworthiness must never be questioned. Rynkeby Foods' employees cannot accept any gifts or other benefits, which may influence decisions with respect to Rynkeby Foods' relationship with the supplier.

The supplier shall not reward or offer to reward any employee, agent or subcontractor of Rynkeby Foods for entering into a contract.

Human rights

Our suppliers shall respect human rights as defined by the United Nations.

Child labour

Our suppliers shall respect the rights of children to develop and to receive an education, and cannot engage in or tolerate the use of child labour, defined as work conducted by people under 15 years of age (14 years where this is allowed according to ILO convention 138), or

a higher age if local legislation stipulates a higher age limit and/or longer compulsory schooling.

Equal opportunities and forced labour

The supplier shall provide equal opportunities for its employees and may not discriminate or use forced labour.

Trade unions, working hours and wages

The supplier shall respect the rights of employees to form and join trade unions of their choice, including labour organisations, and shall comply with applicable laws, rules, regulations and industry standards concerning working hours and minimum wages.

Health and safety

Our suppliers shall provide a safe and healthy working environment, which complies with or exceeds the requirements of all applicable laws, rules and regulations.

Environment

Our suppliers shall comply with, or exceed the requirements of all applicable laws, rules and regulations regarding the protection of the environment.

Rynkeby Foods in new CSR Platform

The European juice association AIJN has in recent years worked to get EU funding for a larger project to help develop CSR activities throughout the juice industry.

The project started in 2013, and along with a wide range of other stakeholders (juice manufacturers, specialists, NGOs (Non-Governmental Organization) and others) Rynkeby Foods will work for even greater sustainability.

The project has several objectives. It will exchange best practices, so that companies, who are well advanced, are to inspire other companies. Also there will be worked with establishing the appropriate processes to assess, evaluate and realize the demands placed on fruit suppliers.



Rynkeby Foods are involved in both projects and is already very active in CSR work in AIJN. In the project dealing with responsible supply chain management representatives from the NGOs Rain forest Alliance, UTZ Certified, GlobalGap, SGF, and many more are participating. The idea is to develop tools for assessment and securing of suppliers around the world.

We look forward to further work and the opportunities that we can find when working together with specialists, suppliers and NGOs.

RESPONSIBLE WINNING CULTURE

We will win is one of five core values in Rynkeby Foods, an area we are working continuously to strengthen. In 2013 we established a Winning Culture Team, consisting of 36 middle and senior managers in Rynkeby Foods.

The Winning Culture Team is a management forum, which has two purposes: to promote a transverse common understanding of the winning culture in Rynkeby Foods, partly as engine room for management to anchor the winning culture and Rynkeby Foods' strategy throughout the organization, and partly as a training platform for our leaders to deal with value and cultural dilemmas in daily life.

Also in 2013 we have in Rynkeby Foods sought to make the definition of winning culture sharper, so all employees perceive this value in the same way. Our definition of winning culture is also based on living our other values such as: "we are developing", "respecting each

other", and "we involve ourselves." Winning culture is central in Rynkeby Foods and related internally and externally closely with our attitude to do things responsibly.

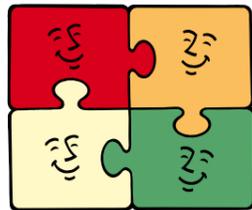
Winning Culture in Rynkeby Foods does not mean "win at all costs", but rather; playing each other good, be responsible, respect each other, and celebrate each other's successes, while at the same time be proficient to dare to point out bad behavior in the right spirit.

One of the things we train with our middle managers in Winning Culture Team is the ability to handle dilemmas in everyday life. It could be everyday situations you experience with employees or co-workers for example: Spreading of rumors and 'pointing fingers' of other colleagues / departments. In such situations an employee or manager in Rynkeby Foods is facing a dilemma; what would you typically do in this situation? And how would a winner react?

Based on a common set of values and winning culture definition, the Winning Culture Team train together and coach each other to act as responsible winners. Through them this culture is later spread out throughout the organization and all departments.

Further, we have with the new common definition of winning culture also introduced the concept of "creating followership", which is also part of being a winner in Rynkeby Foods. "Followership" covers two important objectives for our organization: To take responsibility for further development of our employees and create future new talented managers in Rynkeby Foods, and to encourage all employees to exercise "role model behavior" and be inspired examples for their colleagues through adherence to our values.

So all in all, we work continuously to live a responsible and strong winning culture in Rynkeby Foods.



WINNER CULTURE IN RYNKEBY

Internally, this means that Rynkeby Foods ...	Which means that the manager through his/her own actions must	That the employee through his/her own actions ...	In relation to the world around us, it means that
<ul style="list-style-type: none"> Have employees who take responsibility for the success of the business Is a team of the best employees who inspire each other Is constantly evolving Works targeted and is "Best in class" Is ambitious and realistic in its objectives Visualizes and recognizes its successes 	<ul style="list-style-type: none"> Be a role model and culture bearer Convert Rynkeby Foods' strategy to milestones and actions Follow up consistently on targets and make visible, celebrate results Make timely decisions Delegate and secure that responsibility is taken Allowing employees to develop Ensure next-generation leaders Ensure employee motivation and involvement in their work Facilitate cross-organizational cooperation 	<ul style="list-style-type: none"> Takes ownership of own responsibility / assignments Leads the way, show initiative and think in solutions Challenges and develops procedures in search of "best in class" Accepts / learns from mistakes Backs up on common goals and decisions Takes responsibility for own development and motivation Plays his/her colleagues good Has confidence and expectation to colleagues do their jobs Is a role model in relation to Rynkeby values Is an ambassador for Rynkeby Foods 	<ul style="list-style-type: none"> We set the standard in our markets We will always win We are a responsible company We create value for our customers and consumers We have the best products and the best quality We create results We are a preferred partner We are the strongest brand in our industry We are proud of our company We are Team Rynkeby



Management words:

Role model / inspiring
Results oriented / ambitious
Developing
Involving

Wellfare words:

Competitive / engagement
Take initiative
Culture bearer
Responsibility / pride

Image words:

We can +
We will +
We dare!
= We will win!



How can you stop drinking and driving?

Plan yourself out of trouble!
Agree in advance who is driving home or leave the car at home.

Take action if you see someone who will drive when he/she has been drinking too much – even if it can be difficult.

Ask if the person is sure that he/she can drive

Offer to call a taxi or ask if he/she will spend the night.

PROMOTION WITH THE ROAD SAFETY COUNCIL

Alcohol is one of the main reasons why people are killed or injured in traffic. Alcohol is the cause of every 4 deaths and every 6 injured in traffic. Two out of three deaths and injuries are drunk drivers themselves.

