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# Corporate Social Responsibility Report

## 2017



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### About the report

This is Kamstrup's corporate social responsibility report for 2017. It is a report of the management's account of the company's actions and goals within sustainability for 2017. It has been written in accordance with the Danish Financial Statements Act §99a and covers both Kamstrup's headquarters in Denmark, subsidiaries, and branches. It has been confirmed by an independent auditor that the reporting complies with the UN Global Compact and The Danish Financial Statements Act.

In connection to the UN Global compact, we want to be transparent in our communication about our environmental impact. Thus, the purpose of Kamstrup's CSR Report 2017 is to provide stakeholders with a clear impression of our processes in regards to our production, transportation, environmental impacts, work environment, human rights, anti-corruption and how we handle our suppliers. Additionally, we assess the initiatives we take to counteract these impacts.





# CEO statement

Corporate Social Responsibility (CSR) is of importance to Kamstrup. The sustainable management of the earth's scarce resources are issues of serious global concern. Already, scarcity of clean drinking water affects many people across the world and will affect the quality of life for future generations.

At Kamstrup, we have the ambition to make a meaningful contribution to the promotion of greater environmental responsibility. We do this through our intelligent metering solutions, which are arming organisations around the world with the tools they need to run smarter, more efficient businesses while making quantifiable impacts on the conservation of natural resources.

With our intelligent metering solutions, we have contributed to optimising energy efficiency and reducing water loss around the world. We are very much aware of the challenges our customers are facing today and the challenges they will face in the future.

We use that knowledge to create environmentally friendly technologies that enable our customers to provide solutions that are more responsible for the communities they serve. We actively advocate ethical behaviour from all of our stakeholders and uphold a zero tolerance policy regarding corruption of any kind.

We are devoted to protecting human rights and have strict procedures and policies in place to ensure these are upheld at all times. Kamstrup is a staunch advocate of the importance of employee wellbeing and takes great care to ensure its team members are provided with everything they need to be healthy, happy and productive. At Kamstrup, we are inspired to do better, which is why we must always take an inward look at ourselves to identify the ways in which we as a company can perform better.

Part of that process involves this CSR Report and the reporting associated with the UN Global Compact. This helps us to identify areas where we are falling short, putting a spotlight on the areas which need extra focus. The pages, which follow will celebrate some of our successes in 2017 and outline the areas where steps have been put in place to drive Kamstrup forward into 2018 and beyond.



Kim Lehmann, CEO





# About Kamstrup



## Striving for sustainable development

We focus on advancing our performance within sustainable development and it serves as our inspiration to create innovative solutions, which can contribute to moving our customers' businesses forward.

As we continue to work towards our goal of creating progress for others, our solutions are helping organisations all over the world to optimise their efficiency, identify new opportunities for growth and promote environmental responsibility.

### Preserving scarce resources

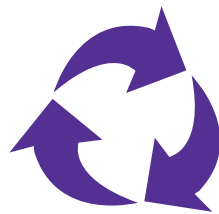
We want to contribute to the global agenda of preserving the scarce resources of water and optimisation of energy consumption. We do so by delivering intelligent solutions for energy and water. We provide solutions that can collect and analyse metering data, monitor the distribution network and detect leakages and waste in the network.

### Data is value

Kamstrup values data privacy and therefore we handle customer and employee data in a secure way. It is of great importance that Kamstrup complies with the legal requirements and sets a high standard when handling data and developing of new products. In that regard, we see it as our responsibility to develop secure solutions that ensure our customers comply with regulations and the General Data Protection Regulation.

