

The Kohberg logo is an oval emblem with a gold border, featuring the brand name in a dark, elegant script font.

Kohberg

CSR Report 2020

Kohberg Bakery Group A/S



INDHOLDSFORTEGNELSE

A word from our CEO	3	Good food products	24-33
Selected key figures	4	Food product safety	25
		Healthy food products	26
		Sustainable commodities/ingredients	29
About Kohberg	5-9	A good place to work	34-43
Ownership	6	Occupational health and safety	35
Kohberg and its surroundings	6	A tolerant workplace	37
Products and services	9		
CSR strategy and focus areas	10-14	Responsible corporate governance	44-50
United Nations Sustainable Development Goals	12	Fairness and transparency	47
Value chain and risks	14		
Environmentally sustainable consumption	15-23	UN Global Compact and company profile	51-54
Consumption of resources	16	UN Global Compact	52
Energy consumption	19	Principles	53
Environmentally sustainable consumption	20	Company profile	54

Published by: Kohberg Bakery Group A/S - Kernesvinget, DK-6392 Bolderslev, Denmark - www.kohberg.dk - www.kohberg.com

This report is not only Kohberg's annual report on our corporate social responsibilities but also a mandatory report in pursuance of Article 99a of the Danish Annual Statements Act regarding social responsibility. The same report is filed as our annual CoP (Communication on Progress) with regard to the United Nations Global Compact scheme.

WE ARE DUTY BOUND TO KEEP DENMARK TICKING OVER

2020 was the year that COVID-19 put all of us to the test. At Kohberg, the global pandemic served to highlight the significance of our corporate values.

We are a Danish-owned bakery founded more than 50 years ago and we are an active and responsible player in the society we were founded in. As Denmark entered lockdown along with the rest of the world, there was never a shadow of doubt that Kohberg was obliged to carry on regardless. We made essential deliveries of bread and other products to hospitals, old people's homes and other key functions that take care of the weakest and most vulnerable members of our society. I am extremely proud of Kohberg and our dedicated employees, who in a time of crisis manifested public spirit and gave much of themselves to society.

As a food producing company, we at Kohberg must always take responsibility for our actions and our impact on our surroundings. This is the philosophy on which our CSR work with UN Sustainability Development Goal no. 12, "Responsible consumption and production", is based. This entails that we select our ingredients on specific principles. We bake with Danish flour because the geographical origin of the flour, how it is grown and how far

it is transported are hugely significant. Kohberg also takes responsibility by choosing to use other ingredients of Danish origin, e.g. Danish oats and Danish butter. As a bakery, we cannot avoid using a great deal of energy. Energy consumption is therefore an area in which we strive consistently to optimise and improve in order to maximise food product safety and minimise energy consumption. Food waste is still one of the greatest challenges we face. At Kohberg, we focus on reducing process waste but it is equally important that we help consumers to avoid wasting food. We are aware that far too much food unfortunately ends up in household waste bins. As a bakery, we believe we are also obliged to take responsibility and adapt our bread and pack sizes to make it possible for the consumer to reduce waste to a minimum.

Kind regards,

René Normann Christensen
CEO, Kohberg Bakery Group A/S






SELECTED KEY FIGURES



13
apprentices



9
flexijobs



29 %
women in
executive
management



BRC Food
Certificate



80
qualified
bakers



No plant growth
regulators



Baked with
Danish
flour



Largest
bakery
under
Danish
ownership



RSPO-
certified
palm oil



Baked with
Danish butter



ABOUT KOHBERG

ABOUT KOHBERG

Kohberg Bakery Group is the largest Danish-owned bakery. Almost every Danish consumer recognises the name. Danes eat bread throughout the day - at breakfast, lunch and dinner, and as snacks between meals.

Kohberg employs just less than 500 people, 80 of whom are fully qualified bakers. Our employees work at three bakeries at Bolderslev, Haderslev and Taastrup and at our Søften warehouse. Our bread is baked from flour milled from grain grown in Denmark.

In April 2021, on termination of a retail logistics agreement, Kohberg's warehouse at Søften will close.

2020

Revenue MDKK 823, EBITDA MDKK 52, Equity MDKK 97, 497 employees*.

COVID-19 made its mark on Kohberg throughout 2020. Our Food Service and Export units found that customers felt the impact of lasting restrictions. In fact, people's needs and opportunities have changed. Meanwhile, new initiatives and projects progressed slowly or ground to a temporary halt as a result of the global pandemic.

* Average no. of FTEs (Full-Time Equivalents) in 2020

OWNERSHIP

Kohberg is part of the ownership structure under KOFF A/S, a family-owned and -managed holding company. Kohberg Bakery Group is KOFF A/S' largest food-producing company.