Rynkeby Foods chose to participate in the campaign as our products could be linked with a solution to the problem and in that way we could both act responsibly and also involve business aspects.

Focus on Juice

Juice obviously is the basic ingredient in non-alcoholic Christmas drinks and drinks in general. The Road Safety Council had developed two non-alcoholic beverages with, respectively, orange juice and apple juice. The recipes were

developed with Rynkeby products and as the message would appear from juice cartons, it was obvious to link business and accountability together.

Maria Schmidt, Marketing Manager, says: "When we were approached by the Road Safety Council, we were in no doubt that we of course wanted to support the campaign: "Do not drink and drive!", which the Council had plans to launch November-December 2013. The campaign aimed to make the Danes aware that you should not drive home after enjoying alcohol at for example the Christmas party."

Alternative to Alcohol

The two drinks that was developed was a hot drink, which is made of apple juice

with ingredients like cinnamon sticks, ginger, and apples into cubes. Then there was the Yellow Cab, which can be enjoyed cold and besides apple juice and orange juice, vanilla sugar, fresh thyme sprigs, and sliced apples and citrus fruits were added.

The campaign had great power and received great attention in the shops and at the Road Safety Council.

Recipes for these and other non-alcoholic beverages are available at www.sikkertrafik.dk.



Facts about drunk driving:

The legal limit in Denmark is 0.5. One can be convicted of drunken driving, even if you have a BAC below 0.5. This happens if the police believe that you are not driving safely.

A conviction for drunk driving can have serious consequences. Both for oneself, family and one's job. If you are caught drunk driving several times your license is disqualified for three years, and you get a prison sentence.

Facts about alcohol related accidents:

- 98% of Danes think that drinking and driving is unacceptable.
- Every day there are approximately 10,000 drunk drivers on the Danish roads.
- Every 4th traffic deaths dies in an accident where alcohol is a factor.
- Alcohol remains one of the biggest killers in traffic.



"We supported the campaign by helping Road Safety Council spreading the good news. We promoted the campaign and the two recipes on our two packages. We developed signs to our campaigns and together with Road Safety Council we held demonstrations handing out samples of the two drinks in a large number of shops in the areas of Denmark where drunk driving is most prevalent. All with the aim of reducing drinking and driving. It makes perfect sense."

Maria Schmidt, Marketing Manager, Rynkeby Foods.

FAIR SPEAK

At Rynkeby Foods we believe in responsible marketing, which we usually call 'fair speak'. "Despite our many efforts we cannot always avoid situations where a consumer or organization feels offended by our marketing. This is due to a legislation that is very complex, and at the same time open in its interpretation of what e.g. misinformation is – and what is misinformation in Denmark, is not necessarily misinformation in other countries and vice versa.

It is important to us that our products is presented attractively and can be sold, but the messages must always be true and not mislead consumers.

Misleading Marketing

Rynkeby Foods have not had any complaints from consumers against deceptive marketing in 2013. A company complained to the regional association for food control about lack of product name on the front of Rynkeby Foods smoothie products, but this was rejected. In addition, the Swedish retail store challenged that we used the term "100% pure squeezed fruit" in the marketing of our juices from concentrate. The complaint has not led to reprimands, but Rynkeby Foods nevertheless chose to remove the word "pure" from the products.

Consumers

As shown in the figures below, the Danish knowledge that juice is 100% fruit and no sugar added largely unchanged. For economic reasons, we have been forced to limit our marketing activities, which has resulted in consumers' perceptions of juice has not changed.

Innovation and Product Development

In 2013, we have used many resources to develop products and new marketing for 2014.

The new marketing for 2014 will in a responsible manner focus on increased attention on Rynkeby Foods.

Products

The new products will focus on health and accountability from different angles.

The common denominator of all products is as always fruit and naturalness, but in addition we have focused on how we can develop products that are tasty, and at the same time meet a growing demand for an "added value" such as lower calories.

This has resulted in a series of tasty products sweetened with extracts from the stevia plant, which only have an energy content of 50% as compared to sugar-sweetened products. However, this is only the beginning, and we expect to focus further on the health aspects of fruits and vegetables.

The House of Natural Sciences makes new school project with juice

Rynkeby has partnered with the House of Natural Sciences, which is a non-profit project and knowledge sharing organization working to raise interest in science and technology among children and youth in schools and secondary schools in Denmark.

Rynkeby Foods will in future supply juice concentrates to school groups who want to make juice experiments through House of Natural Sciences. For teaching purposes, a video has been made describing the different chemical / physical properties of the juice, and visualizing the relevance of different analyzes.



