



# Sustainable Partnership

Corporate Social Responsibility Report 2015

**uhrenholt**<sup>™</sup>



# Uhrenholt

## CSR report 2015

Welcome	3
Message from the CEO	4
About Uhrenholt	5
Uhrenholt Global Organization	6
Business Areas and Product Portfolio	7
Uhrenholt Vision and Values	8
The Uhrenholt Partnership Philosophy	9
Invitation to Responsible Partnership	10
CSR Focus Areas	11
Business Ethics	12
Employees	17
Partnership Development	21
Human Rights/Labour	24
Environment/Climate	26
Charity	29
Progress 2015	30
CSR 2016	31
Thanks	32

# Welcome

Welcome to the Uhrenholt CSR report 2015

It provides you with an insight and a review of the way we handle and integrate our corporate social responsibility in our daily business.

The Uhrenholt CSR report is prepared in accordance with the Danish Financial Statement Act § 99 a.

In addition our CSR work is structured in accordance with the framework and principles of the UN Global Compact. This means that we have committed ourselves to report on improvements in the areas of human rights, labour, environment and anti-corruption.

Global Compact is the world's largest corporate responsibility initiative with more than 12,000 voluntary business and non-business participants in more than 145 countries.

For more information about Global Compact visit: [www.unglobalcompact.org](http://www.unglobalcompact.org)

March 2016



# uhrenholt

# Message from the CEO

Dear Reader

Political instability, war and threats make life complicated for commercial companies operating world wide. Proven again in 2015 where not only conflicts but also the need to protect and defend national interests dominated the global agenda. However, the Uhrenholt vision is unchanged to be a Leading Food Solutions Provider, Globally. And talking about Corporate Social Responsibility our noblest contribution these years is exactly to insist on our role. Rather than give in and let conflicts and forces of darkness dominate the way we think and behave, we should move on with our mission to bridge gaps with partnerships and trade. Needless to say that the situation in Russia is a huge challenge to us. But it also pushed us in new directions and in a way it has fuelled our nature and desire to explore and investigate new markets and new ways to release them.

As an exporter we have been present in Africa for decades with particular attention on the cold chain of our products under difficult circumstances. Now we are ready to complement exports with products manufactured by local actors in the African dairy industry.

Recently we had our first milk tapped locally in Kigali, Rwanda, and we plan to develop a similar project with at least one more partner in East Africa. The social and environmental benefits are obvious and eventually they will go hand in hand with our commercial interests.

Also in 2015 we entered the organic dairy market with the ambition to establish an export platform to the independent Danish organic dairy companies. A clear win/win/win case with sustainability as the third part.

Finally, allow me to express how proud I am on behalf of the Uhrenholt apprenticeship program. Over the years, we have educated almost 80 apprentices and quite a number – the best of course - are still employed by Uhrenholt. In 2015 Uhrenholt was awarded “Apprenticeship Of The Year” in our region – a blue print and a great honour to our organisation.

Enjoy reading our 2015 report.



Sune Uhrenholt  
CEO

# About Uhrenholt

Uhrenholt A/S is a global food company supplying products within the categories dairy, seafood, meat and vegetables to a broad range of retail, wholesale, foodservice and industrial customers across the world. Our products are sold in more than 80 countries under the brand names Emborg™, Friendship™ and Amigo™ or as commodities and industrial sales.

Uhrenholt was founded April 1 1978 in Denmark by Frank Uhrenholt. The main business was international trading of table cheeses and cheese for processing and soon Uhrenholt became one of the largest privately owned dairy companies in Denmark. In 2005 Uhrenholt acquired Emborg Foods A/S and in 2009 all activities of the former Uhrenholt and Emborg Foods companies were merged and marketed under the Uhrenholt name.

In 2007 Sune Uhrenholt took over the role as CEO and has undertaken a restructuring of the company to include sales to the retail channel and focus on branded products.

Frank Uhrenholt created the original ship logo in 1978 by folding a paper ship from a newspaper page and painting it red and white. He was inspired by the Hans Christian Andersen fairytale, The Steadfast Tin Soldier, who went to conquer the world in a ship of paper.

Today the logo has been simplified and is mirrored in the water. This visualises that Uhrenholt is a modern food company and all our actions are agile reflections of the surrounding world and the opportunities it offers.

# Facts

<b>Founded:</b>	1978 by Frank Uhrenholt
<b>Number of employees:</b>	Approx. 540
<b>Ownership:</b>	Uhrenholt A/S is a 100% family owned business
<b>CEO:</b>	Sune Uhrenholt
<b>Location Denmark:</b>	Head office in Middelfart
<b>Location worldwide:</b>	Represented in more than 20 countries
<b>Sales:</b>	Selling products in more than 80 countries across the world

