

UN Global Compact Report 2015



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



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1. Creating progress for others

Kamstrup is a world-leading supplier of energy and water metering solutions and we define our value by the progress we create for others. Our solutions support utilities and are also applied in properties with individual metering. For 70 years we have delivered reliable, cost-effective ways to measure and manage energy and water consumption worldwide.

Our solutions include consumption meters, smart metering systems, hosting and services, analytics and smart grid applications. All products are produced with the highest certifications for environmental safety and quality in our automated production facilities in Denmark.

So far, we are represented in 65 countries worldwide by Kamstrup sales and subsidiary offices and by our distributors.



2. Statement of support for the UN Global Compact

Advancing sustainable development serves as our inspiration to create innovative and cutting edge solutions which drive our customers' businesses forward. Our relentless quest to develop solutions which create progress for others is helping customers all over the world to optimize their efficiency, identify new opportunities for growth and promote greater environmental responsibility. By anticipating our customers' challenges, we are creating environmentally friendly technologies which enable them to run a better business and inspire smarter, more responsible, solutions for the communities they serve.

Striving for a better water and energy future

Climate change and the long-term availability of fossil fuels are subjects of worldwide concern. Both of these issues are driving the development of more efficient energy systems, including distributed local power supply and storage, and smart grids for electricity distribution. Smart energy metering solutions are a vital part of this development.

Water scarcity and the sustainable management of water resources have, and will continue to be, a driving force behind our innovation. According to the UN, water use has been growing at more than twice the rate of the population increase over the last century. Our water meters, with their leakage and low flow detection, can contribute to the sustainable use of the world's water resources.

To save energy and water you need to understand how you are consuming it, and that in turn is only possible if you have accurate and reliable data. This is the essence of our intelligent metering solutions. Data from the meters is transferred to user friendly systems that keep customers informed about how much energy they consume over different periods and across different energy sources. For instance, information from all of a household's utility meters can be shown on a single display. By showing consumption clearly and accurately, our products encourage end-users to protect the environment and natural resources by managing what they consume.

We joined the UN Global Compact in January 2010. The reporting associated with the UN Global Compact helps us to understand where we stand as a sustainable company, and to see what we should focus on in the future. Constant development through parallel initiatives is how we create growth, and also how we improve our social and environmental performance; in this way the UN Global Compact helps take us to the next level.




Per Asmussen, CEO

3. The Environment

cf. principle 7, 8 & 9

Principle 7:

Businesses should support a precautionary approach to environmental challenges.

Principle 8:

Undertake initiatives to promote greater environmental responsibility.

Principle 9:

Encourage the development and diffusion of environmentally friendly technologies.

3.1. Environmental commitments

3.1.1. Legal

Within Kamstrup we have developed an environmental management system which ensures that we comply with national and local environmental legislation across all areas, from product development to recycling. Among other things, this system obliges us to audit our legislative compliance every year.

3.1.2. Environmental policy

Beyond the requirements of Danish law we also have an environmental and occupational health and safety policy which states that we want to affect the environment as little as possible. The complete policy statement, which covers pollution, damage, accidents and work-related illness right across the company's activities and products, plus many other commitments can be seen on our homepage kamstrup.com

3.1.3. Certification

Kamstrup's headquarters has held ISO 14001 certification since 1997. Fischer-Kamstrup in Denmark and our subsidiaries in Norway, Sweden, Germany, Finland, Switzerland, and the Netherlands are also ISO 14001 certified.

ISO 14001 specifies the requirements for an environmental management system which enables an organisation to develop and conform to appropriate environmental policies. The standard does not itself state specific environmental performance criteria, but instead shows how the organisation can set its own environmental goals, taking into account the law and those aspects of environmental protection which it can influence.

In other words, we have received this certification because we are working to shrink the environmental footprint of our business and reduce the pollution and waste we produce.

According to certification body rules, the environmental system must be re-certified every three years. Next re-certification is in 2018.

The following sections explain in more detail how we aim to reduce our environmental impact.

3.2. Description of our environmental processes

Principle 7:

Businesses should support a precautionary approach to environmental challenges.

3.2.1. Precautionary approach to environmental challenges

In our environmental and occupational health and safety policy we state:
"Kamstrup aims to affect the surrounding environment as little as possible".

To map, evaluate, prioritise and provide an overview of our current environmental performance we publish an environmental report each year. The report shows our current level of environmental responsibility and how we have advanced over the last year. Each year we also set out an environmental action programme for the company.