### Continuously improving ourselves

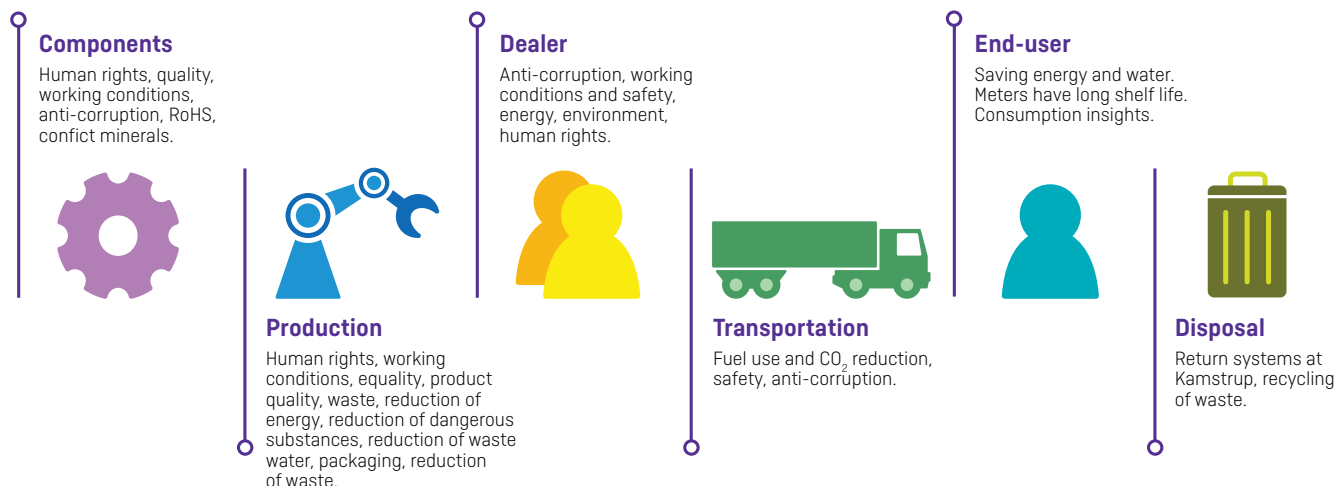
Sustainable development and environmental responsibilities are not new for us, but we want to improve ourselves constantly. We already have processes and product solutions that accommodate standards drawn by the UN in their Sustainable Developments Goals. We continuously work to integrate sustainability in our processes.



We want to contribute to the global agenda of preserving the scarce resources of water and optimisation of energy consumption.







*Kamstrup's responsible solutions*



In each of the steps in Kamstrup's model for responsible solutions, we focus on ensuring sustainable solutions.

## Responsible solutions

In each of the steps in Kamstrup's model for responsible solutions, we focus on ensuring sustainable solutions. Naturally, we are aware that our activities in the value chain have an environmental impact.

### **Determined to reduce our impacts**

However, we strive and aim to reduce these impacts caused by our production, transport, use and end-of-life treatment of our products and services. At Kamstrup, we also actively work to reduce our environmental impact by reducing the use of energy and water. It is important to us that our effect on the environment is as low as possible, which is why we aim to continuously increase our ability to recycle our waste.

### **Conditions that benefit our employees**

In addition, we pride ourselves in complying with relevant occupational health and safety legislation and we are dedicated to having a high level of health, safety and wellbeing among our employees.

### **Alignment is key**

However, we cannot keep track of our environmental impact without considering the entire supply chain. In that regard, we have included a number of environmental as well as ethical requirements that we expect all our suppliers to live up to.

## CSR Policy

Based on the 10 principles of the UN Global Compact, Kamstrup has formulated a CSR policy. As a general rule, all new employees are presented with the policy to ensure they are aware of it and adhere to it.

In accordance with the UN Global Compact, we support and respect the protection of human rights and we take every available action to prevent being involved in human rights exploitations. All forms of forced and compulsory labour as well as child labour are completely unacceptable and must be eliminated if it is occurring. In addition, we want to uphold the freedom of association and recognise the right to create collectives.

In respect of our current or future employees, we do not discriminate in terms of age, sex, race, sexual orientation, national origin, physical or mental ability, marital status, financial or social status. Furthermore, we take pride in taking a precautionary approach to environmental

challenges and undertake initiatives that promote greater environmental responsibility. We also encourage the development and diffusion of environmentally friendly technologies. Finally, we are opposed all forms of corruption, including extortion and bribery.

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**All these principles mentioned above** are the foundation of Kamstrup's corporate social responsibility. Our CSR Policy is implemented in the organisation i.e. from our handling of suppliers to sales, production and disposal of our products.

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In addition, Country Managers of our subsidiaries and branches have signed a declaration stating that they will commit to and uphold the principles of our CSR Policy.

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## Anti-corruption

At Kamstrup, we are dedicated to operating without any bribery or corruption. We do however acknowledge the possibility of corruption taking place and have steps in place that ensure we are ready to take action against any violations of the Global Compact's 10 Principles or the Sustainable Development Goals (SDG). Any association with either bribery or corruption, we perceive as immoral, illegal and punishable.

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**We work actively against all forms of corruption**, including extortion and bribery in all our practices. Our zero-tolerance towards corruption is incorporated in the corporate identity and is stated in our CSR policy. Across our organisation, our employees are aware that it is unacceptable to engage in the receiving or giving gifts, loans, payments or other remuneration, which can incite dishonesty or illegal acts, or which may be perceived as an attempt to influence objectives of commercial decisions.