# Uhrenholt Global Organisation

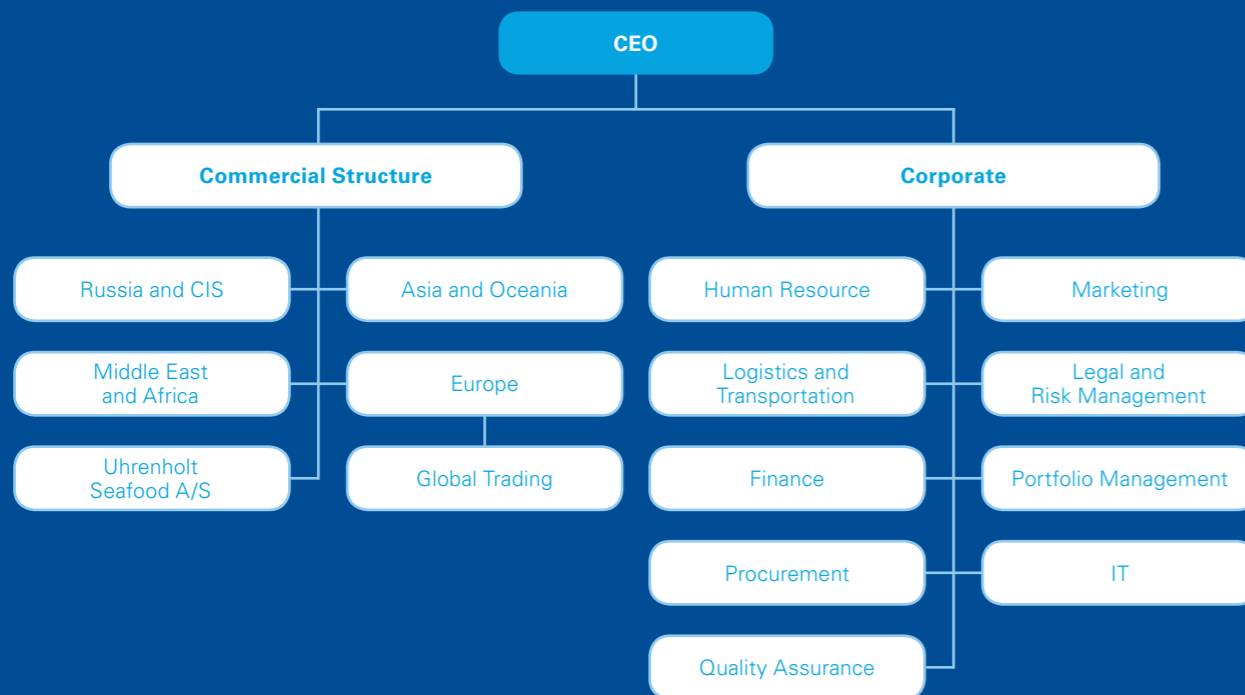
Uhrenholt employs approx. 540 dedicated people. Our commercial organisation is structured in four regions: Russia & CIS, Middle East & Africa, Asia & Oceania and Europe.

Our Global Trading section focusing on commodities and industrial sales are integrated in the Europe Division. Uhrenholt Seafood A/S handles the group's trading in this area.

All regions are supported by our expert corporate functions including Legal and Risk Management, Quality Assurance, Procurement, Portfolio Management, Marketing, Logistics & Transportation, HR, Finance and IT to secure that we deliver the highest quality and standards and meet the diversity demands worldwide.

The commercial organisation is responsible for sales in the regions and divisions as mentioned above. The regions are apart from the geographical differences also different in terms of business focus.

Unique for the region Russia & CIS is the large distribution setup in Moscow. Here Uhrenholt distributes own products and external brands to the retail- and foodservice channel.



# Business Areas and Product Portfolio

Uhrenholt has a long tradition and experience within sales of food products B2B and B2C. Reliability, tailor-made service and the ability to spot and seize opportunities together with our partners and customers has made Uhrenholt a preferred business partner for many years.

Our partners and customers benefit from the Uhrenholt extensive global network of selected suppliers. This enables us to offer unique tailored food solutions across the entire portfolio.



## Dairy

We supply a wide range of cheeses sourced from all over the world and aim to source the cheeses from where the cheese has its origin.

At our Grøndal Dairy we produce cheeses like Fontina, Havarti and – as from 2015 - Kefalotyri.

The Uhrenholt trading sections deliver flexible solutions in terms of variety of product composition, origin and packaging for milk powder and cheeses.

The Uhrenholt dairy portfolio also contains whey products, lactose, butter, UHT-milk and cream.



## Seafood

Uhrenholt has unique sourcing partnerships with selected suppliers across the world.

Our in-depth product knowledge and in-depth know ledge about the market situation enable us to buy at the right time and offer a competitive price.

We supply a comprehensive range of frozen fish and seafood products for both retail, wholesale, foodservice and for the food industry. All our products are quality products with recognised international standards and accreditations.

Uhrenholt was the first shrimp supplier in the world certified to use the Euro Leaf logo on organic shrimps.



## Vegetables

We supply our customers – B2B and B2C - with a wide range of frozen vegetables. Classic individually quick frozen, e.g. peas, beans, sweet corn and carrots – and a range of different exotic vegetable mixes for customers seeking a bit more adventure.

The Emborg vegetable range has been awarded SuperBrand several times in (e.g.) U.A.E.



## Meat

Uhrenholt offers a great assortment of premium quality meat.

We have selected a range of tasty products that are convenient – easy and quick to prepare.

For more information about Uhrenholt please visit [www.uhrenholt.com](http://www.uhrenholt.com)



# Uhrenholt Vision and Values

## Vision

Our vision is to be a Leading Food Solutions Provider. Globally.

We will market a portfolio of high quality brands that anticipate and satisfy the needs of our customers and consumers.

- We will create long-term value for our business partners, employees and owners based on our unique company competences and by delivering sharp commercial propositions.
- We will succeed because of the unique Uhrenholt spirit which is founded on responsible entrepreneurship, deep market and product insight and personal freedom.

## Values

Uhrenholt's activities are based on four values: *Winning, Partnering, Excellence* and *Passion*.

These values are part of our daily work and we strive to follow them in everything we do.

### Winning

We value partnership and win-win solutions in everything we do – when we develop great products, service customers and work together with suppliers. Our goal is to create an environment where we are inspired to perform our very best together.

### Partnering

Our business is based on long-term partnerships with customers and suppliers around the world. We strive to add value in our partnerships by continuously exploring new opportunities and by working together to create mutual sustainable value.

### Excellence

Professionalism and commercial excellence is the foundation for our behavior internally and externally. We deliver results through strong solutions for our customers and our organisation.