RYNKEBY AND TETRA PAK GET TOGETHER ABOUT THE WORLD'S BEST NEWS

THE WORLD'S BEST NEWS

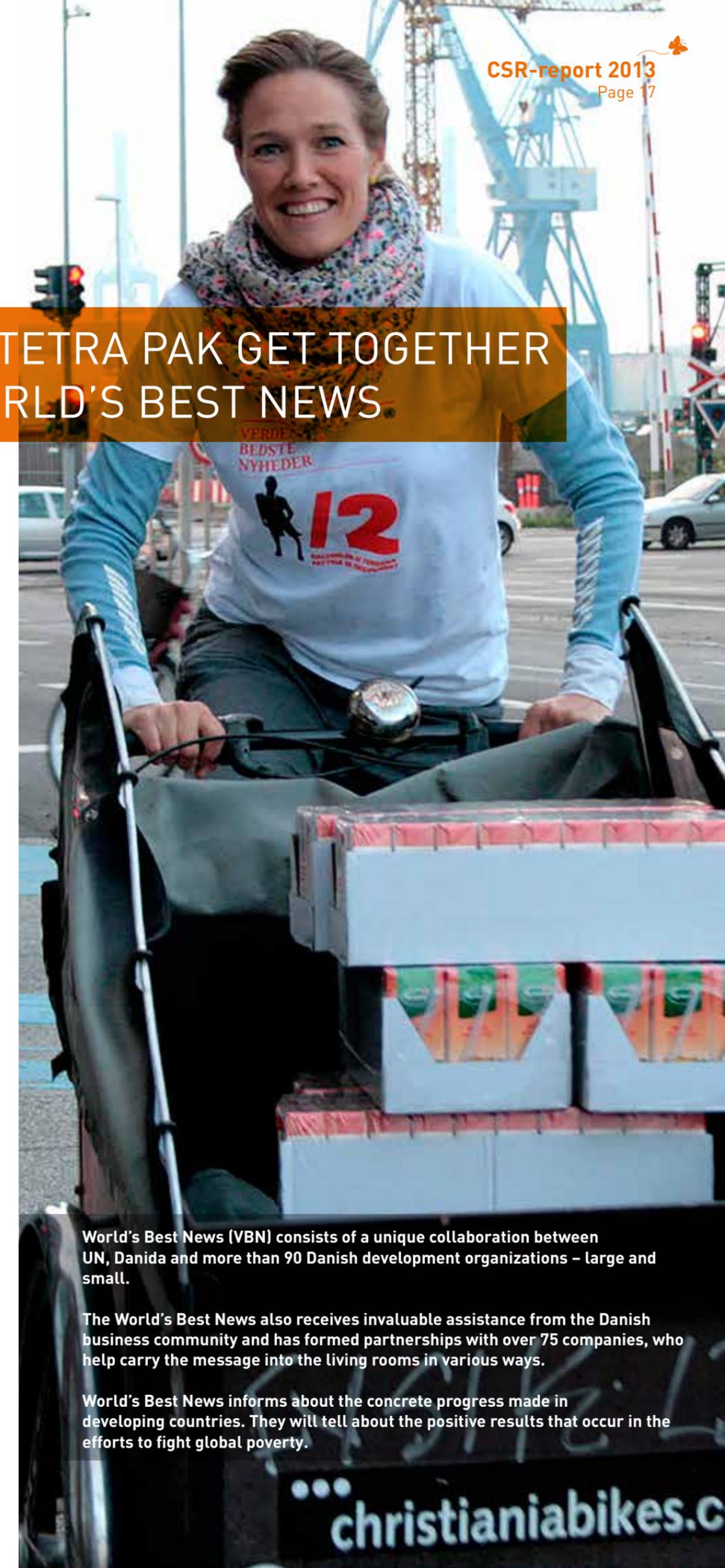
In 2013 Tetra Pak and Rynkeby Foods signed an agreement that meant that the United Nations Organization World's Best News (VBN) could hand juice out to all of Denmark Friday, September 13, 2013. The juice was specially made for this purpose and contained one of the good news. The message was that the fight against poverty is bearing fruit with over 700 million people lifted out of extreme poverty since 1990.

The juice provided a unique opportunity to help VBN to communicate the positive messages to the people. Production reached 180,000 juice boxes of 250 ml.

Rynkeby and Tetra Pak have previously worked together on charity projects and in 2012 the packaging supplier donated packaging for charity juice in favour of Team Rynkeby and Children's Cancer Foundation.

Tetra Pak and Rynkeby would like to help spread the positive message providing the communication platform making it more efficient for VBN to get the message out to the Danes. Consumers are fond of free juice and this helps to generate interest and insight.

Rynkeby and Tetra Pak have been very pleased and proud of the cooperation and have also decided to donate another juice to the campaign day in September 2014.



World's Best News (VBN) consists of a unique collaboration between UN, Danida and more than 90 Danish development organizations – large and small.

The World's Best News also receives invaluable assistance from the Danish business community and has formed partnerships with over 75 companies, who help carry the message into the living rooms in various ways.

World's Best News informs about the concrete progress made in developing countries. They will tell about the positive results that occur in the efforts to fight global poverty.

QUALITY AND FOOD SECURITY

Rynkeby Foods remains certified in accordance with ISO22000:2005 and has at the same time official status as elite certified business. There has in 2013 not been any warnings or instructions issued by the authorities. There were also impressive results from verification of ISO22000: 2005, and the goal of "no major deviations" was met.

Claims

Rynkeby statistics on claims from Denmark, Sweden, Finland show a downward trend in 2013. There are several reasons why the trend is going in the right direction; the most important is that all claims are investigated thoroughly in cooperation with our production department.

Challenges

Screw cap: In 2012 we saw a customer choking the safety ring at the screw cap. It meant increased focus on the control and management of screw caps in cooperation with our suppliers. The same type of screw is used in the rest of Europe and it was the first time the problem was discovered. Despite increased control, there was in 2013 a similar incident, which meant that Rynkeby Foods has demanded that the supplier

is developing a new screw cap where the safety ring cannot fall into the product. The new screw cap is expected to be implemented in early 2014.

Organic flesh: Was a very big challenge in 2013 due to organic oranges being very small and crop failures in several places in the world. This meant that for a long time we were unable to provide flesh for our products and the quality level of the products was significantly reduced. As the oranges were very small, the white layer under the peel (albedo) and the peel from the orange came with the flesh when this was filtered out – quite simply, a quality that cannot be used in our juices. The problem is solved again, but organic production is often more vulnerable, increasing the risk of being short of products.

CLAIMS

	2010	2011	2012	2013	Target 2014
Claims per 100 million litres					
Consumer Claims (DK Retail)	351	304	429	271	300
Consumer Claims (SE Retail)	2042	908	1070	811	700
Consumer Claims (FI Retail)	-	89	2161	667	700
Complaints / claims local community	0	1	1	1	0



2nd Theme: PEOPLE

Our employees are the most important resource in achieving our strategic goals and the achievements we set out to reach. Therefore, we prioritize job satisfaction, well-being, and health high in the way we run the business in Rynkeby Foods – in general and from a management point of view.

Satisfactory Staff Turnover

Rynkeby Foods wants to maintain a good and stable staff with an adequate replacement to continually bring new ideas and competences to the company. We estimate a turnover of 12% to be a reasonable rate. We measure our employee turnover as the number of employees, who have left the company in relation to the total number of employees. In 2012, the turnover rate was very high at 18% – but mainly caused by major staff reductions during the year. In this light, the staff turnover rate in 2013 dropped to just below 15%, here it is primarily the production and salaried employees who have pulled down the figure, while there has been a greater increase in logistics / distribution.

The reason for the high staff turnover in logistics is primarily due to staff reductions in connection with new cooling warehouse and a rotation project that is carried out to give unemployed a chance to get in touch with the labour market while our unskilled employees get an education.

The reason for staff turnover in production was primarily due to staff reductions in connection with increased productivity.

There is a general satisfaction with the decline compared to 2012. On the other hand, the company is still a long way from our goal, why we in 2014 will continue to focus on reducing staff turnover and here in particular within the logistics/distribution group, but also partly for salaried employees, and the objective of a maximum of 12 % is maintained in 2014.

Employee Satisfaction Survey (ESS)

Rynkeby Foods each year carries out an employee satisfaction survey (ESS), where the survey contains almost 75 questions to be answered from a scale of 1 to 5, where the company's goal is that satisfaction must remain above 4.0.

In recent years we generally have had a really nice turnout and in 2013, 99 % of employees responded to the survey. Satisfaction was in 2013 calculated at "4.1", corresponding to the same result as for 2012.