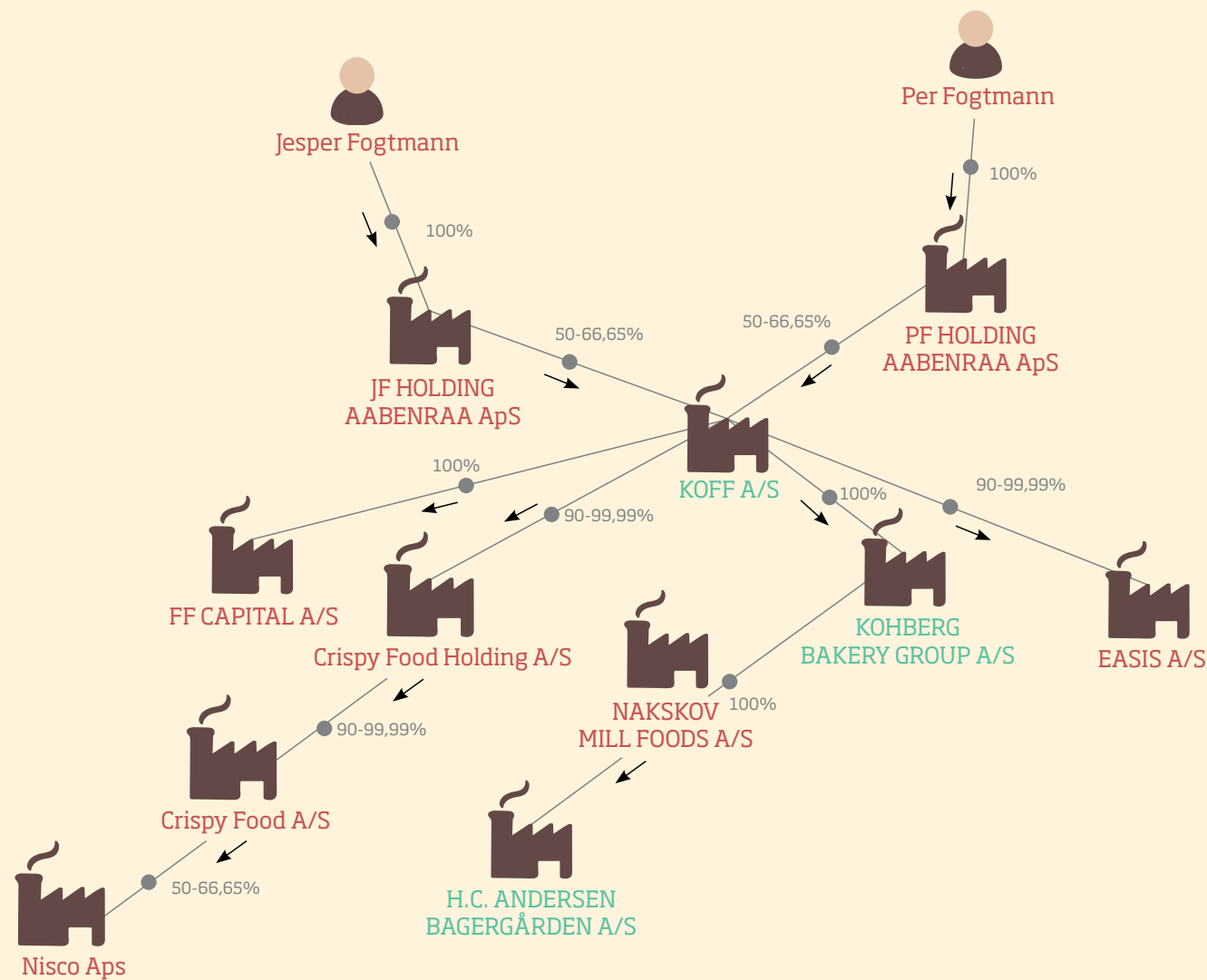
This CSR report covers Kohberg Bakery Group A/S, including a subsidiary, H. C. Andersen Bagergården A/S.

KOHBERG AND ITS SURROUNDINGS

As a food-producing company, Kohberg has an impact on its surroundings. Similarly, many factors in our surroundings affect us, e.g. public authorities and legislation, the employees at our bakeries, our customers and the consumers who enjoy our bread, cakes and Danish pastries.



KOHBERGS EJERSKAB





Kohberg

KOHBERGS OMVERDEN



PRODUCTS AND SERVICES

Kohberg produces a very wide range of bread that we deliver fresh-baked and pre-packed to supermarkets and food service customers. Moreover, we deliver frozen bake-off bread and Danish pastries primarily to food service customers. On our domestic and export markets, we sell bread under the Kohberg brand name and as private label products.

We produce organic and vegan variants in several product categories. Kohberg also offers its food service customers gluten-free and lactose-free bread.

Our range includes the following product categories:



A man with short brown hair, wearing a white t-shirt and a black and white checkered headband, is looking down at a tray of bread. The background is a bakery with shelves of bread and a large wooden barrel.

Kohberg

CSR STRATEGY AND FOCUS AREAS

CSR STRATEGY

Kohberg sells the best bread to the Danes. This is what everyone at Kohberg strives for. Our motto creates focus for ourselves, our business and our mission. Meanwhile, we at Kohberg believe it is important that we give our customers, business partners and ourselves added value, i.e. the added value that comes from e.g. our own responsible actions and seeking to encourage our surroundings also to act responsibly. Therefore, we work comprehensively and strategically with Corporate Social Responsibility and describe our actions and goals in our annual CSR Report.

FOCUS AREAS

UN SUSTAINABLE DEVELOPMENT GOAL NO. 12 - RESPONSIBLE CONSUMPTION AND PRODUCTION

Kohberg has chosen Sustainable Development Goal (SDG) no. 12 to spearhead our work with the SDGs and CSR strategy. As a food-producing company, we at Kohberg opt to work actively with responsible consumption and production. We are convinced that economic growth and sustainable development can go hand in hand for many reasons, including that we use resources responsibly.

FOCUS AREAS

Kohberg works with CSR in three focus areas, each of which originates in SDG no. 12:

Our CSR work is built on three pillars: Environmentally Sustainable Consumption, Good Food Products and A Great Place to Work. Our strategy also builds on Responsible Corporate Governance that is an essential premise for Kohberg in its entirety - and therefore also essential to our work with CSR.



UNITED NATIONS' 17 SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals are 17 specific goals with 169 sub-goals that oblige UN member states to focus on a more sustainable future for people and the planet we live on by 2030. Kohberg has chosen to focus on UN Sustainable Development Goal no. 12 and its sub-goals as the foundation for our work with CSR.

As a food producing company, it makes perfect sense for us to examine how we best utilise resources while minimising our impact on the climate and environment.

We maintain focus throughout the value chain, from the crops in the fields until customers and consumers buy the finished bread. At Kohberg, we focus, for example, on how we dispose and minimise quantities of waste, how we recycle and how we avoid using pollutants.

Moreover, as a food company, we are actively involved in efforts to reduce global food waste per head by half. We believe this will improve food product safety at the international level and help drive the world economy towards a better use of its resources.

UNITED NATIONS' 17 SUSTAINABLE DEVELOPMENT GOALS



VALUE CHAIN AND RISK FACTORS

In connection with our strategic CSR work, we have scrutinised Kohberg's value chain and pinpointed where Kohberg has - or risks having - a negative impact on its surroundings.

As we aim to act responsibly, we strive consistently to minimise any negative effects we may have.