### Passion

We are passionate about food and enjoy an exciting and dynamic atmosphere in our daily work. Our enthusiasm is reflected in our way of working with markets, products, partners and colleagues.

# The Uhrenholt Partnership Philosophy

In accordance with our vision and values Uhrenholt is a partnership driven corporation. We believe in close partnerships and networks. The Uhrenholt way of working is to demonstrate an entrepreneurial approach to the development and innovation of food solutions.

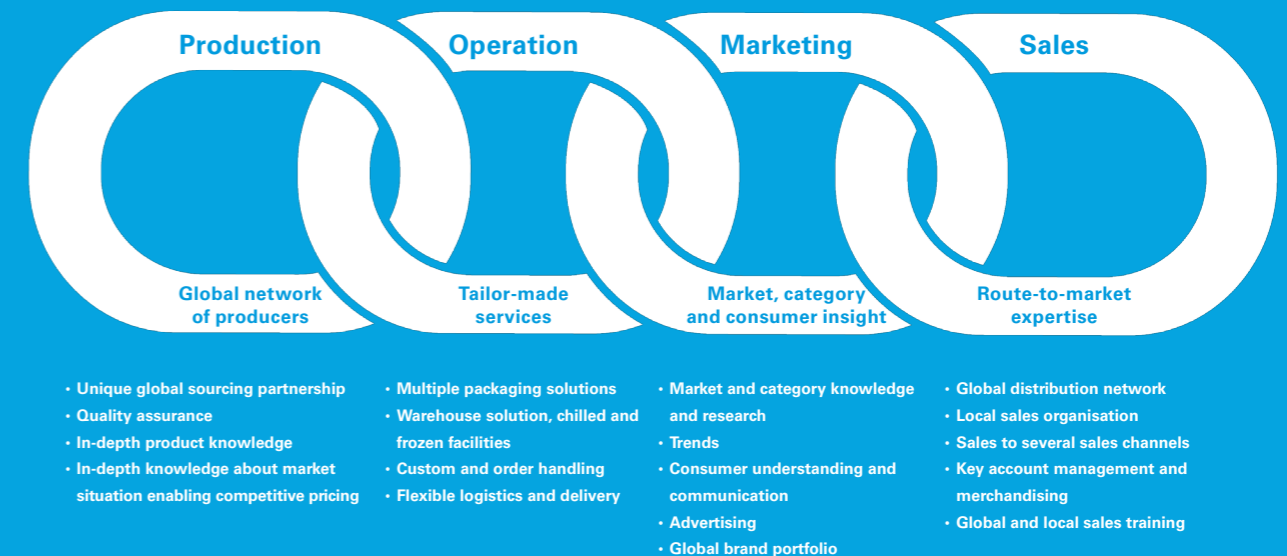
We have for 35 years made valuable connections and relations around the world.

This is how we can be a part of the optimisation of very strong and diverse food solutions for a global audience. We consider this knowledge-based partnership as the core of our business engine.

We offer value chain optimising services for the food industry - from sourcing, distribution to sales tailored to our business partner's need. Our entrepreneurial approach, deep insight and broad knowledge make it possible for us to create value for our business and for our partners by finding and dealing with the links in the value chain which needs special attention.

Through close cooperation with our partners we are well prepared to meet the increasing demand and continuously pressure from the world around us to deliver higher food safety, deeper traceability and information flow, sustainability etc.

Every day this challenges the way we are working and how we understand doing business and we continuously look for improvements.





## Invitation to Responsible Partnership

Our philosophy is to use our global network to learn from and influence all partners involved.

We will build bridges between our different projects around the world making sure that we bring out the best practice to all corners of the world. We need you to join and challenge us!

The ambition is to invent sustainable solutions with the highest food safety standards.

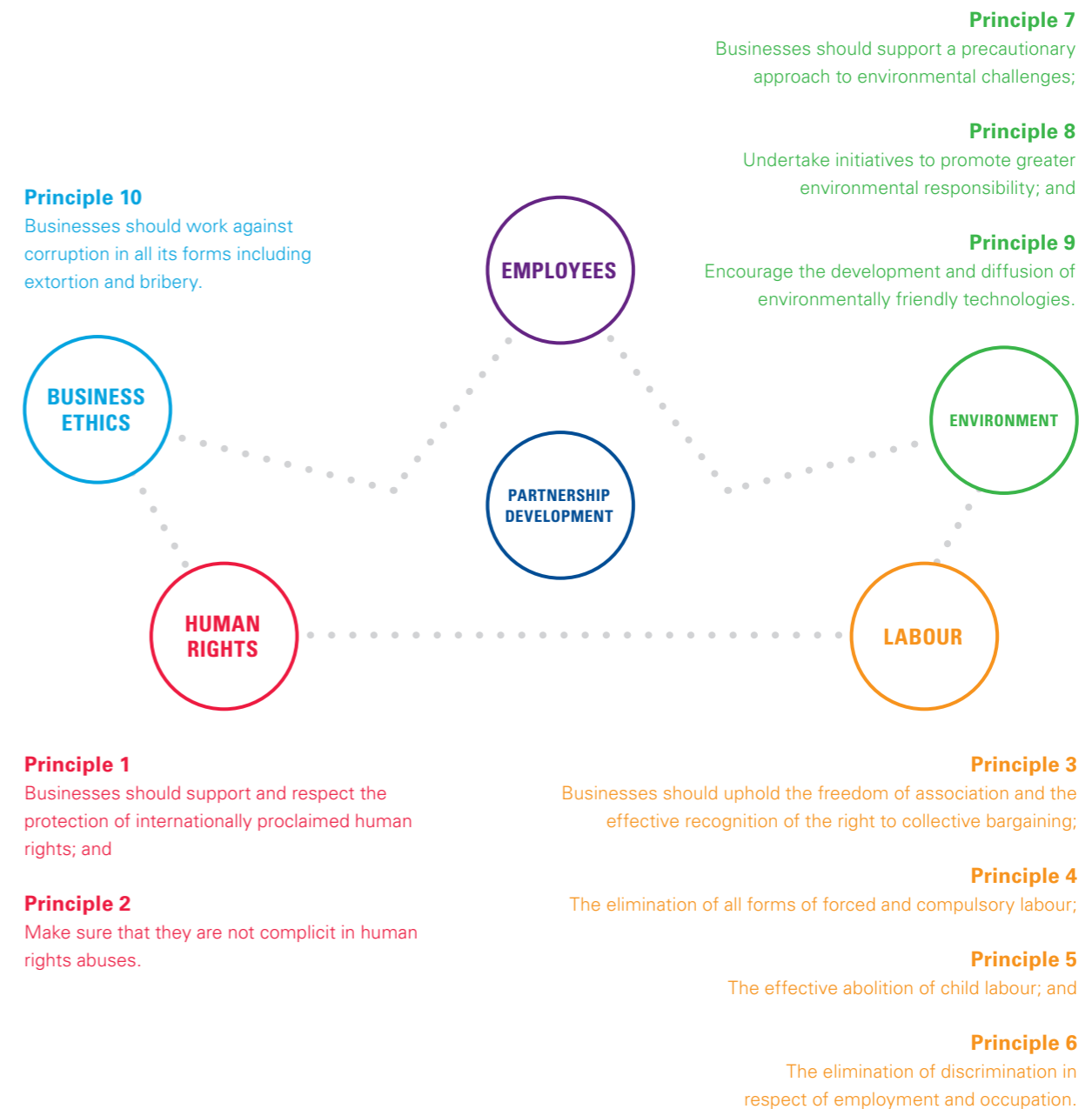
We will take the role as the link between producers, customers/end-users, organisations/NGOs and governments.