The result is a weighted average and thus there are both improvements and relapses compared to 2012. One of the goals after the satisfaction survey in 2012 was to raise satisfaction with the management and here it is encouraging to see that the results for issues relating to governance are raised from 4.0 to 4.1.

In 2014, we will mainly work on four areas all of which (the sum of several sub-questions) have a total score of 3.8 or 3.9. These areas are: Accounting (internal communication), business applications (tools and IT systems), Organization (general follow-up, shared responsibility for the problems, and great ideas put into action), and finally Winning culture, the latter is relatively new in the survey and an area, that we in 2013 have highlighted, and which in 2014 will come to affect the entire organization (see separate section).

For all of these areas the individual departments are responsible, and they

Continued on page 22

First Aid in 2013

6 persons have been on first aid for beginners with defibrillator (6 lessons).

6 persons have been on first aid for experienced with defibrillator (3 lessons).

In 2014 we offer again first aid course with defibrillator for both experts and novices.

EMPLOYEES – TARGETS AND RESULTS

	2010	2011	2012	2013	2014
Staff Turnover	17%	10%	18%	15%	12%
Employee satisfaction (total score)	4,1	4,2	4,1	4,1	> 4,0
"There is a good balance between your work and personal life"	4,1	4,2	4,2	4,1	> 4,0
Psychosocial work environment (number of bullied)	4%	6%	3%	1%	0%
"I feel generally happy and motivated"	4,5	4,5	4,4	4,4	4,5



have or will draw up action plans in order to pull up the satisfaction to at least 4.0.

Communication on the overall ESS results takes place on common staff meetings, and later on departmental meetings the results of the respective areas are presented and discussed and finally focus areas are agreed. It is also established where support from other departments is needed to improve performance and thus make employees more satisfied.

Diversity

Rynkeby Foods wants in its staffing structure to reflect the surrounding society in terms of age, race, gender, religion, and nationality as far as this is possible with the existing workforce and through new hires. Where possible we also want to support people who have reduced working capacity for example by offering light and flexible jobs when we have functions that can support this and where there may be relevant and real jobs.

Senior Policy

On Rynkeby Foods we are proud to have a senior policy. This means that employee when have their 57th birthday (8 years before retirement age) are offered annual senior dialogue. At these meetings opportunities with regard to job function, work hours, senior friendly jobs, early retirement, etc. are discussed. This ensures that senior age, beginning five years before retirement, is planned as efficiently as possible, considering both the employee and the company. We feel confident that the senior policy can support our clear desire to retain and use the older and more experienced workforce for the benefit of the company and all its other employees.

Mobbing

'The struggle' against mobbing is an area that we at Rynkeby Foods are very proud of as constant work against mobbing since 2006 has borne fruit and reduced the number of employees who feel mobbed quite significantly.

In 2006, as part of a nationwide study on the psychological work environment it was revealed that 16% of Rynkeby Foods' staff felt mobbed. This high proportion was of course quite unacceptable and constituted in reality a 'burning platform', which in turn also made it easy to assemble the company (cooperation council, employees and management) in a common struggle to make it clear that mobbing is not acceptable and not a part of the culture we want in Rynkeby Foods. This work resulted in a policy against mobbing, where we have defined mobbing as:

Workplace mobbing takes place when a person for a long time has been subjected to repeated unpleasant and negative actions or behavior that it is difficult to defend oneself against. Examples are when important information is regularly detained, excessive monitoring of selected employees, or persistent criticism of their work and effort. Typical actions by mobbing are exclusion of the social community, rumors, gossip, ridicule or coarse banter.

Mobbing often occurs as a result of conflicts that are not resolved, but instead stepped up. The conflicts can be task-related, or professional or personal conflicts between employees. If not resolved, conflicts can develop into destructive interpersonal conflicts and mobbing. Another type of mobbing is characterized by the fact that the victim is chosen at random, for example as

a scapegoat for the frustrations of a workgroup or a case to demonstrate its power.

Mobbing can have serious health consequences in both the short and long term, for example it can cause anxiety, depression symptoms, stress responses, irritability, or helplessness. It is not only the mobbed, who is affected by the negative working environment, also other colleagues' well-being may fall, and the consequence may be further failures, lower productivity, and service levels, increased absenteeism and higher staff turnover.

Policy on Mobbing

In the period from 2006 to 2013 the topic has received consistent attention. It has been an ongoing issue which we have been focusing on throughout the company's departments and with management.

Especially in the relatively few departments that have experienced problems they have worked extensively with the issue and the understanding that we at Rynkeby Foods do not tolerate mobbing. The development has generally been very satisfactory with reductions in most years (2011 excluded) and the number of people who feel mobbed has decreased from 16% in 2006 to 3% in 2012 and 1% in 2013, where the latter is due to the employees indicating that they sometimes have been mobbed, and none (0%) indicate that they are often mobbed.

As a company this is a great success, which has been driven by all employees and the cooperation council. samarbejdsorganer i virksomheden.

WORKING ENVIRONMENT

In the departments (production, warehouse, engineering), where we have implemented ergonomics project we have in 2013 made an ergonomic boost in order to maintain focus on the working methods we have learned through ergonomics project to prevent attrition. We will follow the development of physical discomfort and see if employees have less pain when we first quarter of 2014 have carried out health checks / Body Age.

We will in 2014 focus on "nearmiss" and do something about the problem before things go wrong. The goal should be 0 work accidents and gladly more than 100 nearmiss.

Registrations pr. years	Nearmiss	Minor work accident (without absence)	Work accident
2013	31	3	4
2012	52	14	6
2011	62	12	5
2010	18	19	6
2009	29	15	10





TEAM RYNKEBY

Larger, more participants, and more money for children with cancer and their families.

In the hot month of July 2013 next to 1,000 riders and 200 service people divided into 21 teams completed the trip to the city of cities – Paris – for the 12th time.

In fantastic weather (it has probably never been hotter) 14 Danish, 6 Swedish and a team from Finland made up the caravan that stomped in an effort "to do something good for themselves – while doing something good for others" The trip was a true triumph of yellow "rynker" that ended nearly 12 months of efforts in the good cause by breaking all records. Since the teams were set around September 1, 2012 all teams have worked admirably to get to know each other, take measurements of bikes as well as cycling clothes...

- Develop training calendar
- Take contact with various sponsors (get the many agreements in place and logo registered)
- Think though, plan and implement a myriad of events

- Selling lottery tickets
- Sweating in spinning classes over the cold months
- Acquire various gadgets for the trip
- Plan for hotels
- Determine routes (between the hotels)
- Cycle ...
- Cycle and ...
- Cycle

It's amazing to see and experience the creativity, the incredible energy level, the persistence and the charisma that ultimately in late summer 2013 triggered a real money rain to our partners in the three countries (Barncancerfonden in Sweden, Sylva in Finland, and Børnecancerfonden in Denmark) .