ENVIRONMENTALLY RESPONSIBLE CONSUMPTION



CONSUMPTION OF RESOURCES

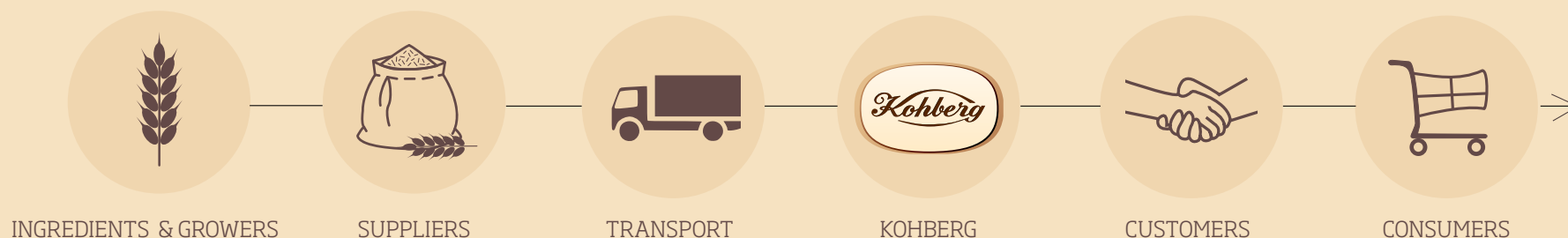
FOCUS MINIMISES WASTE

At Kohberg, we strive to incorporate eco-friendly and sustainable alternatives into our patterns of consumption throughout the value chain – from the crops growing in the fields until the bread is transported to our customers. We also strive to find ways to reduce the volume of waste.

We bake bread and intend it to be eaten. It makes sense therefore that we wish to avoid our bread, cakes and pastries from going to waste. We measure our process waste and discards of finished bread.

Years of optimising and improving work processes at Kohberg have consistently reduced waste. We intend to maintain focus on this area in future years.

Furthermore, Kohberg is a member of ONE\THIRD, a Danish think-tank comprising 55 food producing companies, stakeholders, public authorities and scientists who have joined forces to combat and prevent food waste.





WE HELP CONSUMERS TO AVOID FOOD WASTE

The United Nations estimates that more than 930 million tons of food is discarded every year. Much food is wasted in consumer households, where about 17 % of food ends up in the waste bin rather than being eaten.

"Unfortunately, huge quantities of food go to waste and at Kohberg, we do what we can to minimise food waste – including consumers' household food waste.

Among other initiatives, we have launched smaller 575 g packs of three popular types of rye breads – Sunflower Seed, Potato and Carrot – so that consumers can buy bread in packs that meet their needs. We also bake many of our rye breads without crusts as we know that crusts most often end up in the bin."

- Britt Hougaard, Marketing and Communication Manager



PLASTICS QUANTITIES MUST BE REDUCED

Consumers find Kohberg's freshly packed bread on the supermarket shelves. Our products are packed in bread bags, i.e. food packaging that must meet a full range of requirements. The packaging is important for several reasons, e.g. because it keeps the bread fresh. Plastic bags are still the only real choice for packing fresh-baked, pre-packed bread.

"We cannot avoid using plastic bags but we are strongly committed to reducing the quantity of plastic we use in our bread bags. For example, we are examining options that include rounding corners and shortening the bag top. We are also looking at bag foil thickness. We are in contact with our suppliers and, in 2021, we expect to run pilot tests of various new types of packaging."

- Carsten Høihus, Director of Group Procurement



ENERGY CONSUMPTION

BETTER EFFICIENCY = LESS CONSUMPTION

At Kohberg, we strive consistently to improve and optimise our bakeries and our working processes. Our consistent efforts have produced results in a range of areas, e.g. our consumption of oil and gas has fallen in 2020 and is expected to fall further in the coming years. Our success is the result of multiple initiatives and many improvements that have stabilised processes, increased focus and reduced the number of errors, all of which contribute to lower total consumption.

KOHLBERG SELLS ITS TRUCK FLEET

In April 2021, on termination of a retail logistics agreement, Kohberg will sell its fleet of trucks. In future, diesel consumption in connection with distribution will not feature as an item of consumption at Kohberg. However, this does not mean that the environmental impact of distributing our products will disappear. Although we ourselves will no longer be able to influence and reduce consumption, transport and logistics remain part of Kohberg's value chain - as indeed they are decisive for our products' reaching the consumers.



DANISH FLOUR TO MINIMISE TRANSPORT

Flour is the principal ingredient in all Kohberg's bread, cakes and Danish pastries. Flour quality and the bakery's impact on its immediate surroundings depend on the origin of the flour. Bread has a relatively small carbon footprint compared to other food products, and a significant share of the CO2 emissions attributable to bread stems from the transportation of ingredients.

"Danish flour is the main ingredient in all the bread, cakes and pastries we bake at Kohberg. By using Danish flour, we reap a series of benefits, including an appreciable reduction in transport that in turn reduces total CO2 emissions attributable to our bread on its journey from field to fork."

- René Normann Christensen, CEO, Kohberg Bakery Group

The top half of the page features a close-up photograph of several slices of dark, dense bread stacked on a blue textured cloth. The bread is studded with light-colored almond flakes and larger chunks of walnuts. Above the bread, a black and white checkered pattern runs diagonally across the top. In the center of this pattern, the Kohberg logo is displayed within a gold-colored oval frame.

Kohberg

ENVIRONMENTALLY SUSTAINABLE CONSUMPTION

Bread has a relatively small carbon footprint compared with other food products. A significant part of the bread's CO₂ is emitted during transportation of commodities and ingredients. Kohberg does everything in its power to reduce these emissions by baking with Danish flour. Studies conducted by the National Centre for Food and Agriculture show that bread baked using Danish flour emits about 20 % less CO₂ because transportation from a foreign country to Denmark is dispensed with.

"Flour is the main ingredient in our bread, and reducing transportation on this one ingredient makes a difference. There are many benefits associated with baking with Danish flour - a smaller carbon footprint is just one."