### You are invited to join us for commitment to projects with focus on:

- Respect and improvement of the Global Compact principles of human rights, labour, environment and anti-corruption
- Highest food safety and quality assurance standards
- Certified sustainability (Organic, MSC, ASC, Global G.A.P., AEO etc.)
- Establishment and development of unbroken cold chains in new markets

## CSR Focus Areas

We have structured our CSR work around six focus areas. These areas are most relevant to our business and we focus our efforts here. The ten principles of Global Compact complement our work and activities and therefore we describe our progress and efforts in these areas.





# Business Ethics

## Uhrenholt Business Principles

The core competence of Uhrenholt is the ability to source, sell, distribute and market food products in a way that respect all the regulations and red tape that follows international food business. It is our promise to our stakeholders, partners, consumers and the societies in which we operate that we continuously develop our procedures to maintain this status.

The traditional skills required of the individual sales person remain – but every day the surrounding commercial world changes and the administrative burden is increasing. To cope with this we decided to prepare a written catalogue of our Uhrenholt Business Principles for internal use to frame and codify our key commercial rules and habits.

All together the Uhrenholt Business Principles concern the way we care about our image, brands, employees, compliance, documents and not least our money. As more colleagues join our company across our global market the Uhrenholt Business Principles also clearly define how we expect employees to behave, act and work together internally and externally.

It will be reviewed regularly and employees are urged to familiarize with those parts that are relevant in their specific position.



## Code of Conduct

As we operate in more than 80 countries it is only natural that employees working in the frontline find our business ethics challenged from time to time. It is of paramount importance that all employees share Uhrenholt's interpretation of moral and ethical values. Serving as an educational tool, as a moral obligation and as a support in daily decision making our Code of Conduct is perceived as an important tool. All employees have signed the Code of Conduct.

Uhrenholt will continuously seek to improve the level of business ethics even further. We care about choosing business partners whose business standards and ethics match ours.

Being a global trading company we inevitably also operate in a number of countries that according to the corruption index developed by Transparency International are high risk areas.

There is a close link between these Business Principles and our Code of Conduct. Therefore an updated version of Code of Conduct will follow in 2016 to assure that these two documents correspond.

## Uhrenholt A/S is an AEO certified company

In December 2012 Uhrenholt A/S officially received the AEO certificate proving our status as an Authorised Economic Operator (AEO). In 2015 our compliance has been reviewed and sustained by the Danish Tax Authorities.

The AEO certificate confirms that Uhrenholt A/S is a reliable partner in all economic, custom and safety related operations. Uhrenholt A/S meets all the common criteria regarding:

- security and safety standards
- record of compliance with customs requirements
- satisfactory system of managing commercial and transport records which allows appropriate customs controls
- proven financial solvency