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The consequences of the aforementioned actions could have a detrimental effect on market shares, create a negative reputation and lack of trustworthiness. In addition, these actions can constitute a precedent.

Therefore, it is obligatory for all new employees to be introduced to our anti-corruption policy and be informed about our practices. In 2017, we trained our sourcing and sales personnel in anti-bribery, which is a procedure we will continue to do moving forwards. Furthermore, Country Managers and Sales Managers from subsidiaries and branches will be obliged to sign a declaration stating that they understand and comply with the 10 principles of the Global Compact herein anti-corruption.

We have also introduced a whistle-blower scheme that employees can use to notify of misconduct. Misconducts can include criminal actions, submission of misleading information to authorities, serious breaches of safety standards and can be reported to one's manager, the Executive Board or the Chairman.

**At Kamstrup, we have not identified any corruption in our business in 2017.**













# Supply management



## Setting clear directions

Working with different suppliers all around the world raises various challenges regarding compliance with relevant regulations. It is important that we do not compromise with our policy, and therefore we set clear directions toward what

we stand for at Kamstrup. Therefore, we have drawn up standards that we oblige our suppliers to comply with. Read more about our supply management in this section.

## Modern Slavery Act

In accordance with the UK Modern Slavery Act, we impose on our sub-suppliers strict standards and demands against compulsory labour and human trafficking. On our corporate

website, you will find our Slavery and Human Trafficking Statement, where you can read more about how we take action against modern slavery.

## Supplier responsibilities

Kamstrup is prioritising its CSR efforts and has systematised these efforts within CSR and supplier management with special focus on the purchase of materials, semi-finished products, subcontracted activities and deliverables included in Kamstrup's product range.

### CSR Supplier statement

We continuously work to reduce our impact on the environment caused by our products and services. In order to do that, we need to look at the entire supply chain, which means that we need to be attentive to our suppliers and our partners. Therefore, we demand that our suppliers exceedingly fulfil the requirements and standards we have formulated.

Suppliers sign a statement covering the themes; environment, anti-corruption, human rights, labour issues, REACH and conflict. They also confirm that they obey with our Code of Conduct as defined in the CSR Policy. Additionally,

the company must confirm that it only delivers products in compliance with current legislation.

### Supplier obligations

Kamstrup requires suppliers to consider the environmental aspects of their activities and have an environmental improvement programme. The suppliers must demonstrate environmentally sound manufacturing processes and comply with current legislation.

The material content and way of disposal must be provided upon request. Likewise, the supplier is expected to reduce the environmental impacts of transport wherever possible.

We oblige our suppliers to comply with health and safety requirements in accordance with the UN Global Compact principles 1-6 about human rights and working conditions.

### CSR supplier statements

- 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](http://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 sub suppliers to observe the above principles.

### CSR risk approach

Moreover, we take a risk-based approach to our supply management. Our suppliers are categorised according to their business importance and to CSR risk. CSR risk refers to the division of regions with stated CSR risk by the Danish Ministry of Business and Economic Affairs. The scale is measured from 1 – 5 where five is the highest CSR risk. Business importance refers to the availability of the supply for Kamstrup on a scale from 1 – 4 with four being the most important suppliers. See table and figure.

Our suppliers are categorised according to their business importance and to CSR risk. CSR risk refers to the division of regions with stated CSR risk by the Danish Ministry of Business and Economic Affairs.

| Region         | CSR Risk |
|----------------|----------|
| 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 risk in various regions  
(Danish Ministry of Business and Economic Affairs)*

### CSR supplier Information document

Kamstrup's suppliers with a low CSR risk of 1-2 as well as a low Business Importance of 1-2 can be approved by signing the CSR Supplier Information document and by confirming compliance with our Code of Conduct described in our CSR Policy.

In addition to the CSR documentation described above, suppliers within the olive areas in the supplier categorisation

scheme must fill out a Kamstrup self-assessment report containing various questions within human rights, environment, health and safety.

If the self-assessment report is considered satisfactory, the supplier will be approved. However, if the self-assessment report is deemed unsatisfactory, a CSR audit will be carried out. Finally, if both the CSR risk and the Business Importance are high, a CSR audit will also be conducted.



*Supplier categorisation scheme*



## CSR audits

All results from CSR audits are handled and evaluated the same way as our quality audits and our Segregation of Duties (SoD), which ensures that any purchaser cannot implement a new supplier singlehandedly.