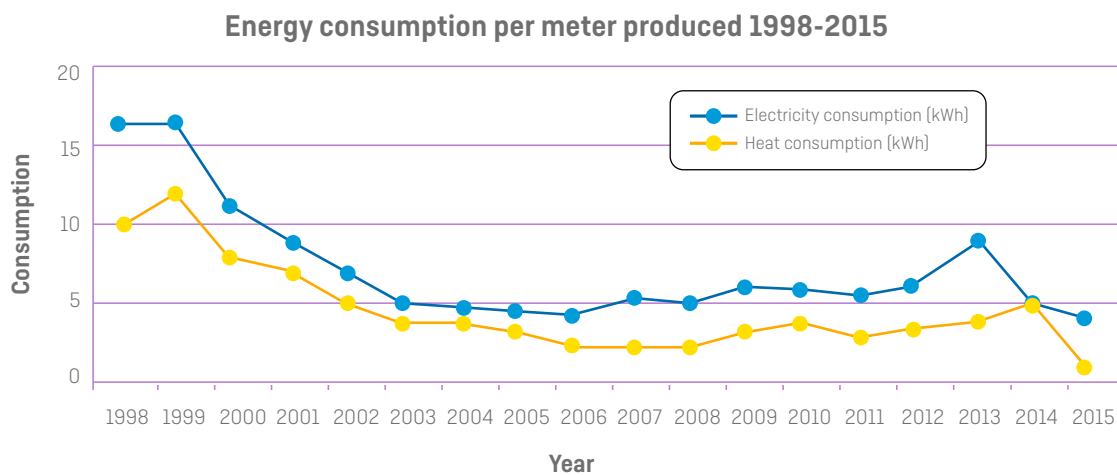
Principle 8:

Undertake initiatives to promote greater environmental responsibility.

In our [Corporate Social Responsibility \(CSR\) policy](#) we stress that: *"We shall be mindful of global environmental concerns and strive to make a positive impact on the environment at every opportunity"*. Subsequently, we point out our intention to use energy, water and raw materials with care.

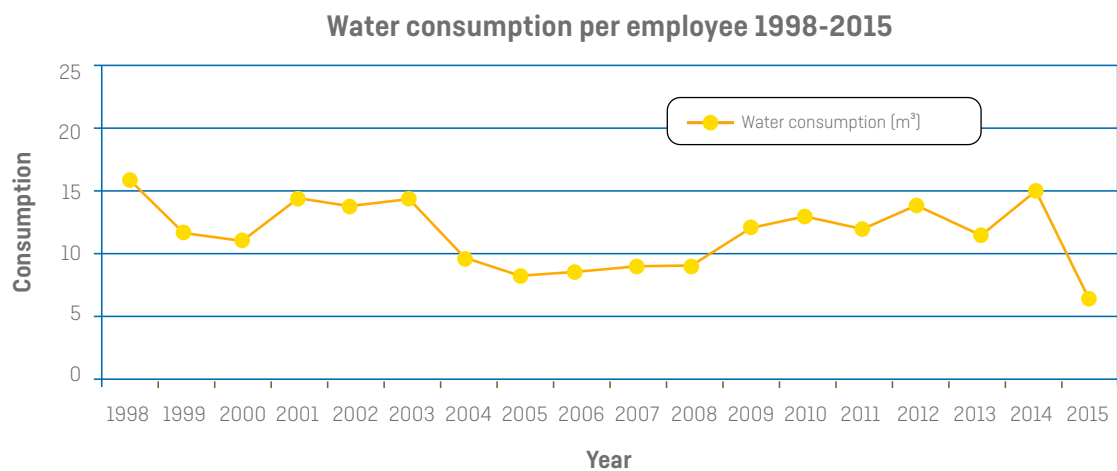
3.2.2. Energy consumption (headquarters)

The graph below shows a generally steady drop in energy consumption per unit of production since 1998. During 2009 and 2010 there were small increases in energy use per unit because production fell during the recession; as a result, the fixed component of our energy consumption increased as a proportion of the total. The actual decrease of the graph is due to the increase of the production. In 2012/2013 there was a small increase due to cold weather (heat) and new building activities (electricity).



3.2.3. Water consumption (headquarters)

In our production facilities the only water we use is for calibrating meters, and this is reused. The great majority of our water is therefore used as drinking water and for sanitary purposes. Most of our washrooms now have taps with sensors and variable-flush cisterns.



3.2.4. Air pollution, noise, smell and visual impacts

Kamstrup complies with all legal requirements and adheres to company policies concerning the control of noise levels, smell, visual impact and air pollution. We receive no complaints about any of these nuisances.

In our production at our headquarters we do have a few operations capable of causing air pollution. However, thanks to extraction systems and exhaust filters, the actual emissions from these operations are below measurable levels.

Our maintenance database ensures that the systems we rely on to control air pollution and noise are regularly checked and maintained.