In 2012, it amounted to SEK 2 million in Sweden and DKK 14.3 million in Denmark. Similarly, in 2013 it amounted to no less than amazing SEK 8.6 million in Sweden, Euro 65,000 in Finland and DKK 15.3 million in Denmark – an overall increase of approx. 44%. It belongs certainly to describe the hi-

story of Team Rynkeby that this creates a unique platform for warm friendships, close relationships, close partners, – all in a forum where exercise and a healthy lifestyle is the cornerstone. When this is coupled with the fact that there can be generated and donated incredible amounts of money to a group of vulnerable children (in the context completely innocent children and parents) who really need all the help and support that we can jointly create – then, yes it's really that the uniqueness of Team Rynkeby is chiseled in granite.

Cycling – to be together in the pursuit of a healthier lifestyle – is still rising in Scandinavia. We at Team Rynkeby are still pleased to help promote this development. We note with great joy the forest of similar projects that are springing up everywhere. And bicycle exercise also has the fellowship in focus, which further motivates the individual to take care of himself, pay attention to what you eat and drink – and that exercise is essential for "the good life" .

The money for Børnecancerfonden in Denmark is money well spent (and, of course, applies equally in both Sweden and Finland) – from the Danish website you can find the following information:



Cancer remains the most common medical cause of death among children aged 1-15 years.

There will be two new professorships in childhood cancer as a result of the million donation, which Børnecancerfonden has recently awarded to children cancer research.

The professorships constitute just under half of the DKK 19,814,197, which Børnecancerfonden this year awards for scientific purposes. The other half of just over DKK 10 million helps to fund one-off, Danish science projects for children cancer.

The professorships are the driving force behind the research that takes place in children cancer in Denmark right now. Therefore, Børnecancerfonden this year decided to earmark a large part of the fund for the establishment of two professorships.

Direct Support to Families

In addition to the approximately DKK 20 million for the research area Børnecancerfonden also provided DKK 4,834,958 for non- scientific purposes. The money covers courses for doctors and nurses

as well as various events on the children cancer departments all over Denmark.

In addition, Børnecancerfonden gave DKK 830,000 million in pampering scholarships for children with cancer and their families.

At Team Rynkeby we are continuously receiving inquiries from cities, regions, businesses, educational institutions and organizations that are all keen to have their very own Team Rynkeby and be part of our now very large international project. Up until 2014, it has been decided to continue the development and thus continue the controlled growth. In practice, this means that in 2014 we will have new teams in Norway, the Faroe Islands and Australia – in addition to two new teams in Denmark (Næstved and Holbæk) .

And from all sides, we are praise and receives recognition for the uniqueness of Team Rynkeby – the fellowship, the unique

purpose, organization, safety concept and the healthy lifestyle .

At Rynkeby Foods there is not a day in the cafeteria, where just a few words are not said about Team Rynkeby; a few cozy episodes refurbished, stories retold and new participants are looking forward to join the team. In all employee groups the interest to be part of it is high – and at Team Rynkeby we all share the same conditions, all are contributing and experiencing the rush, the fellowship and joy.



3rd Theme: HEALTH

Rynkeby Foods wants be a healthy workplace and was in 2010 named the year's Healthiest Company on Funen. In 2013, we have focused both on exercise and diet – but mental health has also been on the agenda. In January / February 2014, we have implemented a health profile, which forms the basis of the health results in this report.

Health Check of Employees

As this report also reflects there have again in 2013 been many different health care offers to our employees. In early 2014, all employees were invited to have a health check and the results of this study form the basis of the 2013 results.

Two types of test were offered: Body age and Health profile.

82% of employees at Rynkeby Foods took advantage of the offer, which is a very satisfactory attendance demonstrating that health is important for our employees.

We have over the last 3 years made great achievements in smoking and intake of fruit and vegetables, but there are still challenges with regard to obesity and physical strain. We have in 2013 had "er-

gonomics boosts" in production and the warehouse where a physical therapist should verify and guide employees in the ergonomic working methods that previously have been trained and instructed.

We exercise a little more than before, but the target is not met yet.

The results of the health profiles may be a little difficult to compare with previous results, since approx. 1/3 of the participants are employed within a year and have not entered into in the previous studies.

We will in the future focus on having better activities and thus make the results even better.

Sleeping Event

We have in the last 4-5 years carried out a lot of different health activities on Rynkeby Foods, but here we would like to highlight a sleeping event that we conducted in autumn 2013, and which probably has been the most acclaimed initiative that we have ever undertaken for our employees.

We invited all employees to an information session about healthy sleep patterns with a sleep specialist Michael Rasmussen from the Center for Stress.

For practical reasons, the meeting was held at 9-10 pm with subsequent advisory agreements (at 11pm - 7 am) during the working hours of the night shift and it was free to participate in the whole event.

The idea came because we accidentally discovered that a night worker had major sleep problems, which also led to a general ill-being and poor eating / exercise habits.

As the sleep is extremely important for our general health, we decided to arrange a special event focusing on sleep. Everyone, who had an interest in good sleeping habits, was welcome to participate, and exclusive to our night workers we offered individual counseling of 30 min's duration by Michael Rasmussen. The good thing about the event was that the employees were given some very specific tools for how they could optimize their sleep. E.g. the sleep hormones are affected by light, and therefore it is a good idea to use sunglasses when it is bright in

the morning, and the bedroom should be completely blacked out. In addition, there were recommendations for diet, coffee, noise, and sleep patterns etc.

The event was a huge success with approx. 25 participants from both production and administration and about half (13) of all night workers had wanted personal advice. The event caused a stir in a particular degree and was highly praised by our staff, because they got a new perspective on their sleep habits and were given new opportunities to optimize sleep.

We have in the pipeline, to prepare a booklet to all future night workers with the tips highlighted during the meeting.



Healthy Canteen

Again, in the past year we have tried to continue the healthy, varied and spicy diet. We have launched a number of new exciting salads. Open sandwiches remain without butter on the bread, and there is almost always a wide selection of fish products .

In early October, the canteen introduced a new concept where employees can order accessories to bring home for the family dinner.

The goal of the project is to make it even easier for Rynkeby employees to live healthy. Only healthy accessories are offered, and you are allowed to buy as many servings as you wish, enabling the rest of the family at home to join you in your healthy lifestyle.

In 2014, we plan to have the canteen certified in accordance with the "key-hole certificate" in order to make it even easier for consumers to make healthy choices.

Order Accessories Home

The project is off to a good start, and 15-30 employees take advantage of the offer each week.