- René Normann Christensen, CEO, Kohberg Bakery Group



ENVIRONMENTALLY SUSTAINABLE CONSUMPTION

Consumption of resources			
Focus areas	Goals 2020	Results 2020	Goals and actions 2021
Policies Environment policy Climate policy Risks Chemical substances Water consumption Waste and food waste Biodiversity Animal welfare CO ₂	Process waste 6.75 % process waste from commodities/ingredients (from sourcing to packed end-product) (5,083 tons of food waste from 75,300 tons of forecast total products sold). Action: Ongoing process optimisation. Focus on waste at weekly meetings.	Process waste 7.6 % process waste from commodities/ingredients (from sourcing to packed end-product).	Process waste 7.00 % process waste from commodities/ingredients (from sourcing to packed end-product) Action: Ongoing process optimisation. Focus on waste at weekly meetings.
	Discards 2 % discards of finished products (packed ready for sale). (1,506 tons of discards from 75,300 tons of forecast total products sold). Action: Ongoing process optimisation. Focus on waste at weekly meetings.	Discards 2.4 % discards of finished products (packed ready for sale).	Discards 2.2 % discards of finished products (packed ready for sale). Action: Focus on and optimisation of forecasting and planning to reduce discards.
	Sustainable packaging Plastic packaging Reducing plastic content in packaging by 5-7 % Action: Initiating work to replace foils and plastic types used in bread bags and to adjust bread bag sizing. Plastic bread trays All our plastic bread trays must be made of recycled plastic. Action: Initiating work to replace foils and plastic types used in bread bags and to adjust bread bag sizing.	Sustainable packaging Plastic packaging Reduktion af plast i emballage på 0 %. Plastic bread trays All our plastic bread trays must be made of recycled plastic.	Sustainable packaging Plastic packaging Reducing plastic content in packaging by 5-7 % Action: Consistently replacing foils and plastic types used in bread bags and adjusting bread bag sizing. Plastic bread trays All our plastic bread trays must be made of recycled plastic. Action: All re-purchased bread trays must be made of recycled plastic.



MILJØRIGTIGT FORBRUG

Energy consumption			
Focus areas	Goals 2020	Results 2020	Goals and actions 2021
Policy Climate policy Risks CO ₂	Electricity and gas consumption 820 kWh per ton of finished products, corresponding to a 2.8 % saving compared to 2019. Action: Optimisation and investments in technology.	Electricity and gas consumption 794 kWh per ton of finished products.	Electricity and gas consumption 770 kWh per ton of finished products, corresponding to a 3 % saving compared to 2020. Action: Optimisation and investments in technology.
	Diesel consumption 4.0 km per litre consumed by our own trucks (4 % less efficient than 4.2 km per litre in 2019). Action: Significant change to route plans entails more stops.		Diesel consumption 4,0 km per liter forbrugt på egne lastbiler. Diesel consumption Kohberg's fleet of trucks will be sold off by the end of April 2021, due to termination of a retail logistics agreement.

Pollution			
Focus areas	Goals 2020	Results 2020	Goals and actions 2021
Policy Miljøpolitik Risks Partikelforurening	Particulate emissions All our own trucks comply with stringent EU fuel economy regulations. Action: We continue to operate trucks that comply with stringent EU fuel economy regulations.	Particulate emissions All our own trucks comply with stringent EU fuel economy regulations.	Particulate emissions Kohberg's fleet of trucks will be sold off by the end of April 2021, due to termination of a retail logistics agreement.

A close-up photograph of a man with a mustache, wearing a white t-shirt, holding a large bundle of wheat stalks to his nose and inhaling. He is outdoors in a field of golden wheat under a warm, orange-hued sky at sunset. A black and white checkered banner runs across the top of the image. The Kohberg logo is visible in an oval on the banner and on the man's t-shirt.

Kohberg

GOOD FOOD PRODUCTS

GOOD FOOD PRODUCTS

Alfred Kohberg opened his first bakery in 1960 and soon became famous for his delicious rye bread.

Fifty years on, Kohberg continues to make its products on the same proud baking traditions. At Kohberg, we focus on producing good baked products from high quality ingredients. Making good, tasty products is our most important goal. We select ingredients that meet our own high quality standards and we ensure that they meet consumers' expectations regarding food product safety and responsibility.

FOOD PRODUCT SAFETY

NOTHING LESS THAN THE BEST

The British Retail Consortium's (BRC) Global Standard is a standard that requires food producing companies to comply with the most stringent requirements regarding management, food product safety, hygiene, maintenance and employee training. All three Kohberg bakeries, at Bolderslev, Haderslev and Taastrup respectively, have achieved the international BRC Global Standard for Food Safety. Our bakeries have strong focus on maintaining and consistently optimising the highest standards.

The BRC Food Certificate guarantees consumer health.

All our procedures and work processes are fully described and subject to an annual British Retail Consortium audit.

We also conduct internal audits of BRC requirements. In 2020, two of our bakeries are BRC certified at Grade B. Our bakery in Haderslev is now classified as a BRC Grade A bakery (best possible grading). In 2021, we aim for two of our bakeries to achieve Grade A. In the longer term, we aim for all three bakeries to achieve Grade A.

KEEP ON SMILING

Our strong focus on product safety and hygiene are also accurately reflected in our cooperation with the food safety authorities. While Kohberg is required to meet all applicable regulations, we also expect to meet our customers', employees' and our own expectations. The Danish Veterinary and Food Administration (DVFA) is therefore an important partner, and mandatory DVFA audits ensure that we maintain consistently high standards in every corner of our company.

In 2020, the DVFA awarded our bakeries at Haderslev and Høje Taastrup, warehouse at Søften and cold store in Haderslev an Elite Smiley. At Bolderslev, we have rectified our course but we cannot regain our Elite Smiley until 12 months have elapsed since the last remark. In 2021, we will have one less Elite Smiley due to the warehouse closure at Søften.





HEALTHY FOOD PRODUCTS

KOHBERG BAKES WITH DANISH FLOUR

As a Danish food producing company, Kohberg makes a special effort to give back to the community to which we have belonged for more than 50 years. This is one of the reasons that we opt to use Danish ingredients and Danish flour in our Kohberg rye bread and other fresh-baked, pre-packed bread.

Of course, the ingredients we use in our fresh-baked, pre-packed bread are grown environmentally responsibly. Our flour is cultivated without plant growth regulators or pesticides containing glyphosate. Since 2019, the main ingredient in our bakery products has been flour that is grown, harvested and ground to flour in Denmark. Danish crops and food products are subject to impeccably thorough scrutiny, which results in very high food safety standards for the bread, cakes and pastries that Kohberg bakes.



FOCUS ON WHOLE GRAINS

One of the official dietary recommendations that is of benefit to human health and the environment is to include fibre-rich whole grains. At Kohberg, we seek to contribute to Danes' having access to food products that make it possible to follow the official dietary recommendations.

Many Kohberg products contain whole grains and we are dedicated to adjusting our recipes so that they contain as many whole grains as possible while the bread continues to taste as it should and retain its texture. We bake delicious bread to cater for all tastes and occasions. Anyone wishing to eat whole grains has plenty to choose from in the Kohberg product range.

In 2020, wholemeal flour accounted for 47 % of our total flour consumption.