3.2.5. Logistics chain of importing goods

We work continually to optimise our shipping operations within the import of goods and improve our energy efficiency. Since our shipments to customers are mainly delivered in small lots, we primarily optimise within import.

Within Denmark, vans are our primary means of transport. For overseas transport we use ships whenever possible, because compared to air freight they are less environmentally damaging, as well as being cheaper. Everybody involved in the logistics chain of importing goods is aware of the need to plan our orders of raw materials and deliveries of finished goods so that, as much as possible, we avoid urgent deliveries requiring air transport.

Transport is one of the factors we take into account when calculating the carbon footprint of our products – the total greenhouse gases, measured as tonnes of CO² equivalent, associated with a product through its entire life cycle. [For more information about carbon footprint refer to item 3.3.2. Carbon Footprint.](#)

3.2.6. Recycling, incineration and deposit Production

We comply with the legal requirements for production waste. We have the necessary permits for the transport, storage, recycling and disposal of hazardous waste, and we only use licensed contractors.

Every year we compile statistics for recycling, incineration and deposit covering all the materials used at our headquarters in Denmark. The figures show that from 2011-2013 we have moved 16% from incineration to recycling. This was due to increased focus on waste fractions that can be recycled. The setback in this development for 2014 was due to an unexpected large amount of various waste which required incineration.

To get back on track with the progress we saw in the period between 2011-2013, we had an environmental target for 2015 which called for us to:

Increase the amount of waste for recycling by 10% in 2015, compared with 2014.

The waste that goes to incineration is being handled at an incineration plant that uses the heat to generate electricity and district heating.

This led to the following result for 2015:

Waste overview %	2010	2011	2012	2013	2014	2015
Recycling	36	49	52	61	50	74,5
Incineration	63	50	47	38	49	25
Deposit	1	1	1	1	1	0,5

The total amount of waste in 2015 was 541 ton.

Waste data is taken from reports from our waste receivers.

Products

Our [CSR policy](#) states that: *"When practically possible, all products and packaging shall be recyclable"*.

All our products are completely recyclable apart from their lithium batteries. We dispose of lithium batteries at an authorised facility and ask our customers to do the same.

Most of our customers are in European countries with their own laws covering recycling. However, we also offer to recycle any products returned to us by our customers. In 2014 we received 27 tonnes of old meters from our customers. When recycled, approximately 70% (of the weight) of this material became new raw materials.

Recommendations for the disposal of worn-out products are always included in our technical manuals and product catalogues.

Packaging

Packaging is one of our focus areas. We always aim to use as little packaging material as we can, and to make it as recyclable as possible. Our choice of packaging is continually updated, and we always consult packaging experts when designing new packaging.

Our electricity meters are packaged mainly in recycled cardboard which can be recycled again after use. For heat and cooling meters we also use expanded polystyrene packaging, which can be recycled in most countries.

The majority of our water meters are packaged in polyethylene terephthalate (Amorf PET). For some products in our water meter portfolio we are using recycled cardboard in combination with expanded polystyrene.

We enclose technical manuals and product catalogues whenever the product standards require this (cf. EN 1434-1 Clause 12 et al.). However, we only supply the specific language version needed for each customer, and we aim to cut the amount of printed material by providing electronic documentation via our website.

Safety

A full set of emergency procedures, plans, equipment and training is in place to protect health and safety. [For more information please see section 6.](#)

Principle 9:

[Encourage the development and diffusion of environmentally friendly technologies](#)

3.3. Environmentally friendly technologies

By showing energy consumption clearly and accurately, our products encourage end-users to manage their use of resources and protect the environment. Furthermore our system solutions for energy metering do much more than just measure: they provide remote reading, so minimizing vehicle use; they enable detailed analysis of consumption patterns, through which end-users can explore ways to reduce their energy consumption; and they reveal leaks which can waste valuable resources.

In our CSR policy we stress:

"Environmental considerations shall be central to our product development and to how we plan our production with the purpose of reducing harmful impact on the environment, internally as well as externally".

3.3.1. Product development

We work on the production and sale of environmentally friendly products. During product engineering, our development and purchasing departments co-operate to find the best possible materials and components, taking their environmental impacts into account. We also collaborate with universities and other research institutes when selecting materials.

During product development our policy is to:

- use as few different materials as possible, and give preference to materials that can be recycled
- avoid dangerous or poisonous substances/ materials (both in the product and in the production processes)
- be aware of the RoHS directive and the substances that the directive prohibits in electronic products.