"It is a very fine level as we can still get it fitted in with the other tasks in the canteen" says Karen Fejerskov (cafeteria manager), adding: "It's completely new to us and we gradually find out, which of the dishes we are best suited to do. Therefore, we have moved away from heated dishes and primarily sell salads/



"Many people eat too few meals – so when you change your diet, you do not go around and are hungry all the time!"

Anna Munksø, slankedoktor.dk

vegetables to get the finishing touch at home".

Dietary Changes

Rynkeby Foods offered in 2013 all obese employees a free dietary change course through slankedoktor.dk, an internet-based dietitian counseling. The process started with advice from a clinical dietitian Anna Munksø, and staff could also invite a friend or a family member at a favorable price.

21 employees accepted the offer and many saw quickly that they had more

energy because the blood sugar was kept more stable.

The event took place on an anonymous basis and therefore, there are no results for weight loss.

Smoking

In 2013, a few employees again have stopped smoking and some with help from Rynkeby Foods.

Smoking is very unhealthy and in no way compatible with a healthy company, therefore we will continue to help smokers to become smoke-free. In 2014 we will continue to support employees who want to stop smoking.

DHL and Søsletteløbet

Rynkeby Foods offer free participation in the two jogging events "DHL" and "Søsletteløbet", and in both events Rynkeby Foods is registered with approx. 60 participants. Søsletteløbet is a local event in Ringe, and you may run, walk or ride your bike and employees furthermore have the opportunity to invite the family to a sporting event.

DHL is a relay race in Odense, where teams of 5 runners take turns running 5km. Here Rynkeby Foods invite all employees for a cozy evening with barbecue and exercise. Each team receives a "lunch box" with food, drink and snacks to 5 people. Rynkeby Foods employees donated 13 food boxes to "Reden", which is a voluntary organization that supports socially disadvantaged women.



Karen Fejerskov, cafeteria manager.

4th Theme: ENVIRONMENT

Rynkeby Foods received environmental approval in 1990 for the production of approx. 85 million liter juice / dilutables per year. The review of the approval in 2004 gave approval to increase production up to approx. 150 million liter juice / dilutables per year.

Because of Rynkeby Foods' continued expansion we have in December 2013 together with the statutory reassessment of the environmental approvals between 1990 and 2004 received approval for a production of 250 million liter juice / dilutables per year.

For the sake of simplicity the company and the municipality have agreed to merge approvals between 1990 and 2004 in a new authorization, which also deals with the application for approval for production expansion.

In connection with the new environmental permit a screening with regard to lasting impact on the environment caused by the production expansion has been prepared. The screening has not given any reason to require a more in-depth report, and there have been no objections from residents or other authorities

in connection with the new environmental permit, which is valid until 2023.

Fuel Consumption

Compared to 2012, we had an extra consumption of diesel in 2013. We achieved an average of 2.91 km / l diesel compared to the year before when we realized about 3 km / l, which corresponds to an expenditure increase of approx. 3%.

New rules that make it possible to load up to 54 tons are the reason for this increase. But since we have increased the weight by 7-12% by changing our vehicles from 6 to 7 axle vehicles, we have actually had a decrease in fuel consumption per ton transported.

The increased weight per transport has correspondingly lowered the number of shipments from the factory, which further has the advantage that the road network is less strained.

In 2014, the focus is therefore to exploit a proposal to increase the total weight further to 56 tons, a proposal which has not been finally approved by the traffic control.



THE POSITIVE TREND IN REDUCING ENERGY CONSUMPTION CONTINUES IN PRODUCTION

Power Consumption

The positive trend in Rynkeby Foods' electricity consumption continued in 2013, with a marginal increase. The trend is mainly achieved through improvements in the following areas:

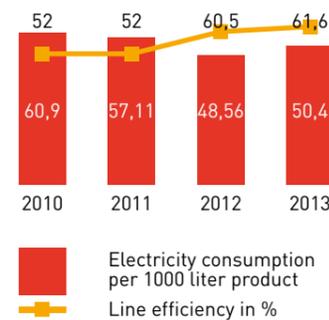
More efficient operation of the compressed air systems with continuous sealing of leakages and focus on the closure of the air supply in each department at the end of production, resulting in fewer hours of operation on our compressors, and thus less electricity consumption.

In 2013, we decided to focus on increasing line efficiency. Higher line efficiency means less gas and electricity consumption when idling operation is reduced.

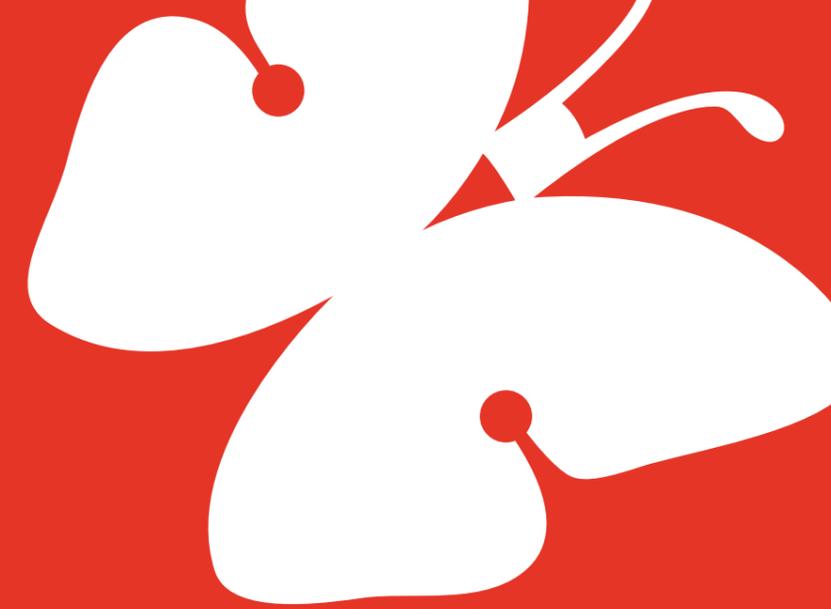
Increasing line efficiency by:

- Train, retain and develop what have been learned in the LEAN process
- Perform systematic Total Production Maintenance (TPM)
- Daily monitoring of stop reports and focus on areas to be improved in production
- Panel meeting in production, where we follow up on targets and all contribute with suggestions for improvement (blue notes)

POWER CONSUMPTION in kWh per 1000 liters of product and line efficiency



In 2013, we took a new cold warehouse in operation, and in 2014 we will close down the old cold warehouse. This together with a focus on stopping the refrigeration compressor on weekends will lead to a further reduction in electricity consumption in 2014.



Sewage and Water

Even though we had a big drop in water consumption in 2012, we have in 2013 managed to continue this trend.