To obtain a professional and objective evaluation according to local law and practice, we have formed a partnership with an external company, to perform audits of suppliers. The purchase department at our headquarters coordinates all audits performed by an external auditing company.

In addition, a Kamstrup employee will act as an observing party and coordinator between participating parties before, during and after the audit.

If an audit results in workplace conditions assessment reports, it is a requirement to formulate action plans and perform on-going evaluation of the action plans. This will ensure that all Kamstrup's partners will provide a safe work environment for all employees.

### What did we do in 2017?

We have focused on handling suppliers' CSR conditions including CSR self-assessments and audits.

### What do we expect in 2018?

- Continue handling suppliers' CSR conditions including CSR self-assessments and audits
- Provide local support from China to follow-up on suppliers' CSR impact
- Update Kamstrup's CSR procedures

To obtain a professional and objective evaluation according to local law and practice, we have formed a partnership with an external company, to perform audits of suppliers.



# Energy and environment



## Striving for a sound environment

In accordance with our policy regarding energy and environment, it is our ambition to find ways of minimising our negative impact on the global environment.

We proactively take a plethora of sustainable measures to reduce our environmental impact. Read more about our achievements from 2017 and our goals for 2018 in this section.

### Our environmental impact

The major environmental impacts from the production facilities at our headquarters in Denmark and the US are shown in the table below. The table also shows the impact from service activities in Poland and France and our offices. We have implemented procedures and instructions where needed in order to manage our impacts – those that are both expected and unexpected.

| Type of impact              | Stilling,<br>Denmark<br>(production) | Atlanta,<br>USA<br>(production) | Poland<br>France<br>(service) | Sweden, Norway, Finland, Germany,<br>Switzerland, Holland, Spain, China,<br>Russia, Czech Republic, Austria<br>(offices) |
|-----------------------------|--------------------------------------|---------------------------------|-------------------------------|--|
| Electricity                 | High                                 | Medium                          | Low                           | Low  |
| Heating                     | Medium                               | Low                             | Low                           | Low  |
| Water                       | High                                 | Low                             | Low                           | Low  |
| Waste water                 | High                                 | Low                             | Low                           | Low  |
| Waste                       | High                                 | Medium                          | Medium                        | Low  |
| Materials                   | High                                 | Low                             | Low                           | Low  |
| Emissions to air            | Medium                               | Low                             | None                          | None   |
| Visual, noise and vibration | Low                                  | Low                             | None                          | None   |

*Environmental impact at Kamstrup's locations.*

## Certification

Since 1997, Kamstrup's headquarters has been ISO 14001 certified and thereafter our locations in Norway, Sweden, Germany, Finland, the Netherlands and Switzerland became certified as well. In 2017, we have implemented ISO 14001:2015 standard. We also make yearly energy reviews complying with ISO 50001. External and internal audits are held regularly and the general conclusion is that our environmental management system is well implemented.

### Legislation

We follow relevant legislation and contracted agreements with stakeholders. We constantly work towards compliance. In 2017, we got a wastewater permit for our new water meter production facility. Kamstrup works in close collaboration with Skanderborg municipality to ensure low impact on the local surroundings. Our subsidiaries also review compliance obligations regularly.

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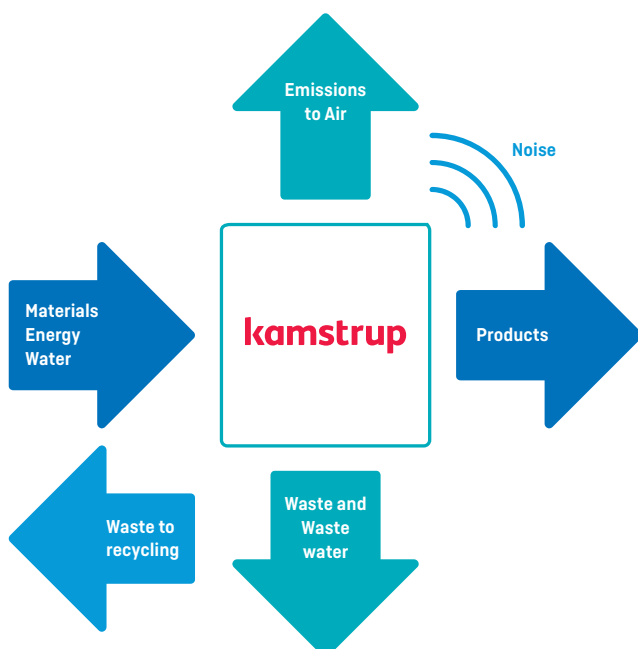
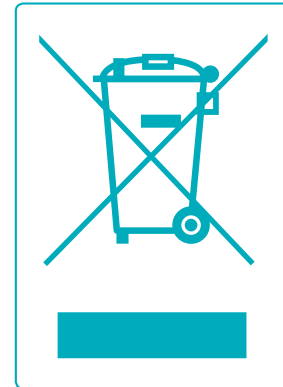
## Kamstrup impacts and procedures