We also do our best to recycle our products. All the materials we use, apart from lithium batteries, can be recycled. [Please see the section 3.2.6. Recycling, incineration and deposit for more information.](#)

3.3.2. Carbon footprint

Since 2010 we have calculated the carbon footprint of our products. Carbon footprint is the total amount of greenhouse gases, expressed in tonnes CO₂ equivalent, generated by a product through its entire life cycle. To carry out this initiative we have bought the life cycle analysis tool SimaPro, including the EcolInvent database. The resulting calculations can be used to identify possible environmental improvements to help develop cleaner product technologies.



3.3.3. Product directives and regulations

At Kamstrup, we are careful to comply with all the EU directives and other regulations which apply to us.

RoHs – Restriction of Hazardous Substances

RoHs is a directive limiting the use of certain hazardous substances in electrical and electronic equipment. In order to keep on complying with the RoHs directive, lead-free soldering was implemented in our PCB production during first quarter of 2014.

WEEE – Waste Electrical and Electronic Equipment

The WEEE directive deals with the producer's responsibility for the disposal of waste from electrical and electronic products. Based on guidelines from the Danish Environmental Agency and Frequently Asked Questions on RoHs & WEEE issued by the EU, we have determined that Kamstrup's products do not generally fall within the scope of WEEE.

The only exception is a few of our modules, for which we are registered with the Danish agency DPA-System and will file appropriate reports as these modules are sold.

REACH – Registration, Evaluation and Authorisation of Chemicals

Kamstrup does not import substances, preparations or articles covered by the REACH regulation. We closely monitor the "Candidate List of Substances of Very High Concern".

Since the Candidate List is a dynamic document, we regularly read the official, and updated list on ECHA's (European Chemicals Agency) homepage.

Battery Directive

The Battery Directive regulates the manufacture and disposal of batteries in the EU, with the aim of improving the environmental performance of batteries and accumulators. We comply with the Battery Directive.

3.4. Environmental actions

We set up our own environmental action programme each year for the company.

3.4.1. Energy & water consumption

During 2012, meters for monitoring electricity, heat and water consumption were installed at selected locations in the buildings at our headquarters. During 2014 the results should have been analysed – but this was unfortunately delayed until 2015 and 2016.

3.4.2. Energy review

In order to reduce energy consumption throughout the buildings at our head office in Stilling, a third-party energy review was performed in December 2015/January 2016.

3.4.3 Supplier Environmental Requirements

We have designed and issued a leaflet outlining Kamstrup's Supplier Environmental Requirements. This can be seen at Kamstrup's homepage.

3.4.4. Office paper recycling

In March 2015, we started collecting paper from all office work places, and having it recycled.



3.5. Future focus areas

Driven by consumers' needs and values we will continue to develop energy-saving meter solutions. Besides this, we will continue:

- Certification of energy management in our ISO 14001 system (4.4.3 from ISO 50001)
- Carrying out local environmental initiatives according to our environmental action plans for 2016 (these will be issued late in the first quarter of 2016).



4. Suppliers cf. all principles incl. 1 & 2

During recent years, Kamstrup has intensified and systematized its efforts within CSR and supplier management, focusing on the purchase of materials, semi-finished products, subcontracted activities and deliverables included in Kamstrup's product range.

CSR Supplier Information

With reference to our [CSR policy](#), we have developed the document CSR Supplier Information including a CSR Supplier Statement covering the themes: environment, anti-corruption, human rights and labour issues. In 2014 RoHS, reach and conflict minerals has been added. The updated form will be used on new suppliers.

Please see the statement in the fact box.

Supplier categorisation

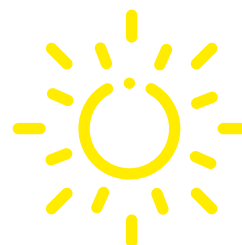
Kamstrup suppliers are categorised as shown in the below scheme. Horizontally, the categorisation is named Business Importance and based on the supplier's importance in proportion to the Kamstrup business; vertically, it is named CSR Risk and based on country profiles provided by the Danish Ministry of Business and Growth.

Where	Priority
Europe	2
North America	2
South America	3
Africa	5
Southwest Asia	4
Central Asia	4
North Asia	4
East Asia	4
South Asia	4
Southeast Asia	4
Oceania	2