The main reasons are the increased use of pigging where product and water are separated in the pipelines in connection with product changes. Pigging is now installed both on tap lines and raw material tanks, which in addition to saving water also has resulted in less product waste.

Another reason for the decrease in waste water is that changes in cleaning routines in the mixing plant in 2012 have had a substantial impact in 2013.

Natural Gas

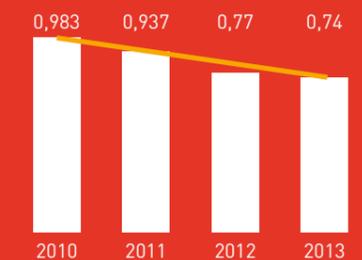
Rynkeby gas consumption per produced ton is unchanged compared to 2012. Optimizations have been made in 2013, which are expected to affect consumption downwards in 2014.

We have focused on operational efficiency / utilization of mixing tanks using effective water rinse between mixtures and thus having more mixes between cleanings so that we minimize the consumption of both chemicals and gas for cleaning.

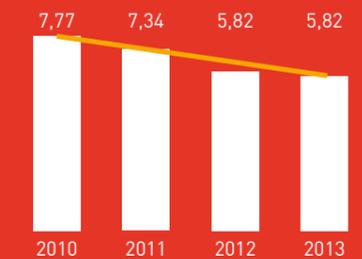
Furthermore, we have insulated buildings further in connection with the replacement of roofing (from 150 to 375 mm).

The installation of gas heat exchanger in our chimney has also meant an increased boiler efficiency of 3%.

WASTE WATER AND WATER CONSUMPTION



GAS CONSUMPTION in ton per 1000 liter product



RYNKEBY FOODS CSR POLICIES



CSR Policy

We shall observe the UN conventions and principles defined in the UN Global Compact, among others. This means that we shall apply sustainable principles in our work and seek solutions taking human and environmental conditions into account. Particularly, we commit ourselves to show consideration for issues concerning the local community surrounding our company and the highrisk countries, with which we co-operate.

Rynkeby goes even further as to social responsibility. We play an active role in a number of volunteer activities contributing to an improvement of some social and environmental fields. Small steps are better than none and we believe that if everybody lends a hand it is easier to solve some of the problems we face at home and abroad.

We have staff policies e.g. ensuring all our employees development dialogues, and our seniors senior dialogues to plan the remaining work life. We want diversity, to reflect the surrounding society as to age, race, sex, religion and nationality.

We include people, who despite wear, handicaps or accidents can still do a job on the labour market. We will not make promises that we cannot keep and CSR should not be a showcase for all our good initiatives. It should be an objective tool to find weak fields that we can contribute to develop and improve. ■

Communication and Marketing Policy

At Rynkeby we consider a financially healthy business as a prerequisite to long-term sustainability. With no profit our company cannot exist.

Therefore we apply marketing and communication as a means to generate a preference for our products, to strengthen our business and image – and thus to increase sales. We want our marketing and communication to our stakeholders to always be decent and honest. Generally, we call it »Fair Speak« and this term covers correct information presented in an honest and decent way, etc.

As to marketing, communication and behavior in general we take an ethic precautionary approach. If law allows it we would also like to communicate healthy stories. However, we do not promote high-calorie products (e.g. syrups with added sugar) to children under 13 years.

We apply Fair Speak in all types of communication with our stakeholders and in this way we can always face each other. Our target is that Rynkeby shall have no cases or accusations by the authorities of having misled the consumers. ■

Health Policy

Unprocessed or semi-processed fruit and vegetables are often healthiest and the consumers should eat at least 600 g fruit and vegetables every day.

Many Rynkeby products can form part of this fruit- and vegetable balance, as one glass of juice equals 100 g of fruit/vegetables (max.) and can therefore replace one of the six daily fruits or vegetables (100 g) recommended by the Danish National Board of Health. Water is the healthiest drink. Nevertheless, many consumers drink different types of less healthy drinks. We see our products as a healthy alternative

Employees

We currently select focus areas to improve the health of our employees. We are convinced that exercise and healthy food have a positive impact on both the work life and the private life and we support events contributing to a better state of health.

We have set some health targets, e.g.:

- Less physical inconveniences
- Healthier food
- Health check
- Less overweight
- More exercise and
- Less smokers

We realize that it takes time to improve health in our company. It will be a long hard road that we will walk by currently selecting some actions. ■

Rynkeby manufactures fruit drinks and other liquid fruit-based products in our factory in Ringe. The work is done in a responsible way and in consideration of the safety, health and well-being of our employees. This also applies to our external staff and guests. We cherish our good work environment, which we believe is the basis of a good and efficient production.

A Safe Place to Work

Rynkeby wants to be a responsible company as to work environment and as a minimum we will conform to actual rules and regulations within this area. We will make sure that we are pro-active as to regulatory requirements and other requirements by having an open dialogue with our stakeholders, including authorities and partners, about the work environment activities of our company.

Training and Education

We will inform, train and educate our employees to act in accordance with our work environment rules and to make an effort to secure a work environmental mindset among our employees. We will make sure that our work environment policy is communicated to and understood by our employees and we focus especially on departments with a higher risk potential.

Work Environment Organization

We apply our work rules to know, control and reduce the work environmental impact caused by our production. Furthermore, we make a risk assessment in co-operation with our work environment organization, on the basis of which we set concrete goals and actions for the improvement of our work with work environment.

Nearmiss and Work Accidents

We will introduce and maintain procedures to efficiently handle nearmiss situations and work accidents. We will also make sure that contractors and guests know and observe relevant demands in our work environment management system.

Well-being

We will make an effort to secure that our employees are feeling good and that nobody feels mobbed when at work. All leaders and employees are informed of the five Rynkeby values and all employees must observe them. Should there nevertheless be employees feeling bad or discriminated we address a preventive and corrective action. ■

It is the objective of Rynkeby to become a more green and more sustainable company. This means that we should avoid waste, optimize our processes and always seek the most sustainable solution. In practice, this means that we consider where to gain the greatest environment benefits, and then we focus.

Energy

We want to save energy and we are always seeking energy-friendly solutions, both in existing and in new processes.

Waste of Food and Resources

We consistently try to avoid any kind of waste, including food, materials, fuel, energy, raw materials and other kinds of operation resources. Furthermore, we secure recycling, re-use and recovery of our waste when possible. Should waste occur we secure a sustainable disposal. Over-consumption causes waste. Therefore we currently supervise and optimize operation and consumption.

Equipment

We erect new production machinery and buy equipment that as a minimum meet the demands of relevant environment standards.