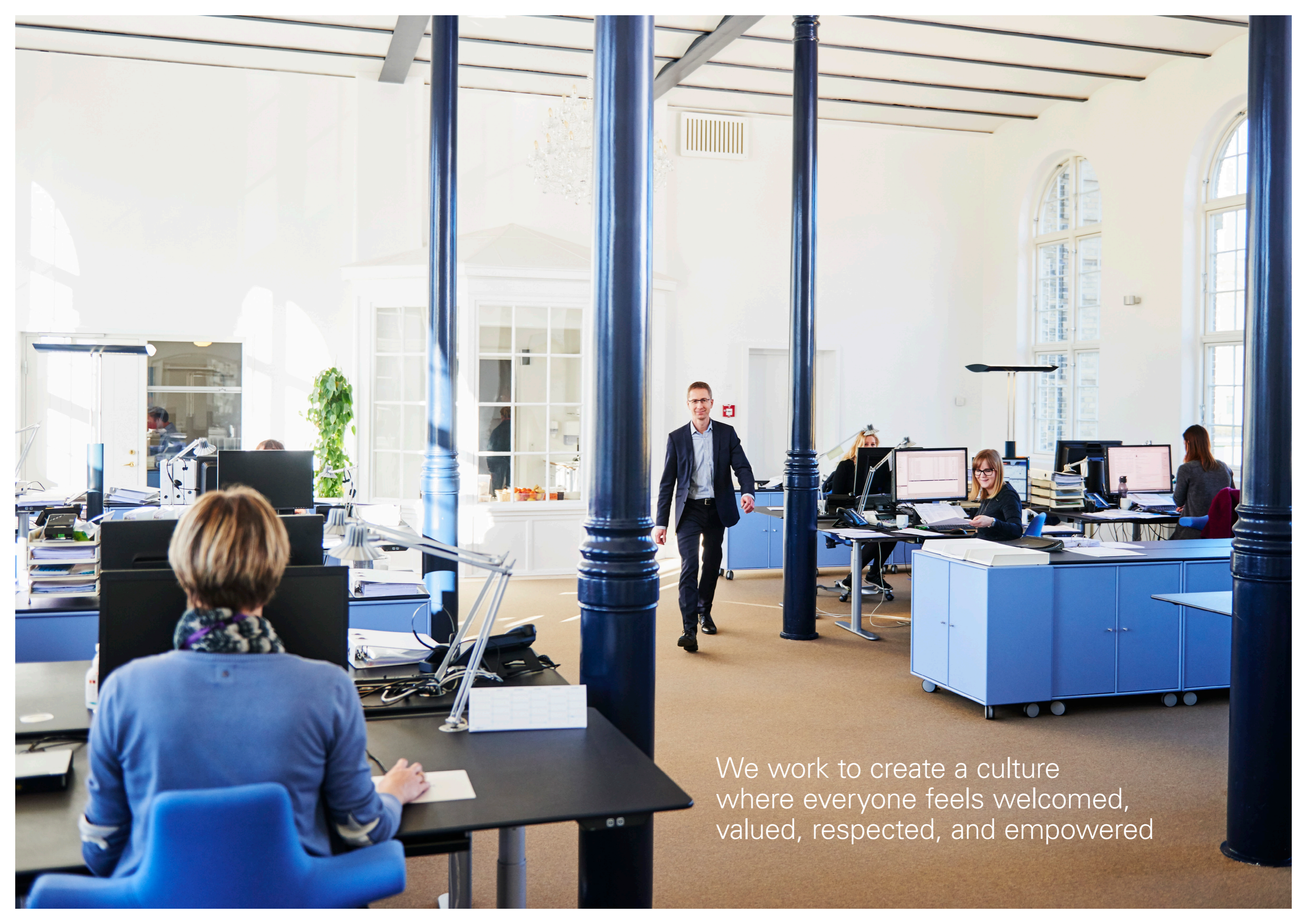


To the benefit of our partners the AEO certificate allows goods handled by Uhrenholt a preferential treatment in certain procedures of customs control of goods and documents. First of all at the EU level but in the long term it will become much more global. So far mutual recognition is in place with the USA, Japan, Norway and Switzerland and the EU Commission is negotiating with China and Canada.

Uhrenholt is among the frontrunners in the Danish food sector to obtain the AEO certificate and as such we are in due time to face the future.

**Companies with AEO status are recognised as safe, secure and compliant business partners in international trade.**





We work to create a culture where everyone feels welcomed, valued, respected, and empowered



The background of the slide is a dark blue field filled with glowing binary code (0s and 1s). Two large padlocks are superimposed on the scene: a light blue one on the left and a red one on the right. The blue padlock is open, while the red padlock is closed. The text 'IT Security' is centered in the upper half of the slide.

## IT Security

Our new IT security system has been fully implemented in 2015 with a number of improved features. The service to protect against virus and get rid of spam will evaluate all external mails before they are delivered to our mail server. If the service encounters a mail where rating is not possible, it will forward a message to the receiver and let that person determine if the mail is to be released or deleted.

In order to minimise the risk of hacking we have invested in a new generation firewall that protect not only against external attacks but also protects the inside of the network. This will increase the chance of stopping infected PCs from communicating to outside hackers with intentions of getting access to our internal network.

The new backup and restore solution include a number of new functions – e.g. extends our options of testing the validity of completed backups. Our backup system has been improved not only internally but also by external backups located in a Microsoft datacentre elsewhere.

## Employees

### An Inclusive and Diverse Culture based on Values

In Uhrenholt we harness our peoples' diverse experiences and backgrounds to better understand the needs of global customers, drive innovation and enhance employee engagement. We work to create a culture where everyone feels welcomed, valued, respected and empowered.

Diversity has always been an important trademark of Uhrenholt. We are represented in more than 20 countries and have 21 nationalities employed. We want to reflect the variety in society in terms of culture and way of thinking.

At the same time our focus is on ensuring that our partners, customers and consumers experience a high level of service whoever they address.

In Uhrenholt we want to promote not least gender diversity at all levels of management. In 2015 we reached our goal to increase the proportion of female managers to at least 40% and we also aim for 25% female directors within the coming three years.

We continuously focus on upgrading the competences among the sales force. Internal and external people within commercial sale have been through our internal Uhrenholt sales training course – these costs are not part of the figures invested in education and training.

After finishing the course the skills are maintained through consistent and structured follow-up by the trainer and the board of directors.

Besides enhancing the competences it has been critical to bring the Uhrenholt values out in every corner of the world. The phase we enter now is to promote the Uhrenholt CSR profile and efforts to our business partners worldwide.



## Flexible Working

We respect and care for each other through an open environment that offers our employees opportunities to learn and grow. Open communication within offices and across countries helps us work well together and always strive to do the right thing. Collaboration is the heart of our culture.