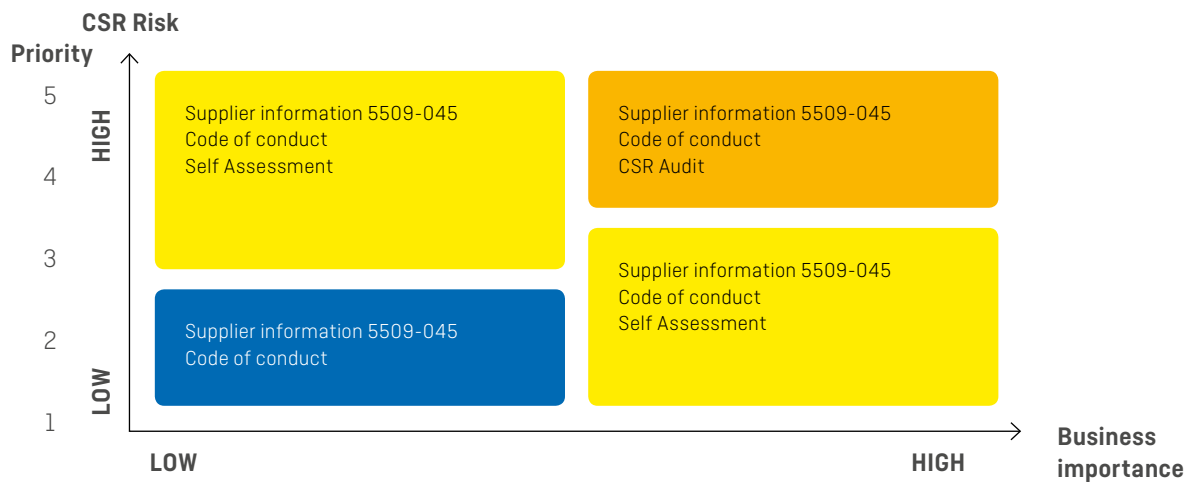
CSR supplier statements

The undersigned with the necessary authority to sign these statements hereby confirms that the below-mentioned company:

- makes sure it is not complicit in human rights abuses
- does not use any form of forced or compulsory labour
- does not use child labour
- does not discriminate in respect of employment and occupation
- complies with all relevant environmental and occupational health and safety laws
- works against corruption in all its forms, including extortion and bribery
- only delivers products in compliance with the RoHS II directive and is aware of the legal requirement that possibly prohibited materials and materials subject to declaration, must, without prior request, be communicated to Kamstrup
- only delivers products not containing: Substances listed in the REACH Candidate List of Substances of Very High Concern for Authorisation – ECHA, as published on the echa.europa.eu website "Conflict minerals" as defined in Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act and also urge it's subsuppliers to observe the above principles.



Supplier categorisation scheme



As described in the prioritisation scheme, only suppliers with CSR Risk 1-2 as well as Business Importance S3-S4 can be approved by signing the CSR Supplier Information document.

Suppliers within the yellow area in the supplier categorisation scheme must fill in a Kamstrup self-assessment report containing various questions within human rights, environment, health and safety etc. The report is subsequently evaluated by the Kamstrup purchasing departments, and if unsatisfactory or insufficient, a CSR audit must be carried out. If the self-assessment report is deemed satisfactory, the supplier will be approved as a responsible Kamstrup purchaser.

If the CSR Risk is higher than 3, and the supplier is placed under S1 or S2 within Business Importance, a CSR audit must be conducted.

If there is any doubt about a supplier's general CSR performance, a CSR audit can be carried out irrespective of geographical position and strategic importance.



Auditing effectuated by experts

As clarified in the prioritisation scheme, a CSR audit must be effectuated by all Chinese suppliers. Thus, we have entered into collaboration with an international company situated in London and specialised in CSR auditing. This company holds local Chinese offices which carry out CSR audits for Kamstrup resulting in workplace conditions assessment reports followed by action plans and evaluation of actions plan, if necessary. If a supplier doesn't possess the ability or will to collaborate on an action plan, where we concentrate on improving the CSR performance, Kamstrup will look for an alternative business partner.

A CSR audit effectuated by an external company serves to obtain a professional and objective evaluation according to local law and practice. The first Chinese audits took place mid 2012 and the results until end of 2014 have been evaluated as satisfactory.

All audits performed by an external auditing company are coordinated by Kamstrup purchasing departments. During the audits, a Kamstrup employee acts as an observing party and coordinator between participating parties before, during and after audits this includes follow-up audits.

In 2014, we introduced a new self assessment questionnaire, and started using a new audit template.

Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2:

Businesses should make sure that they are not complicit in human rights abuses.





5. Anti-corruption cf. principle 10

Principle 10:

Businesses should work against all forms of corruption, including extortion and bribery

In Kamstrup, corruption is never acceptable. Our CSR policy says:

"...none of Kamstrup's employees may receive or give gifts, loans, payment or other remuneration which may incite dishonesty or illegal acts, or which may be seen as an attempt to influence the objectivity of commercial decisions".

We do not have a separate policy covering anti-corruption measures for the simple reason that we have not seen the need for one so far. Our CEO Per Asmussen stresses: *"If we are offered entering into corrupt agreements, the answer is always NO"*. Our intolerance for corruption is well known to everyone within Kamstrup who may face this issue.

Future focus areas

We will continue our strong stand on this issue.