Climate Changes

We contribute to the reduction of global heating to a minimum by currently striving for a reduction of the emission of greenhouse gasses. This, among other things, takes place via our focus on resources and energy optimization. ■

Rynkeby makes demands on our suppliers – both for ethics and for quality – and we do our utmost to secure that the international rights in the UN Global Compact and quality and food safety agreements are observed. We are aware that our small company cannot solve the social problems of the global community but our focus on human rights in high-risk countries etc. contribute to secure compliance with the requirements. ■



make it a beautiful day

UN GLOBAL COMPACT

UN Global Compact is based on international conventions on human rights, labour rights, environment and anti-corruption.

The 10 principles for social responsibility are the core in Global Compact. Global Compact has two purposes: to encourage companies to support and implement the 10 principles in their practice, and to encourage companies to provide voluntary initiatives to promote UN's goal on sustainability.

The Global Compact is aimed at both large and small companies.

The 10 principles of the Global Compact are:

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights, and
2. make sure that they are not complicit in human rights abuses.

Labour Standards

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining,
4. the elimination of all forms of forced and compulsory labour,
5. the effective abolition of child labour, and
6. the elimination of discrimination in respect of employment and occupation. the first guarantee that the suppliers

Environment

7. Businesses should support a precautionary approach to environmental challenges,
8. undertake initiatives to promote greater environmental responsibility, and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

CSR targets – full list

		2010	2011	2012	2013	Mål i 2014
Values	All Rynkeby employees should know/follow our five values. "Are you following our values in your everyday life?"	4.2 on a 5.0 scale	4.3 on a 5.0 scale	4.4 on a 5.0 scale	4.2 on a 5.0 scale	Min. 4.2 on a 5.0 scale
Fair Speak	0 commands/judgments concerning misleading marketing	0	1	0	0	0
Leadership	Good leadership must be maintained and measured in the employee satisfaction analysis, Questions about Leadership	4,2	4,2	4,0	4,1	Min. 4,2 for spm. (MTA)
SGF	Share of suppliers (fruit and vegetables) approved by the SGF	Ingen data	69,2%	70,7%	63,0%	75,0%
SGF	Share of suppliers (fruit and vegetables) approved by the SGF	80,5%	83,8%	75,8%	70,0%	90,0%
Code of conduct	Share of suppliers having signed the Rynkeby, Arla or SGF CoC	100%	100%	100%	100%	100%
Audits	Share of major deviations	0	0	0	0 Majors	0 Majors
Local Community	Claims from local community (no. of citizens)	0	1	1	1	0 claims
Employee satisfaction	Employee turnover	17%	10%	18%	15%	12%
Employee satisfaction	Total average score of the company	4,1	4,2	4,1	4,1	Min 4,0
Employee satisfaction	"There is a good balance between your work and private life?"	4,1	4,2	4,2	4,1	Min 4,0
Mental work environment	No. of employees feeling mobbed	4%	6%	3%	1%	0%
Employee satisfaction	Employees feeling generally well and motivated	4,5	4,5	4,4	4,4	Min 4,5
Education days (blue collars) (timelønnede)	No. of days per year	1 week (3 weeks for coordinator)	2 weeks	1 week (+ 1 day workshop per coordinator)	1 week (+1 day workshop per coordinator)	1 week per employee/ 3 weeks per coordinator
Consumer claims	Denmark – per 100 million litres sold product	351	304	429	271	Max. 300
Consumer claims	Sweden – per 100 million litres sold product	2042	908	1070	811	Max. 700
Consumer claims	Finland -per 100 million litres sold product	-	89	2161	667	Max. 700
Customer satisfaction	B2B – Factum analysis groceries	No. 4	Not measured	No. 4	Not measured målt	Top 3
Customer satisfaction	B2B – Factum analysis chilled products	No. 1	Not measured	Not measured	Not measured	Top 3

CSR targets – full list

		2010	2011	2012	2013	Mål i 2014
Involvement in local events	No. of participants (incl. family) at the local race "Søsletteløbet"	42%	38%	38%	30%	Min. 100 person incl. family eller 50%
Consumer health	Share of consumers knowing that juice is 100% fruit	12%	33%	28%	30%	Min 80%
Consumer health	Share of consumers knowing that juice holds no added sugar	-	29%	24%	26%	Min 80%
First Aid classes	Free first aid classes must be offered to work environment and health coordinators, preferably during work hours	Offered to all employees	Offered – incl. defibrillator – to all employees	Offered – incl. defibrillator – to all employees	Offered – incl. defibrillator – to all employees	Min. 1 time per year
Employee safety	"Near miss situations" registered	18	62	52	31	+ 100
Employee safety	Minor accidents (no absence) registered	19	12	14	3	0
Employee safety	Work accidents registered	6	5	6	4	0
Employee health	Share of employees with physical inconveniences	71%	Not measured	Not measured	68%	Max. 35%
Employee health	Share of smokers	23%	Not measured	Not measured	16%	Max. 15%
Employee health	No. of cigarettes (average per day)	11 stk.	Not measured	Not measured	13 stk.	Max. 10 stk.
Employee health	Share of "overweight" employees	30%	Not measured	Not measured	23%	Max. 22%
Employee health	Share of "very overweight" employees	23%	Not measured	Not measured	32%	Max. 18%
Employee health	Share of employees eating min. 2 fruits and vegetables every day	46%	Not measured	Not measured	72%	Min. 57%
Employee health	Share of employees exercising at least 30 min. per day	50%	Not measured	Not measured	44%	Min. 60%
Employee health	Share of employees participating in the local race "DHL-stafetten"	38%	42%	30%	31%	Min. 50%
Work presence	No. of employees present as a percentage of no. of employees	96,0%	96,8%	96,6%	96,8%	>97,0%
Environment	Fuel consumption (trucks)	2,73 km/l	2,96 km/l	3,00 km/l	3,00 km/l	Min. 3,21 km/l
Environment	Electricity consumption per ton product	60,9 kWh	57,11 kWh	48,56 kWh	50,4 kWh	Max. 53,96kWh
Environment	Waste water per ton product	0,983 m³	0,937 m³	0,77 m³	0,74 m³	Max. 0,85 m³
Environment	CO ₂ consumption per ton product (excl. Fuel)	17,0 kg	16,52 kg	13,1 kg	12,9 kg	Max. 14,56 kg
Environment	Gas consumption	7,12 m³	7,568 m³	7,336 m³	5,82 m³	Max. 6,408 m³
Environment	Raw material waste – share of raw material consumption	2,44%	2,07%	1,61%	1,50%	Max. 2,10%
Environment	Packing waste – share of raw material consumption	1,45%	1,25%	0,88%	0,98%	Max. 1,05%