Uhrenholt's technologies enable people to collaborate with colleagues around the world. Employees share ideas, brainstorm solutions and recognise achievements to help us succeed together.

Our technologies also promote flexible working that can enhance health and well-being by enabling people to better balance work and personal commitments.

Our flexible work practices also help us meet our environmental goals by reducing the need for air and car travel.

	2013	2014	2015
Total employees	653	644	540
Female	41%	42%	43%
Male	59%	58%	57%
Average age	38,3	39,4	40,7
Average seniority	4,6	3,9	4,1
Sick leave percentage	2,5%	2,4%	1,6%
Number of promotions (next level promotions)	27	23	25
Female manager	34%	38%	40%
Male manager	66%	62%	60%
Female directors	15%	14%	15%
Male directors	85%	86%	85%
Investment in education and training (external) - € per. employee	182	144	112
Number of nationalities	21	22	21

## Apprentice Program



### Awarded Apprenticeship 2015

At Uhrenholt we continue our work in educating apprentices in 2-year apprenticeships. Nearly 80 apprentices – 3-4 at a time - have over the years been trained, primarily within sales and sales coordination.

Our work with the apprentices was awarded in 2015 as one of our apprentices nominated Uhrenholt as "Apprenticeship 2015" and we were elected among 20 companies in our region. The local board of education elected Uhrenholt and the ceremony took place at the International Business College (IBC) in June. As an extra bonus for the company our apprentice was elected "Apprentice of the year" in the category sales/trade apprentice.

It is a huge recognition for Uhrenholt to get this award and we are very proud of the acknowledgement we get for the work we do with our apprentices.

"IBC and the local board of education has emphasised that Uhrenholt understands that an apprentice education is a combination of school theory and work practice. Furthermore the company shows interest in the school and makes sure the apprentices are challenged academically and gain knowledge about the company structure and working processes during the apprenticeship" Education Manager Bodil Kirkegaard Johansen says in the press release.

Furthermore we strive to maintain some of the apprentices in the company after finishing the apprenticeship and giving them the possibility to grow and make solid careers.

## Student Work and Internships

Besides the apprenticeship program Uhrenholt has started to give some university students and recent graduates the possibility for writing their master thesis with our assistance or giving them the possibility for shorter or longer internships at our HQ or at one of the regional offices. This teaches them to put theory into practice and give them a better understanding of the worklife they are about to enter.

## First Aid and Defibrillator

More and more companies choose to invest in an AED (defibrillator). Shock from an AED is the most effective treatment of heart failure and increases the survival chances significantly.

Every minute is vital when someone suffers a cardiac arrest - and it happens for approximately 3500 Danes outside the hospital every year.

At Uhrenholt's head office and at our Danish department in Aalborg we have set up AEDs. These are also registered on TrygFondens list of AEDs in Denmark which means that other people can find them in emergency.





## Grøndal Dairy is FSSC 22000 Certified

Since 2012 Grøndal Dairy has maintained certification in accordance with FSSC 22000. As a result of the certification and the work with continuous improvement of quality and food safety the dairy has had success in:

- Upgrading the whole organisation with knowledge and awareness on food safety
- Signal that our management system to control food safety is in place and up to date
- Ensuring ongoing focus internally on continuous improvements

The work continues towards improvements to maintain the highest food safety and quality of the products.



## Partnership Development

### Cold chain in Africa

Year by year we increase and develop our activities and collaboration with partners primarily in Africa. The unbroken cold chain project that was launched in 2012 has been developed further and as of year-end 2014 freezers have been distributed to local business partners in 11 countries.

The project continuously aims at:

- Improving food safety and developing our access to market
- Allowing the retail stores to store frozen products correctly and offer products from an unbroken cold chain
- Allowing our local business partners to offer a broader range of products which are stored correctly and with due respect to food safety principles
- Supplying freezers that have been assessed from an environmental view to avoid excessive electricity consumption
- Providing freezers that are purchased and serviced locally

The envisaged target of creating 2-3 more workplaces per country involved has been achieved.

### Local production

In 2015 we expect to start local contract production of UHT milk and cream in Kigali, Rwanda, for export to other East African markets. A pilot project that will provide us with valuable experience in our efforts to supply the African markets not only imported goods but gradually also with more and more local high quality products.

This kind of cooperation with the local industry will long term develop and benefit not only our business but indeed also African milk farming and processing. The potential for milk production in the sub Saharan countries is huge. Our role is to help unlocking it with our knowledge regarding logistics, distribution and marketing.







We believe in  
close partnerships  
and networks.



# Human rights/Labour

## Supplier management

Uhrenholt cooperates with a global network of suppliers.

It is crucial that our suppliers demonstrate professional care for our interests ensuring that products delivered to Uhrenholt are safe and produced under secure and responsible conditions.

Therefore our suppliers undergo critical risk assessment regarding food safety, quality assurance and corporate social responsibility including elements which are part of our AEO approval.

### Risk assessment of suppliers is based on the following criterias:

- Duly signed "Uhrenholt Supplier Requirements"
- Level of food safety and quality assurance management at the supplier
- Food safety risk profile of the products to be produced by the supplier
- Country of production
- Brands to be produced at the supplier / overall commercial impact for Uhrenholt

Based on risk assessment onsite audit at the supplier's production and storage facilities can take place by Uhrenholt to ensure compliance with our requirements.

### Uhrenholt Supplier Requirements cover the following elements:

#### Food Safety and Quality Assurance:

- Compliance with laws and regulations
- Food safety management system
- Product specification
- Food contact packaging materials
- Genetically Modified Organism (GMO)
- Irradiation
- Allergens

- Chemical, physical and microbiological contamination
- Certificate of Conformance COC / Certificate of Analysis COA
- Handling of claims
- Crisis Management and recall/withdrawal of products

#### Corporate Social Responsibility:

- Human rights
- Labour standards
- Environment
- Workplace environment
- Anti-Corruption

#### Authorised Economic Operators (AEO):

- Secure premises and conditions
- Reliable staff
- Protection against unauthorised interference

Uhrenholt prefers suppliers holding a food safety certificate approved by GFSI (Global Food Safety Initiative) like BRC Global Standard, IFS Food Standard, FSSC 22000, SQF 2000 level 2 and others.