MORE DANISH INGREDIENTS

At Kohberg, we believe that good quality ingredients are imperative to ensure that our bread, cakes and pastries meet our own and consumer expectations. In addition to their being of high quality, our ingredients have to meet many other requirements: For example, the flour we use must be cultivated without plant growth regulators and pesticides containing glyphosate. Baking with Danish flour ensures that we meet these requirements.

"For several years now, Kohberg has used Danish flour as the main ingredient in all our bread, cakes and pastries. This applies to both conventional and organic rye and wheat. But our commitment does not stop at flour. In 2020, we introduced new goals for using Danish oats and butter. This means, for example, that, from 2021, we will bake solely with Danish butter."

- Britt Hougaard, Marketing and Communication Manager



WHOLE GRAIN AND KEYHOLE LABELS

Kohberg is a member of the Danish Whole Grain partnership, which works to ensure that Danes have access to whole grain foods as part of healthy and varied diet. We assess every new Kohberg bread to determine if it qualifies to carry the Whole Grain Label and/or the Nordic Keyhole label.

"The Whole Grain Label and the Nordic Keyhole Label are signals to consumers who wish to eat a healthy and varied diet that contains whole grains. On average, Danes consume 63 g of whole

grains a day. The official recommendation is 75 g per day, or three slices of our delicious Herkules rye bread."

- Britt Hougaard, Marketing and Communication Manager

In 2020, 21 of Kohberg's fresh-baked, pre-packed bread and buns carried the Whole Grain Label, while 28 fresh-baked, pre-packed bread and buns carried the Nordic Keyhole Label.



SUSTAINABLE COMMODITIES/INGREDIENTS

Kohberg takes responsibility in many fields – also in connection with choosing ingredients that must not only meet but also exceed our quality requirements. As a Danish food producing company, we seek to take official regulations and legal requirements to a higher level. We set high standards on our customers' behalf.

NO EGGS FROM CAGED HENS

Kohberg is a bakery that is concerned about animal welfare. We have therefore decided never to include eggs from caged hens in our bread, cakes and pastries.

This decision was made in 2016. Our ingredients suppliers are obliged to ensure that they do not deliver eggs to us from caged hens.

CERTIFIED PALM OIL

Kohberg joined Roundtable on Sustainable Palm Oil (RSPO) in 2012. Since then, we have only used certified segregated palm oil. The RSPO-certified palm oil requirement applies throughout our supply chain. We have also developed product variants, in which we use alternatives to palm oil. This applies e.g. to our vegan Danish pastries.



GOOD FOOD PRODUCTS

Food product safety			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policies Human rights policy Risks Food product safety	BRC certificates All three locations are awarded a BRC food safety certificate. Action: Certification conducted by a third-party accreditation agency.	BRC certificates All three locations are awarded a BRC food safety certificate. Grade A at one location (Haderslev) and Grade B at two locations (Taastrup and Bolderslev).	BRC certificates All three locations are awarded a BRC food safety certificate. Grade A at two locations, Grade B at one location. Action: Certification will be conducted by a third-party accreditation agency.
	Elite Smiley The Danish Veterinary and Food Administration's (DVFA) has awarded an Elite Smiley to four of our five locations. Action: DVFA inspections.	Elite Smiley The Danish Veterinary and Food Administration's (DVFA) has awarded an Elite Smiley to four out of five locations.	Elite Smiley The Danish Veterinary and Food Administration's (DVFA) awards an Elite Smiley to all four locations. Action: DVFA inspections. Kohberg locations reduced to four from April 2021.
	Internal audits 14 internal audits conducted, reviewing BRC requirements at our own locations. Action: Internal audits conducted.	Internal audits 14 internal audits conducted, reviewing BRC requirements at our own locations.	Internal audits 12 internal audits conducted, reviewing BRC requirements at our own locations. Action: Internal audits conducted. No. of audits reduced to 12 because Kohberg has one less location from April 2021.
	Internal audits Conduct two supplier audits. Action: Audits of selected suppliers conducted.	Internal audits 2 supplier audits conducted.	Internal audits 2 planned supplier audits. Action: Conduct audits of selected suppliers.



GOOD FOOD PRODUCTS

Healthy food products			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policies Human rights policy Risks Food product safety Chemical substances Pollution	Glyphosate All flour and grain products purchased are glyphosate-free Action: Suppliers required to deliver glyphosate-free ingredients.	Glyphosate All flour and grain products purchased are glyphosate-free	Glyphosate All flour and grain products purchased are glyphosate-free Action: Suppliers are required to deliver ingredients free of plant growth regulators.
	Plant growth regulators All flour and grain products purchased are free of plant growth regulators. Action: Suppliers are required to deliver ingredients free of plant growth regulators	Plant growth regulators All flour and grain products purchased are free of plant growth regulators.	Plant growth regulators All flour and grain products purchased are free of plant growth regulators. Action: Suppliers are required to deliver ingredients free of plant growth regulators.
	Danish ingredients <u>Rye - conventional</u> All conventional rye and rye flour purchased are cultivated in Denmark. <u>Rye - organic</u> At least 75 % of organic rye and rye flour purchased is cultivated organically in Denmark. <u>Wheat - conventional</u> At least 75 % of conventional wheat and wheat flour purchased is cultivated in Denmark. <u>Wheat - organic</u> At least 50 % of organic wheat and wheat flour purchased is cultivated organically in Denmark. Action: Suppliers required to deliver rye and wheat of Danish origin.	Danish ingredients <u>Rye - conventional</u> All conventional rye and rye flour purchased are cultivated in Denmark. <u>Rye - organic</u> At least 75 % of organic rye and rye flour purchased is cultivated organically in Denmark. <u>Wheat - conventional</u> At least 75 % of conventional wheat and wheat flour purchased is cultivated in Denmark. <u>Wheat - organic</u> At least 50 % of organic wheat and wheat flour purchased is cultivated organically in Denmark.	Danish ingredients <u>Rye - conventional</u> All conventional rye and rye flour purchased are cultivated in Denmark. <u>Rye - organic</u> At least 75 % of organic rye and rye flour purchased is cultivated organically in Denmark. <u>Wheat - conventional</u> At least 75 % of conventional wheat and wheat flour purchased is cultivated in Denmark. <u>Wheat - organic</u> At least 50 % of organic wheat and wheat flour purchased is cultivated organically in Denmark. <u>Oats (new goal)</u> At least 75 % of conventional oats and oat flour/oatmeal purchased is cultivated in Denmark. <u>Butter (new goal)</u> All butter purchased is of Danish origin. Action: Suppliers required to deliver rye, wheat, oats and butter of Danish origin.