6. Working conditions cf. principle 3, 4, 5 & 6

Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective .

Principle 4:

The elimination of all forms of forced and compulsory labour.

Principle 5:

The effective abolition of child labour.

Principle 6:

The elimination of discrimination in respect of employment and occupation.

6.1. Our commitment to good working conditions

6.1.1. Legal

We always comply with relevant occupational health and safety legislation. To make sure of this we use a standard occupational health and safety management system (OHSAS 18001).

6.1.2. Environmental and occupational health and safety policy

Our [environmental and occupational health and safety policy](#) says:

"Kamstrup aims to be a company with a high level of health, safety and well-being among the employees... Kamstrup will prevent pollution, damages, work-related illness and accidents related to the company's activities and products."

Our dedication to a healthy work environment is ensured, among other ways, through a certified occupational health management system at the company headquarters.

6.1.3. CSR policy

In our CSR policy we state:

"At Kamstrup... we shall contribute to create working conditions that comply with these principles [principles 3, 4, 5 and 6 in the UN Global Compact] and observe applicable legislation and regulations... All employees shall be given the opportunity to develop skills required to handle their tasks and for future career options".

Kamstrup wants to be an attractive workplace. As mentioned below, one of our two core values is empowerment. We work in a decentralised environment where each employee must make use of and develop his or her skills, taking responsibility and action whenever needed. Kamstrup's management stands behind the actions of its employees.

6.1.4. Certification

Kamstrup's headquarters has been OHSAS 18001 certified since December 2007. OHSAS ("Occupational Health and Safety Assessment Series") 18001 is an international specification for occupational health and safety management systems.

In spring 2008, the Danish Working Environment Authority categorized us in its highest standard, which is only given to companies who make a special effort to create a good working environment.

The latest recertification audit from Danish Standards took place on 3-6 November 2013. Some non-conformances were found and actions plans were established. The majority of the action plans have been closed satisfactorily and the ones remaining were evaluated as less important. Therefore, we still hold the OHSAS 18001 certification.

6.2. Working environment processes and initiatives at Kamstrup headquarters

6.2.1. Councils

Working environment committee

The purpose of the working environment committee is to ensure safety and a good working environment. All the employees elect a working environment representative for each unit and the management also elects a representative. Frequent checks ensure high working environment standards.

From October 2010, Danish industrial safety legislation broadened its approach to cover occupational health even more than earlier in order to increase co-operation and management prioritisation. In April 2013, this legislation was updated ranking the mental working environment in the same category as the physical. In order to live up to this new legislation, we have carried out an employee satisfaction survey focusing on the mental working environment.

[Please read more about our employee satisfaction in section 6.2.6.](#)

Works council

The works council encourages co-operation across the organisation for the benefit of individual employees and the company as a whole. Among the members of the works council are the shop stewards who represent the employees in dealings with management.

6.2.2. Collective agreements

Kamstrup in Denmark is a member of the organisation DI (Danish Industry). Through DI, Kamstrup has a collective agreement with employees represented by the Central Organisation of Industrial Employees in Denmark (CO-industri).

6.2.3. Safety

Our production processes are such that there is no special risk of environmental harm from unforeseen incidents.

Occupational health and safety action plan

An occupational health and safety action plan is drawn up at head office each year. We put effort into the safe handling of chemicals and other materials, for instance by ensuring that our environmental contact personnel are more involved in recording which materials are used where. Safety equipment provided for people handling chemicals has also been improved.

Dangerous substances

Kamstrup has never had a fire, explosion or handling accident with environmental consequences. Oil, chemical waste and flammable liquids are stored in special safe rooms and lockers. Used lithium batteries are stored in a dry place and are shipped to licensed contractors.

By the end of 2013 we started mapping all of the chemicals used in the production. The purpose is mainly to replace as many materials as possible with an environmental healthier product. Besides we want our colleagues as less exposure to the chemicals as possible and thereby healthier working conditions.

An environmental instruction booklet is handed out to all external personnel who carry out any kind of work at Kamstrup's locations in Stilling.

Safety assessment

The purpose of the safety assessment is to systematically prevent and eliminate unsuitable indoor climates, noise and stress. During the yearly evaluation we make risk assessments in our production and have thereby, among others things, reduced heavy lifting, pushing and pulling significantly.

Workplace assessment

The workplace assessment is about both physical safety and the mental work environment, and is effectuated each third year. However, if we suspect a deviation from our safety and well-being, which cannot be corrected within 14 days, a workplace assessment must and will be executed at once.

Accidents

The registration of accidents has been adjusted. Until and including 2012, we defined an accident as one that accounts for at least one day's lost work. Starting from 2013, we also register accidents without sickness absence. By means of registration it is easier for us to take preventive action and thus reduce the risk of future accidents. This also includes near-accidents.