### Materials

Our products are developed with the following guidelines in mind to ensure a sustainable approach:

1. Use a small number of different materials and as far as possible use materials that can be recycled
2. Avoid dangerous or poisonous substances and materials in both the product and in the production processes
3. Material types are identified according to WEEE rules
4. We use the crossed out bin symbol as far as possible on our products to ensure reuse of materials

Instructions about disposal of worn out products can be found in either in the technical manual or in the catalogue sheet for the product.



*Kamstrup's main environmental impact process.*

### Processes

We aim to minimise our environmental impact. Therefore, all our production processes and changes are planned with a minimal risk of environmental harm from unforeseen incidents.

Kamstrup's main process with environmental impact is illustrated in figure to the left.

Kamstrup maintains procedures and emergency plans in case of unexpected events. The consequences of such events include fire from lithium batteries and pollution of our facility from oil spills. For that reason, our employees are trained in emergency response.

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**A massive rainsquall can cause flooding** of our facilities. We are in the process of constructing a retentive basin for rainwater.

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In addition, we monitor and evaluate environmental performance enabling us to take action if irregularities occur. In 2017, we have had two environmental spills without any impact on Kamstrup's facility or surround area. Our emergency plan was used and learnings registered.

## Energy

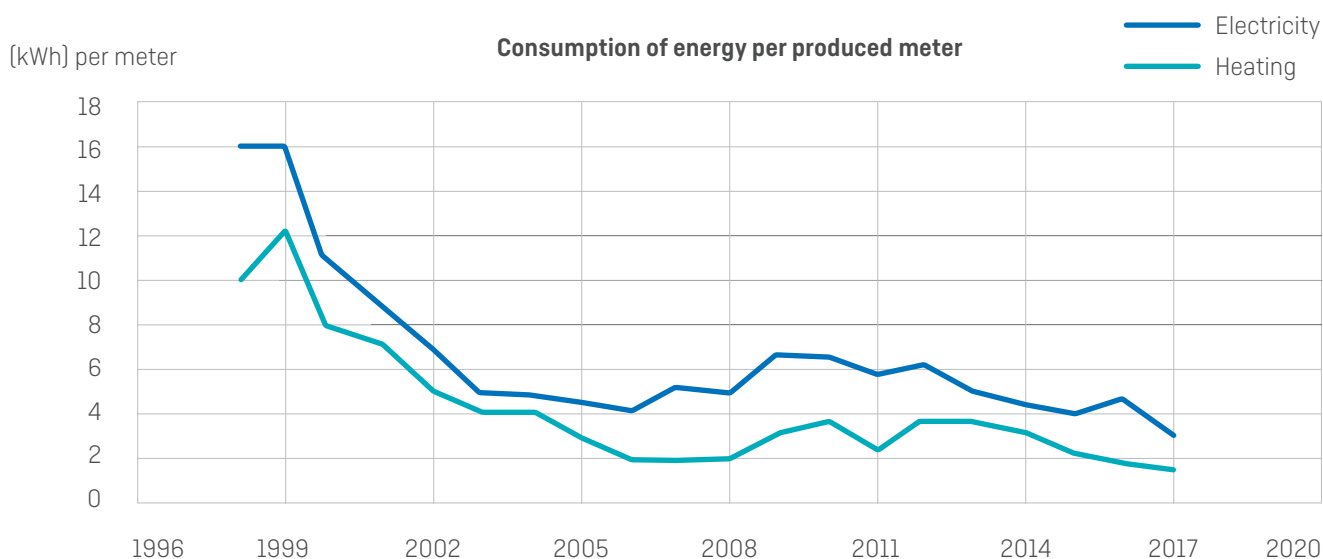
In 2017, a new council was formed called the Energy Group. This group will be working on proactive ways to coordinate and initiate activities reducing use of energy and water waste.

We use electricity for both production, administration and in the canteens. In 2017, our total electricity usage had decreased compared to the usage from 2016. Due to a cold summer, our cooling equipment has been in use for a shorter time and additionally a new energy server room is in use.