GOOD FOOD PRODUCTS

Healthy food products			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policies Human rights policy Risks Food product safety Chemical substances Pollution	Wholemeal flour 47 % of total consumption of flour is wholemeal flour. Calculated on total consumption of flour in all bread types (Kohberg brand and private label). Action: Suppliers required to deliver glyphosate-free ingredients.	Wholemeal flour 47 % of total consumption of flour is wholemeal flour. Calculated on total consumption of flour in all bread types (Kohberg brand and private label).	Wholemeal flour 47.5 % of total consumption of flour is wholemeal flour. Calculated on total consumption of flour in all bread types (Kohberg brand and private label). Action: Focus on the use of wholemeal flour in recipes and product development.
	The Nordic Keyhole label 61 % of Kohberg's total number of fresh-baked, pre-packed bread products carries the Nordic Keyhole label. Action: Recipe monitoring and focus in product development.	The Nordic Keyhole label 56 % of Kohberg's total number of fresh-baked, pre-packed bread products carried the Nordic Keyhole label. (28 of total 50 variants)	The Nordic Keyhole label 60 % of Kohberg's total number of fresh-baked, pre-packed bread products carried the Nordic Keyhole label. Action: Recipe monitoring and focus in product development.



GOOD FOOD PRODUCTS

Ansvarlige råvarer			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policies Environment policy Risks Biodiversity Animal welfare Child labour Slavery Working conditions Wages Chemical substances	Eggs No eggs purchased come from caged hens. Action: Commodities/ingredients requirements: Suppliers required to deliver free-range and organic eggs.	Eggs No eggs purchased come from caged hens.	Eggs No eggs purchased come from caged hens. Action: Commodities/ingredients requirements: Suppliers required to deliver free-range and organic eggs.
	Palm oil All palm oil purchased is RSPO-certified. Action: Commodities/ingredients requirements – suppliers required to deliver RSPO (Roundtable of Sustainable Palm Oil)-certified palm oil.	Palm oil All palm oil purchased is RSPO-certified.	Palm oil All palm oil purchased is RSPO-certified. Action: Commodities/ingredients requirements – suppliers required to deliver RSPO (Roundtable of Sustainable Palm Oil)-certified palm oil.
	Organic flour 7 % of total consumption of flour is organic flour. Calculated on total consumption of flour in all bread types (Kohberg brand and private label). Action: Focus on the use of organic flour in recipes and product development.	Organic flour 7.12 % of total consumption of flour is organic flour. Calculated on total consumption of flour in all bread types (Kohberg brand and private label).	Organic flour 7 % of total consumption of flour is organic flour. Calculated on total consumption of flour in all bread types (Kohberg brand and private label). Action: Focus on the use of organic flour in recipes and product development.
	Vegan 66 % of Kohberg's total number of fresh-baked, pre-packed bread products is vegan. Action: Commodities/ingredients requirements – suppliers.	Vegan 66 % of Kohberg's total number of fresh-baked, pre-packed bread products is vegan. (33 out of 50 variants).	Vegan 68 % of Kohberg's total number of fresh-baked, pre-packed bread products is vegan. Action: Commodities/ingredients requirements – suppliers.



A GOOD PLACE TO WORK

A GREAT PLACE TO WORK

We employ 496 people at our bakeries and warehouse, and in sales and administration. We believe it is important that Kohberg is a good, responsible and safe place to work. Therefore we focus on developing initiatives that improve safety at work and ensure that we can accommodate the different types of people we employ and how we ensure that the individual employee thrives and develops competences.

OCCUPATIONAL HEALTH AND SAFETY

CHANGE TAKES TIME BUT WE HAVE FOUND THE KEY

As Kohberg is a production company, safety is a priority issue for us. We strive to improve the working environment and safety across the organisation. We record all accidents and injuries at work and near misses. In the past, we aimed to record more near misses as such reports show where we need to implement changes and adopt new routines.

Since 2019, we have been in the process of constructing a new safety organisation that focuses e.g. on identifying risks and scheduling prioritised initiatives. In 2021, we will prioritise six initiatives in four different areas.

This process taught us that change takes time. We sadly failed to reach the targeted 25 % reduction in

the number of reported accidents and injuries.

On the contrary, we recorded a slight increase: 34 injuries. However, we are certain that, with the introduction of the new safety structure and approach, we are on the right track and that in 2021 we will succeed in reducing the number of reported accidents and injuries to 25.

The fact that we focused on our “blind spots” during the past year means that we are now capable of doing something about them. We are pleased to report that our employees are now more likely to report minor injuries and that the number of reported near misses increased from 167 in 2019 to more than 200 in 2020.

WORK ENVIRONMENT SMILEY

Kohberg cooperates with the authorities on the work environment at the company as a matter of course. The Danish Working Environment Authority visited Kohberg three times in 2020 to check that we comply with current regulations and legal requirements.

We have an effective works committee that helps to spotlight this area. In 2020, four out of five Kohberg locations has a green Work Environment Smiley. The Smiley shows that we meet work environment regulations regarding e.g. noise, heavy lifting and the mental work environment. In 2021, we aim to achieve a full house of green Smileys.



BRIAN ORGANISES SAFETY

Brian Vestergaard Olesen has been a busy man ever since he started working as OHSE Coordinator in October 2019. He spent his first year building a new OHSE organisation, and selecting and prioritising the company's future tasks and goals. In future, Kohberg will have a more systematic approach to safety than ever before.

In 2020, Kohberg had four specific safety initiatives and in 2021 the goal is to conduct six initiatives in four specific areas: Fewer accidents, handling chemical substances, ergonomics and a strong safety culture. We have a separate plan for each initiative, which means that e.g. all leaders and members of the OHSE organisation will attend work environment training before the end of the year. We have great expectations. For example, in 2021, we aim to reduce the number of accidents involving a means of transport by 50 % and to eliminate accidents associated with chemical substances.

"Yes, we've set the bar high. In principle, our goal should be zero accidents. We don't want to see anyone getting injured. The fact is though that we have to take the inevitable human factor into account. For example, anyone can forget a safety instruction or be distracted for a moment while performing a work task."