In 2015, we have increased our efforts on near-accidents, as a tool to reduce accidents.

This will continue in 2016.

6.2.4. Empowerment through employee development

A skilled and well-educated workforce is essential to Kamstrup. All new employees go through a tailored induction programme when they join the company. Every established employee has a personalised education and training plan that is reviewed regularly.

At least once a year employees have a personal development review with his or her manager. This meeting is an opportunity to discuss the job, relationships with other employees and progress towards targets, and to plan future development in the employee's career, education and training. Hourly-paid employees take part in group development dialogues instead.

Anyone leaving the company is offered a farewell dialogue with a manager.

Job rotation

Job rotation is welcome in Kamstrup, as our CEO Per Asmussen has explained:

"Job rotation is revitalisation. Learning keeps us young and mentally agile. Quite often there is more new learning in a new job than there is in the old job – and often more fun too. Kamstrup needs to be a dynamic company with wide opportunities for career development. Changes in responsibility, function and geography should all be possible. This is one of the ways to ensure that Kamstrup is a challenging and attractive place to work."

It is important for us to be open about this. Seeking a job in a different department is not a breach of loyalty to an employee's present manager. It is a token of loyalty to Kamstrup, and a new job is a token of loyalty from Kamstrup to the employee.

Every manager must support job rotation across the company (but all jobs must be advertised on the Intranet). A good manager will earn credit for developing employees who can move on to make valuable contributions in other departments. The only valid objection to a particular job rotation rests on the issue of timing: sometimes a job shift must be timed to suit the needs of an ongoing project.

Total of work accidents 2009–2015

	Accidents	Near-accidents
2009	4	5
2010	6	6
2011	3	1
2012	3	1
2013	13 (6 with absense)	6
2014	6	7
2015	8 (4 with absence)	22

We have decided not to have any specific procedure for job rotation. Any employee may ask for a change of job, after which management will support the move if it is appropriate to the business.

Co-regulation in production areas

Employees in the production area work in co-regulating groups which plan the work day themselves.

Within each group, tasks rotate so that, for example, an employee does not spend an entire day on manual assembly. This cuts the risk of repetitive strain injuries, encourages flexibility and creates a better working environment. Each week, everyone is given the possibility to get new areas of responsibility. One of these responsibilities is to act as a contact person, or overall coordinator, for the week. The process works well because our production employees are well-educated and open-minded.

“Co-regulating groups make great demands on the individual. We have to use our heads as well as our hands, but it makes for a more enjoyable working day. Besides, each group is involved in the appointment of new colleagues to ensure the right chemistry,” says a manager in one of our production units.

Co-regulation was introduced to the production areas in 1993, whereas lean production methods were introduced in 2005. The result has been a continuous series of small improvements driven by the production crew themselves. As a result, we have made good progress without the stress that rapid change can bring. Each group has a trained Lean coordinator who drives the day-to-day work.

6.2.5. Employee satisfaction

During 2010 we started carrying out employee satisfaction surveys for all Danish and Swedish employees. From 2011, employees in Norway were included, and from 2014 the employees in Germany, Austria and Switzerland were included.

The results of the 2014 survey were overall satisfactory and only a few focus areas were identified.

Compared to previous surveys there has been a general high level of employee satisfaction. However, a few focus areas were identified in different departments resulting in action plans for future improvement.

Mental working environment

In 2013, the yearly employee satisfaction survey was complemented by focusing only on the mental environment. The survey was executed in October 2013, at the Kamstrup head office. In order to be able to benchmark against other and bigger investigations, we chose to carry out a standard investigation. The survey resulted in analysis and action plans in the necessary working areas. The manager in each department is obligated to act on these action plans.

During fall 2014 and 2015, follow-up surveys were conducted in the divisions with points of criticism. The follow-up survey showed that there still are areas that have to be improved. Action plans are in place. The employee satisfaction survey focusing on mental health will be conducted for all employees at head quarters at least every third year.

6.2.6. Length of service

Compared to other Danish companies we have a low turnover of staff. According to a survey conducted by Ultimo in 2014, the average length of service employees commit to one company is approximately 7 years. 51 employees have worked for Kamstrup for more than 20 years. We see this as an indication of people being satisfied with working here.



Good health
means happier,
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6.2.7. Redundancies

During 2015, we established more than 100 new positions and on the 1st of December 2015 we hired employee no 1,000. We expect to continue our growth in 2016.

6.2.8. Health

Health insurance and pensions

As required by current legislation, all employees are covered by occupational injury insurance. The company pays for accident insurance, and we also encourage all employees to join a health insurance scheme at their own expense.