In 2016 and 2017, part of the electricity usage can be attributed to construction work being carried out.

Our total heat consumption has increased due to our new production unit and new office building.

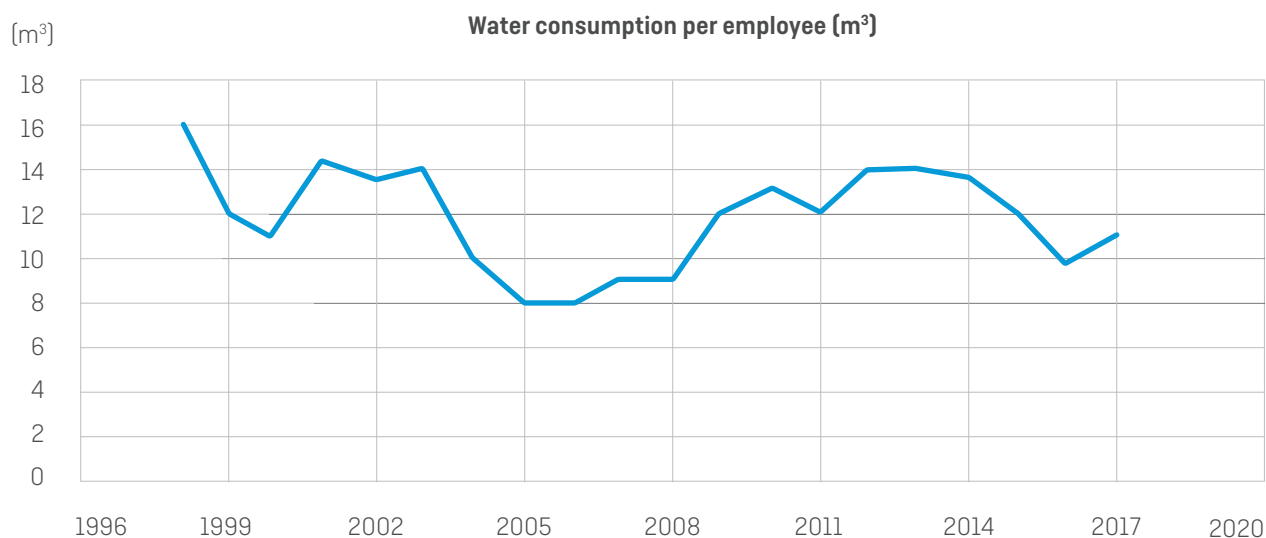
Numbers also show that consumption of electricity and heating per produced meter has decreased in 2017. This is illustrated below.



## Water

Kamstrup's main water consumption is used in the testing of our products and for sanitary use. In 2017, we have produced more products and we have employed more people.

The consumption of water per employee has increased due to our highly increased production, which is illustrated below.



### Wastewater

Our wastewater comes mainly from test benches and sanitary usage. Our wastewater contains small amounts of remains from our meters tested with water.

We analyse our wastewater yearly to monitor and act on the results. The authorities agree that we keep an acceptable level of contamination in the water.

### Waste

We optimise our waste disposal by sorting waste in more than 40 fractions. We co-operate closely with waste handlers to find new ways to reuse and recycle our waste.

In 2017, we have reduced the total amount of waste and Kamstrup has also increased the percentage of waste for reuse and recycling. We have had by far the smallest amount of waste from meters, but more waste in terms of wood waste and cardboard. See table below.

| Waste            | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------|------|------|------|------|------|------|------|------|
| Recycling (%)    | 36   | 49   | 52   | 61   | 50   | 74   | 69   | 72   |
| Incineration (%) | 63   | 50   | 47   | 38   | 49   | 25   | 31   | 27   |
| Deposit (%)      | 1    | 1    | 1    | 1    | 1    | 1    | 0    | 0    |
| Total ton        | 197  | 256  | 289  | 336  | 296  | 541  | 568  | 532  |

*Waste from production facilities at Kamstrup headquarters*

### Carbon footprint

We calculate the carbon footprint of Kamstrup's products by using the internationally recognised program SimaPro.

In addition, by using the life-cycle assessment (LCA) we can measure and critique our environmental impact associated with all the stages of the product's lifetime from raw material extraction through materials processing, manufacturing, distribution, use, repair and maintenance, and disposal or recycling.

By following LCAs, we can avoid a narrow outlook on environmental concerns.