Suppliers not holding a food safety certificate approved by GFSI are required to answer the Uhrenholt Supplier Self-Assessment Questionnaire.

The Uhrenholt supplier network is continuously developing and consequently the supplier risk assessment and approval process is ongoing.

Per 31.12.2015 the following numbers of our suppliers have signed the Uhrenholt Supplier Requirements and passed our supplier risk assessment:

**71%** of the total number of suppliers (63% in 2014)

**91%** of the top 100 suppliers measured on purchase value (86% in 2014)

**91%** of the suppliers representing 90% of the GM (90% in 2014)

In 2016 our goal is to increase further the number of suppliers who have signed the Uhrenholt Supplier Requirements and passed our supplier risk assessment:

Suppliers who have signed the Uhrenholt Supplier Requirements and passed our supplier risk assessment	2014	2015	Goal 2016
% of total number of suppliers measured on purchase value	63%	71%	75%
% of the 100 suppliers measured on purchase value	86%	91%	95%
% of the suppliers representing 90% of the GM	90%	91%	95%

# Environment and Climate

At Uhrenholt we want to minimise our impact on the environment!

Environmental responsibility is a moral obligation for any commercial business. Protection of our nature including biological diversity on earth is an important issue when reviewing different business areas.

Uhrenholt follows the environmental legislation in the countries where we are placed, but acknowledges that our responsibility includes our business in other countries and an effort for further improvement.

Our company structure leads to different areas on which we can influence the environment. These include our offices around the world, our cooperation with food producers and suppliers worldwide and of course our own dairy plant Grøndal.

## Sustainability

MSC, ASC, Global G.A.P. and B.A.P. In our seafood business we continuously focus on promoting MSC products for wild caught seafood and Global G.A.P. and ASC for farmed seafood.

### Our focus areas:

- Using MSC and Global G.A.P. as a sales parameter for our retail and manufacturing channels with focus on Denmark, Germany and UK.
- Expand the knowledge about certified sustainable seafood products inside the Group.

### Organisations managing global standards for responsible seafood aquaculture:

MSC: Marine Stewardship Council

ASC: Aquaculture Stewardship Council

Global G.A.P.: Global Good Agricultural Practice

BAP: Best Aquaculture Practice

In 2015 Uhrenholt Seafood has become a member of Sedex: Supplier Ethical Data Exchange.

Sedex is a non-profit membership organisation dedicated to driving improvements in responsible and ethical business practices in global supply chains. The online database allows members to store, share and report information on four key areas: Labour Standards, Health and Safety, Environment, Business Ethics.

## Sustainable Palm Oil

The Roundtable on Sustainable Palm Oil (RSPO) unites stakeholders from the palm oil industry: Oil palm producers, processors or traders, consumer goods manufacturers, retailers, banks/investors, and environmental and social non-governmental organisations (NGOs) to develop and implement global standards for sustainable palm oil.

The RSPO has developed a set of environmental and social criteria which companies must comply with in order to produce Certified Sustainable Palm Oil (CSPO). When they are properly applied, these criteria can help to minimise the negative impact of palm oil cultivation on the environment and communities in palm oil-producing regions.

The RSPO has more than 1,700 members worldwide who represent all links along the palm oil supply chain. They have committed to produce, source and/or use sustainable palm oil certified by the RSPO. Totally 20% of palm oil globally is certified by RSPO (2015).

Palm oil is used in some Uhrenholt products mainly because of excellent technical functionalities of palm oil in many food applications. Our aim is to use Certified Sustainable palm oil wherever possible.

This work continues together with our suppliers in 2016.

# Uhrenholt goes Organic

During 2015 Uhrenholt has decided to explore opportunities to enter the organic route within dairy products. We have signed membership of the two leading Danish trade organisations Økologisk Landsforening (Organic Denmark) and Bio aus Dänemark in order to support the continued expansion within the production and sales of organic dairy products.

We aim at introducing a range of primarily Danish produced organic quality dairy products to our already existing and new clients. We foresee most interest in this field in the Scandinavian countries as well as in Germany.

Our vision is to build an export platform for independent Danish organic dairy producers and help them to expand outside of Denmark.

Uhrenholt has the expertise and know-how in handling international clients and the dairies with whom we have signed export contracts are excellent in production and product development as well as organising domestic sales in Denmark but may lack the know-how and logistical expertise which as Uhrenholt possesses. So a kind of win/win.

The initiative is well in line with Uhrenholt's principles of always ensuring sustainable and environmental friendly routes-to-market.





## Transport

Uhrenholt has a huge focus on optimising the transportation need and aim for using the most direct way to the customer which gives the lowest impact on the environment with less CO2 emission. There is an increased focus on developing more environmental trucks and the trucking companies we are using must live up to the CO2 norm valid for the involved countries.

A big part of our volumes are shipped in containers by sea and the vessel operators have a big focus on using fuel with less impact on the climate and further developing of vessels which have a very low fuel consumption.

New rules were implemented 1st of January 2015 where shipping lines serving North Europe and North America must make use of low sulphur fuel with a lower impact on the climate. Similar rules are being prepared for more and more areas.

## Grøndal Dairy

After a year of restructuring Grøndal Dairy turned back to a stabile pattern of production with full use of the capacity in 2015.