- Brian Vestergaard Olesen, OHSE Coordinator



TOLERANT WORKPLACE

EVERYONE IS WELCOME HERE

Kohberg can accommodate – and is indeed very willing to accommodate – special needs. We are all different and society must provide more jobs that are adapted to the individual. At Kohberg, we employ a number of people on special conditions of employment. In 2020, there were nine people in flexijobs at Kohberg, seven in production and two in administration. Kohberg will also need qualified employees in the future. It is therefore important that we take responsibility for training the next generation of qualified employees and give them the chance to learn relevant competencies and gain useful work experience – whether, in the end, these new skills will be used to our own or another company's advantage.

In 2021, we expect to have 10 apprentices in the organisation. The latest apprenticeship is established in our accounts department. In 2021, we will take on new apprentice industrial operators as our current apprentices complete their apprenticeships. This is to ensure that that our apprentices' periods of practical work experience are as beneficial as possible.

Throughout the year, Kohberg welcomes many people on practical work experience, all of whom, for some reason, need a helping

hand to gain a foothold in the employment market. A period of practical work experience usually lasts three months, after which time there are various opportunities to continue the induction process – if both parties so wish and if there are vacancies at Kohberg.

WOMEN AT THE TOP

We aim to achieve an appropriate equal distribution of men and women in managerial positions. We therefore strive to ensure that every employee has the same opportunities, regardless of gender. Nevertheless, when we hire new employees and appoint leaders, we seek to ensure that we hire the best candidate regardless of gender.

In 2020, we recorded gender distribution in the extended leadership group for the first time. There are 24 employees, of whom seven are women. This corresponds to 29 % of the total and progress on the previous year. The executive board of the Kohberg Bakery Group counts one woman and four men (20 %). We regard both ratios as satisfactory. By 2022, we aim to have at least one woman on the Board of Kohberg Bakery Group (one of four seats = 25 %). There were no elections to the Board in 2020 so the situation is unchanged.



IT TOOK RENÉ 12 YEARS TO FOLLOW HIS DREAM

At 32, René Larsen is well on the way to becoming Kohberg's first qualified bakery operative. This is a new apprenticeship that provides a theoretical foundation for people who already have practical experience of working at a bakery. René is just such a person.

He has worked in production and packing at Kohberg for 12 years but never took vocational training. In his early twenties, René could not find an education that suited him. He thought about becoming an electrician. Then, when the financial crisis hit, apprenticeships were thin on the ground. Rather than study, René accepted permanent employment at Kohberg.

It was not until last year, during a short course of further training, that his tutor at Kold College in Odense collared him and suggested that he study to become a bakery operative that René realised he actually did wish to study. "When my tutor told me about the training, I thought, that'd do me fine. I get myself a qualification, one that uses all the skills I already have and allows me to work my practical work experience modules at Kohberg. Absolutely perfect," says René Larsen.

Even though René already knew a great deal about baking, he has learned much more that he can use in the course of an ordinary working day.

"I am now wiser about baking as a profession and I have a better understanding of how everything works. For example, I took a module in which we learned to bake white bread by hand. Suddenly, the white bread production process back home at Kohberg makes much better sense to me because it reflects traditional bread-baking processes," says future Bakery Operative René Larsen.



HANS CHRISTIAN SNAPPED UP BY THE RYE BREAD DEPARTMENT

From time to time, you hear the story of the lad on the shop floor who ends up becoming a company director. There is a story of this kind at Kohberg, although, at Kohberg, the protagonist's promotion came through much faster. In January, Hans Christian Brinch Hansen, a 31-year-old apprentice process operator, was appointed Operations Manager in the rye bread department.

"It was surreal to be given such a great opportunity. I wasn't expecting anything of the sort. But there was no doubt in my mind. I jumped at the chance. I feel my apprenticeship has taught me everything I need to know. I have worked in every department at Kohberg, which means that I have an in-depth understanding of the company and also that I can bring the best of all the departments into my new job," says Hans Christian Brinch Hansen.

Hans Christian Brinch Hansen had already decided on training to become a process operator when, four years ago, he spotted a job ad. Kohberg was offering process operator apprenticeships. The apprenticeship combines theory and practice. There are six classroom modules at an institute of education and, for the remainder of the apprenticeship, the apprentice works in various departments, where he/she is set to work e.g. on projects.

"I work best hands on. I would hate to take training or to work somewhere where I had to sit down all the time. Here, I work with many different types of machinery and I am actively involved in making sure that production runs smoothly. It's perfect for me," says Hans Christian Brinch Hansen, newly appointed Operations Manager.



A GREAT PLACE TO WORK

Occupational health and safety			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Employees' rights policy Risks Safety at work Healthy workplace	Industrial accidents 25 % reduction in accidents and injuries with absence reported compared to 32 reported accidents and injuries in 2019. Action: Additional resources to analyse accidents and near-misses with a view to learning and prevention. Strengthening the organisation through hiring an OHSE Coordinator.	Industrial accidents 34 reported work-related injuries and industrial accidents leading to absence. The goal to reduce this figure has not been achieved.	Industrial accidents 25 % reduction in accidents and injuries with absence reported, compared to 34 reported accidents and injuries in 2020, corresponding to maximum 25 reported accidents and injuries leading to absence. Action: Focus on analysing accidents and near-misses with a view to learning and prevention.
	Industrial accidents compared to sector A reduction in the number of accidents to bring the number of accidents at Kohberg to the national average for hazardous work (or lower) and for sector statistics regarding serious occupational injuries per 1,000 employees (incidence rate) In 2019, Kohberg's incidence rate for serious occupational injuries was 138. The average for the sector was 31. Action: More focus on safety, goal-oriented instructions and safe behaviour. Safety is the first item on the agenda at whiteboard and production meetings throughout the organisation.	Industrial accidents compared to sector In 2020, Kohberg's incidence rate for serious occupational injuries was 69 (compared to sector's 31).	Industrial accidents compared to sector Kohberg's incidence rate must be reduced to 31, corresponding to the sector's incidence rate for serious occupational injuries per 1,000 employees. At Kohberg, this equates to no more than two serious injuries a year. Action: More focus on safety and goal-oriented instructions and extra focus on safe behaviour. Safety is the first item on the agenda at whiteboard and production meetings throughout the organisation.
	Near misses More than 200 in-house reports of near misses (industrial accidents and injuries). Action: Information about the importance of reporting and taking action on reported near misses	Near misses 203 reported near misses (industrial accidents and work-related injuries) reported.	Near misses 250 in-house reports of near misses (industrial accidents and injuries). 90% of all near misses must be resolved or referred to work place assessment within a week. Action: Information about the importance of reporting and taking action on reported near misses