*Carbon footprint of Kamstrup products.*

|   | Electricity meters | Heat and cooling meters | Water meters |
|---|--------------------|-------------------------|--------------|
| <b>Carbon footprint</b>                 |                    |                         |              |
| <b>Ton CO<sub>2</sub>eq per product</b> | 0,04-0,14          | 0,025-0,08              | 0,02-0,054   |

*Carbon footprint of our selection of products based on the raw materials phase to end-of-life and disposal phase, packaging material, 12 years of operation and 500 km.*



### What did we do in 2017?

Our environmental goals include energy reduction through activities in our production processes and mapping of our kitchen waste for incineration to investigate whether further sorting is needed.

#### In 2017, we have saved energy and reduced our environmental impact by:

- Disposing of waste from canteens for use in fertiliser
- Reducing electricity usage for leaks in the system with pressured air
- Reducing our pressure of pressured air
- Optimising energy use from the pumps in our ventilation system
- Initiating an energy saving project with automatic power-off solutions at workstations in our production facilities

#### Other environmental initiatives included:

- Implementation of ISO 14001 (2015 standard)
- Training in the handling of dangerous goods
- Agreement with safety advisor for dangerous goods to help secure compliance
- Meetings in the Energy Group to follow up on KPIs
- Investigation of possibilities for reduction of standby use in equipment in our production
- Conducted "Energy walks" to identify further possibilities for energy reduction
- Purchase of equipment to identify leaks in system with pressured air
- Test of emergency plan and equipment for environmental spills
- Risk assessments of environmental impact

### What do we expect in 2018?

In 2018, we will continue to measure and map our energy use across our facilities with the aim of identifying further areas where reductions can be made.

Furthermore, we have planned several initiatives to achieve our goal to reduce energy and water consumption at our headquarters.

#### We are planning to:

- Produce more than 2 million meters to help save energy and water
- Install new ventilation equipment in our electricity meter production unit
- Install LED lighting in our electricity and heat meter production units
- Run a campaign focusing on suggestions from employees for energy reduction
- Install automatic power-off equipment at workstations in our production facilities
- Repair leaks in our systems with pressured air
- Establish one or more retentive basins to take preventive measures against flooding outside our facilities

We are still working on implementing our goal of reducing the energy used at the workstations in our production facilities.

Kamstrup employees are encouraged to only use what they need, and engage in waste sorting at their respective locations.













# Working conditions



## We value our employees

In accordance with our Occupational, Health and Safety Policy, we aim to be a company with a high level of health, safety and wellbeing for all employees. We work hard to accomplish that by preventing damages, work-related illnesses and accidents related to any of our activities.

In this section, you can read about our accomplishments from 2017, our goals for 2018 and more details about our efforts to accommodate UN Global Compact principles on working conditions.

### Providing a healthy and safe environment

We strive to ensure our employees are provided with a healthy and safe work environment through a certified occupational health management system. Furthermore, our policy is to contribute to creating working conditions that comply with relevant legislation and observe applicable legislation and regulations.

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**All employees shall be given** the opportunity to develop skills required to handle their tasks and for future career options.

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### CSR associated risks

Our subsidiaries and branches, which primarily work in administrative capacities and visit customers, face risks mainly associated with design of work places and with driving.

In 2017, no consequences of these risks i.e. poor physical work environment or accidents have been recorded at our subsidiaries or branches. Kamstrup handles these risks by complying with legislation and by regular follow-ups during audits.



## Certification

We pride ourselves in complying with relevant occupational and safety legislation. Therefore, we conduct work environment and safety assessments of our processes with our standard occupational health and safety management system [OHSAS 18001].

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**We acquired the recertification of OHSAS 18001** in November 2016. Being OHSAS certified ensures us approval from the work environment council.

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In 2019, we expect the OHSAS 18001 standard to be replaced with ISO 45001.

## Safety

We have based our production processes on precautionary measures to ensure that there is no special risk of harm from unforeseen incidents.

### New methods to ensure safety

Towards the end of 2016, we started to increase our focus on recording near miss incidents. We have continued to focus on recording accidents and near misses and in the table below you can see the collected totals from when we started collecting data more frequently.

The purpose of conducting safety assessments is to prevent unsuitable indoor climates, noise and stress. Safety assessments are carried out regularly, and help us to significantly reduce heavy lifting, pushing and pulling.

In terms of workplace assessment, both the psychical safety and the mental work environment is being assessed and it is effectuated every third year. However, if there is any suspicion of deviation from our safety and wellbeing policy, which cannot be corrected within 14 days, a workplace assessment must and will be executed at once.