However, our new set up and a switch from semi hard cheese to hard cheese production in August 2014 means that the use of resources is partly uncomparable to the previous years. 2015 will form a new standard for the future and we consider how to revise our environmental 2020 strategy completely. In 2015 we started a new mapping of our use of energy in order to identify potential savings.

In total the quantity of cheese at Grøndal Dairy increased 19% in 2015 meaning that our total CO2 emission increased as well due to a significantly higher use of gas in the beginning of the year. Further investments in new equipment allowed us to bring the gas use down in the last quarter and we expect this development to continue in 2016.

The consumption of water is another topic area in which we strive to optimise further in 2016.

Regarding garbage a number of new initiatives have been taken to increase the amount of reuse. Salt from the cheese production is reused for road salting and discarded products are recycled in a bioenergy plant. In total we have reached a level of 40% of reused waste.

### Results 2015

	Total use	Use 2014 vs. 2013 per kg cheese produced
CO2	+19.9%	+4.7%
-		-0.8%
-		+10.9%
Water	+22.9%	+8.2%
Waste	+55.9%	+47.5%
Cheese production	+19.1% (4.942 mt.)	

### Energy saving at the head offices

Energy saving at our head office in Middelfart is a natural ongoing process year by year. In 2014 the old roof on the main building was replaced and the insulation was improved which has saved considerably amounts of energy for heating.

In 2014 we also started to install new computer screens. This project has been completed in 2015 where we also have replaced hundreds of light bulbs with electricity saving LED-bulbs.

## Charity

### Help in South Africa

In 2015 we created a couple of different Emborg films and we used many of our Emborg products in them – frozen vegetables, milk, butter and cheese.

After the filming we had a lot of products left over and as we were filming in South Africa we contacted a shelter in Cape Town which has many different shelters for people in need. The shelter we chose helps and supports both adults and especially children.

By giving them all of our products, we helped the shelter to feed people in need with breakfast, a packed lunch and dinner.

### The 2015 Uhrenholt Christmas Donation

For many years in Uhrenholt we have chosen at Christmas time to use the money we would otherwise spend on a present to our customers and business partners to make a donation for charity.

It can be given:

- Anywhere around the world
- To an international humanitarian organisation whose primary aim is to improve conditions for children

This year the donation went to the Danish organisation DINNoedhjaelp operating in Nigeria.

DINNoedhjaelp is running a home for the so-called witch children that due superstition have been accused of being possessed by evil spirits. Often these children are killed or tortured and excluded from their families and societies.

The organisation was founded by Anja Ringgren Lovén in 2012 and is based on volunteering. It means that all donations are used exclusively for the purpose of giving these children a decent life.





## Progress 2015

Focus Area	Activity and goal 2015	Result 2015
<b>Employees</b>		
Education	Enhanced the CSR framework/foundation through our internal sales training activities (internal people/distributors)	✓
Travel security	Dos and dont's revised and internal procedures regarding safety assessments in place	✓
<b>Human Rights/Labour</b>		
Supplier Management	Get suppliers to sign Uhrenholt Supplier Requirements and perform supplier risk assessment in order to approve suppliers for Uhrenholt  Goal: Improve the figures compared to 2014	71% of the total number of suppliers (63% in 2014)  91% of the top 100 suppliers measured on purchase value (86% in 2014)  91% of the suppliers representing 90% of the GM (90% in 2014)
<b>Partnership Development</b>		
Sustainable Production	Expansion and awareness of certified sustainable wild caught and farmed seafood	✓
Cold chain Africa	Continue to expand and develop business through the cold storage facilities	✓
Local sourcing Africa	Implementation of local sourcing, Kigali, Rwanda	✓
Donation	Preparing further local production activities in East Africa – Danida explorer project	✓
<b>Environment/Climate</b>		
Grøndal Dairy	New pasteurization equipment – energy saving (electricity, hot water)	✓
Energy saving	Further efforts to reduce the use of energy for heating and lighting at the head office	✓
Palm oil	Mapping products with palm oil and together with suppliers initiate change over to Certified Sustainable Palm oil wherever possible	✓
Organic	First steps to build an export platform for independent Danish organic dairy producers	✓
<b>Business Ethics</b>		
Uhrenholt Business Principles	Written catalogue prepared for stakeholders and employees	✓
AEO certificate	Maintenance and renewal	✓
IT security	New IT security system in force. Improved access control and protection against spam, virus and hacking	✓

## Projects 2016

Focus Area	Activity and goal 2016
<b>Employees</b>	
Education	Enhance the CSR framework/foundation through our internal sales training activities (internal people/distributors)
Internships	Allowing university students and recent graduates the possibility for shorter or longer internships at our HQ or at one of the regional offices
<b>Human Rights/Labour</b>	
Uhrenholt Quality Assurance for suppliers	In 2016 our goal is to increase further the number of suppliers who have signed the Uhrenholt Supplier Requirements and passed our supplier risk assessment:  79% of the total number of suppliers 95% of the top 100 suppliers measured on purchase value 95% of the suppliers representing 90% of the GM
<b>Partnership Development</b>	
Local production Africa	Enhanced local production in Kigali, Rwanda – exports to neighbour countries  In depth analysis of potential further local production activities in East Africa
Accommodate customers religious and cultural preferences	Enhance our conscious approach to halal and kosher products to accommodate religious and cultural preferences of customers
<b>Environment/Climate</b>	
Grøndal Dairy	In depth analysis of potential further local production activities in East Africa Review the 2020 environment goals and action plan after switching from semi hard cheese to hard cheese production
Organic	Vegetables to be added to the Uhrenholt organic product portfolio – first step will be Middle East markets
<b>Business Ethics</b>	
Uhrenholt Business Principles	Written catalogue to be evaluated and maintained annually
AEO certificate	Maintenance and renewal



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