Employees covered by collective agreements have a compulsory retirement pension scheme. Employees who make their own pension arrangements can have their contributions deducted automatically from their pay. Kamstrup provides a voluntary pension and insurance scheme for all employees that are not covered by collective agreements.

Fitness and diet

Good health means happier, more productive employees and a better working environment. We therefore support health-promoting activities and support employees who wish to change their lifestyles.

In December 2012 we established a new and bigger exercise room which also includes an area with 15 Spinning Bikes. In this gym, we offer team training in yoga, spinning, zumba, fysiopilates and combat fitness.

In 2003, 2009 and 2013, we provided free checks of blood pressure, blood sugar, haemoglobin percentage, BMI, body fat, cholesterol and fitness rating. The 2013 health checks were done at the beginning and the end of the year, and had an effect

in terms of improved fitness ratings, weight loss, lower BMI and body fat percentage through exercise and diet change. In 2014 we started offering biweekly health checks to all employees, this continued in 2015.

Since 2003 we have worked on providing healthy meal choices in our canteen. In 2013 we opened a new canteen which, compared to earlier, has much more healthy food to choose from, and four to five times more vegetables are being consumed than before.

Furthermore, the canteen now is keyhole certified. Behind the Keyhole Certificate is [the Danish Veterinary and Food Administration](#), and the message is clear: reduce fat, sugar and salt, and instead eat fibres and whole grain food. Since 2013 there have been yearly surveys of employees regarding the satisfaction with the canteen.

Healthcare Centre

In 2003 we began collaborating with the private company Danish Healthcare to provide employees with physiotherapy, massage, chiropractic and acupuncture services. The Healthcare Centre at Kamstrup's headquarters prevents and treats work-related injuries through guidance, exercise, therapy, and dietary advice.

Dentist

In 2014, Kamstrup established an in-house dentist clinic. The dentist clinic is a full service clinic with the exception of dentist surgery. The dentist clinic is open every other Thursday. Kamstrup pays for dental examinations, and employees receive a special discount if there is a need for dental work.

Hairdresser

In 2014, Kamstrup established an in-house hairdresser. The hairdresser is open every Tuesday and Thursday and the employee can book the hairdresser in the company Outlook calendar.

Alcohol and drugs

It is statistically inevitable that some of our employees will have problems with alcohol or drug abuse. Intractable addiction will lead to dismissal, but before we take this drastic step, we will do our best to support employees who want to change their way of life and keep their jobs.

Employees with dependency problems can always talk to their managers in confidence. A manager who suspects an addiction has a duty to discuss the issue with the employee in question. In either case, the aim is to decide whether action is needed, and if so, to acknowledge the problem and start work on a solution.

Kamstrup will pay for initial consultations with a clinic specialising in the treatment of substance abuse, in the expectation that the employee concerned is motivated to continue the process.

Psychotherapy

Any employee with psychological problems can always contact the daily manager of the working environment committee or a people manager, who will arrange contact with a psychologist. Kamstrup has cooperation with CRECEA, who handle all aspects of psychological and stress related problems.

6.2.9. Other employee benefits

Staff Association

Our Staff Association at headquarters makes a great effort to maintain good working conditions. Among other things, the association arranges concerts, running, soccer and biking events, and meditation classes. The association also arranges a spectrum of recreational activities from flower arranging to summer and Christmas parties.

Life and career coaching

Since 2010 every employee has the opportunity to receive coaching at Kamstrup's headquarters to develop his or her private or professional life. The confidential coaching helps employees to, for instance, have more energy, change direction in their lives, lose weight, reduce stress, quit smoking, or use their potential differently.

6.3. Future focus areas

Our future success lies in the continuous development of our employees and our organisation as a whole. In 2015 we will continue focusing on:

- Psychological work environment
- Zero accidents
- Risk assessment
- Employee involvement

7. General information about Kamstrup

- Founded in 1946 by Olaf Kamstrup
- Family owned business until 1990
- Owned by the Danish oil company Olieelskabet Danmark (OK) since 1990
- An export share of 70%
- Group turnover in 2015: €186 million
- Represented in 65 countries
- More than 1000 employees world-wide
- Own offices and companies in 24 countries.

The image shows the Kamstrup logo, which consists of the word "kamstrup" in a bold, red, sans-serif font. The letters are three-dimensional and mounted on a light-colored, textured wall. The logo is slightly angled, and its shadow is cast onto the wall below it.

We have our own offices and companies in the following countries:

Holland, Poland, Norway, Sweden, UK, France, Russia, Finland, Germany, Spain, Switzerland, Rumania, Serbia, Czech Republic, Estonia, Austria, USA, China, India, Dubai, South Africa and Chile.

In other countries we are represented by means of distributors.

Think forward

Kamstrup A/S

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