### Substance management

We handle dangerous substances by storing them in special safe rooms and lockers. The dangerous substances in question that we work with are oil, chemical waste and flammable liquids.

|  | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|------|------|------|------|------|------|------|------|------|
| <b>Near miss incidents</b>                   | 5    | 6    | 1    | 1    | 6    | 7    | 22   | 50   | 47   |
| <b>Accidents per 1,000,000 working hours</b> | 5    | 8    | 3    | 3    | 12   | 6    | 6    | 5    | 4    |

*Collected totals.*



The purpose of conducting safety assessments is to prevent unsuitable indoor climates, noise and stress. Safety assessments are carried out regularly, and help us to significantly reduce heavy lifting, pushing and pulling.



## Employee development

In 2017, we gained 133 new employees resulting in a significant net-increase on 2016. We now have 1,260 employees whereof 1,014 of them are located at our headquarters in Denmark.

### Employee Satisfaction Survey

The Employee Satisfaction Survey has been conducted since 2010 in Denmark, Sweden, Norway, German, Austria and Switzerland. The results for 2017 have shown overall satisfaction from the organisation and there has been some improvement in certain areas compared to 2016. However, there are always practices that can be improved, and therefore will be focusing on some specific areas going forward in 2018.

### Health and wellbeing

It is of the utmost importance to have a healthy work environment. Good health equals happier and more productive employees, which in the end leads to a better work environment. Therefore, we want to encourage our employees to utilise the activities we offer at Kamstrup's own premises such as our Fitness and Health Centre.

As a part of our well-being initiative, we offer all employees at our headquarters the opportunity to get a free health check. We believe that our employees must be healthy and happy to be productive and work effectively.

### Educating and motivating our employees

It is essential to have a skilled and well-educated workforce. Therefore, all new employees go through an introduction programme when they join Kamstrup. In addition, Kamstrup

Academy is an opportunity for all Kamstrup employees to attend courses to educate themselves further. We plan to arrange more courses that can educate our employees and motivate them to work effectively.

### Job rotation

At Kamstrup, we welcome job rotation and think of it as a part of our corporate identity. We believe that seeking a job elsewhere within Kamstrup is a token of loyalty to the company. Job rotation gives the opportunity of learning and keeps us innovative and agile.

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**We want to be a dynamic company** with a wide range of opportunities for career development. Thus, job rotation gives the opportunity to learn new skills and gain experiences in new positions. It is important for us to be open to this kind of development, because we want to keep our capable employees when they seek new challenges.

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Every manager at Kamstrup must support job rotation across the company, and all jobs are advertised on the Intranet. A good manager is one who contributes to the development of the employees - making them capable of valuable contributions in other departments as well as in the current department.

It is of the utmost importance to have a healthy work environment. Good health equals happier and more productive employees, which in the end leads to a better work environment.



## What did we do in 2017?

In our 2016 CSR Report, we said our goal for 2017 was to continuously develop our employees and our organisation as a whole.

### Listed below you will find the accomplishments from 2017:

- We have had 53 interns during 2017 divided across the divisions at Kamstrup headquarters. Following the completion of the internships, two thirds of the interns were employed by us.
- Kamstrup Academy has held 76 courses for internal employees
- We have entered various sponsorships supporting health and sports activities in local communities
- We participated in the initiative Girls' Day in Science that motivates females to become engineers, developers etc.
- We gained 133 new employees

## What do we expect in 2018?

It is always our ambition to make sure we provide a healthy and safe working environment for all of our employees. We want to continue expanding our company in terms of acquiring talented people that can develop and push Kamstrup forward.

### Our 2018 goals are:

- A better result on the psychological work environment surveys compared to last year
- Zero non-conformances on the layout of designated workstations or equipment (CE marking)
- Zero harassment cases
- At least three safety inspections in all areas in 2018
- At least one work environment campaign at Kamstrup in 2018
- Attract top candidates to our company within the branch of natural science e.g. IT, technology, development etc.
- Organise more courses with Kamstrup Academy to make our brilliant employees even better



The Working Environment Committee and the HR Department will follow up on the goals and reassemble for on-going evaluation of the seven goals.

As of January 1, 2018, we are using a system to register all accidents and near misses. This registration system will enable us to identify and reduce the risk of accidents, take preventive actions and prepare us for any accidents or incidents there might be.

We want to continue expanding our company in terms of acquiring talented people that can develop and push Kamstrup forward.

Think forward

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