A GREAT PLACE TO WORK

Occupational health and safety			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Employees' rights policy Risks Safety at work Healthy workplace	Special initiatives Four special upskilling initiatives/projects (one in each quarter) about work environment cooperation. We seek to ensure that everyone is well acquainted with this work. Action: Four special initiatives nominated and prioritised in 2020: 1) Internal traffic and safety, uniform marking and regulations in all buildings. 2) Contingency plans and first aid - conduct drill. 3) Reduce accidents via nudging processes. 4) Draw up a plan for OHSE work in the coming years (2021-2022).	Special initiatives Two special initiatives are completed. Two others are still in progress.	Special initiatives Four special upskilling initiatives/projects (one in each quarter + conclusion of two launched in 2020) regarding work environment cooperation. We seek to ensure that everyone is well acquainted with this work. Action: 1) Internal traffic and safety, uniform marking and regulations in all buildings. 2) Contingency plans and first aid - conduct drill. 3) Risk assessment and accident investigation for leaders and health & safety representatives 4) Focus on behaviour, including machine safety for operators. 5) Training all employees to work with chemical substances - instructed by certified supplier. 6) Mapping ergonomic challenges in every department.
	Work Environment Smiley All five locations are awarded a Danish Working Environment Authority green Work Environment Smiley. Action: Special focus on working environment.	Work Environment Smiley Four out of five locations are awarded a Danish Working Environment Authority green Work Environment Smiley. Three Danish Working Environment Authority audits in 2020.	Work Environment Smiley Four out of four locations are awarded a Danish Working Environment Authority green Work Environment Smiley. Action: Special focus on work environment. Kohberg locations reduced to four from April 2021.



A GREAT PLACE TO WORK

Tolerant workplace			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Employee rights policy Human rights policy Risks Discrimination Employment conditions	Special positions 9 flexijobs 13 apprenticeships (6 apprentice process operators, 5 apprentice automation technicians, 1 apprentice baking operative and 1 accounting apprentice). Action: Encourage staff leaders to consider creating special positions and to continue to take on apprentices.	Special positions 9 flexijobs 13 apprenticeships (6 apprentice process operators, 5 apprentice automation technicians, 1 apprentice baking operative and 1 accounting apprentice)	Special positions 9 flexijobs 10 apprenticeships: (3 apprentice process operators, 5 automation technicians, 1 apprentice baking operative, 1 accounting apprentice). Action: Encourage staff leaders to consider creative special positions and to continue to take on apprentices.
	Gender distribution on the Board of Directors 25 % of board members is female (one out of four) (Target by end of 2022) Action: By 2022, Kohberg aims to have at least one female Board member. Nevertheless, when we appoint members to the Board, we seek to ensure that we hire the best candidate(s) regardless of gender.	Gender distribution on the Board of Directors 0 % of board members is female (none of the four)	Gender distribution on the Board of Directors 25 % of board members is female (one out of four) (Target by end of 2022). Action: By 2022, Kohberg aims to have at least one female Board member. Nevertheless, when we appoint members to the Board, we seek to ensure that we hire the best candidate(s) regardless of gender.
	Gender distribution in executive management At least 20 % in executive management is female (six out of 29 in executive management) Kohberg aims to achieve an appropriate equal distribution of men and women in managerial positions. Action: When hiring new leaders, if we have suitable candidates, candidates of both genders will be invited to interview. Nevertheless, when hiring/nominating managerial staff, we will always seek to ensure that we hire/nominate the best candidate(s) regardless of gender.	Gender distribution in executive management 29 % of Kohberg's executive management is female (seven out of 24 in executive management). Kohberg aims to achieve an appropriate equal distribution of men and women in managerial positions.	Gender distribution in executive management At least 20 % in executive management is female (five out of 24 in executive management) Kohberg aims to achieve an appropriate equal distribution of men and women in managerial positions. Action: When hiring new leaders, if we have suitable candidates, candidates of both genders will be invited to interview. Nevertheless, when hiring/nominating managerial staff, we will always seek to ensure that we hire/nominate the best candidate(s) regardless of gender.



A GREAT PLACE TO WORK

Employee Development			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Employee rights policy Human rights policy Risks Employment Conditions Safety at work Healthy workplace	Education and training Education for salaried and weekly-paid staff (as needed). Action: Four special initiatives identified and prioritised in 2020: 1) Internal traffic and safety, uniform marking and regulations in all buildings. 2) Contingency plans and first aid - conduct drill. 3) Reduce accidents via nudging processes 4) Draw up a plan for OHSE work in the coming years (2021-2022)	Education and training COVID-19 prevented us from realising much external education and training. However, we did manage to run some training courses despite the restrictions.	Education and training Education for salaried and weekly-paid staff (as needed). Action: Maintain high quality of education and further training for hourly-paid and salaried employees. External training for salaried employees, conduct industrial skills development (IKUF) training and in-house project management courses.
	Leadership training Thirty leaders are currently undergoing a leadership development programme. Action: Kohberg Leadership Academy runs leadership training courses with external consultants Learn2Lead.	Leadership training 36 leaders have completed the Kohberg Leadership Academy and Learn2Lead leadership development programme (three modules).	Leadership training Twenty leaders are currently undergoing the leadership development programme. Action: Leaders at the next level (approx. 20) will take the Kohberg Leadership Academy leadership training course with external consultants Learn2Lead.



RESPONSIBLE CORPORATE GOVERNANCE

RESPONSIBLE CORPORATE GOVERNANCE

We at Kohberg do our utmost to act with decency and respect as these are two essential values at the company. We have strong focus on responsibility and transparency, and are proud that we are consistently on the right side of the law, e.g. in marketing, competition and combating corruption. Our Code of Conduct demands much of us. CoC requirements apply throughout the supply chain.

SUPPLIER MANAGEMENT

As a food producing company, it is essential that Kohberg has suppliers who are reliable and cooperative. We maintain close contact with our suppliers who are subject to scrutiny and evaluation on a number of parameters. We check them in accordance with the obligations implicit to our BRC accreditation and because we have a declared aim to develop our suppliers and our partnerships with them.

The Supplier Code of Conduct obliges suppliers to a set of ethical regulations that apply to management and employees within several areas, including human rights, labour rights and corruption. Suppliers must also act responsibly with respect to climate and environment.

All Kohberg suppliers of commodities and ingredients, packaging and wholesale goods have signed the Supplier Code of Conduct. This is because these suppliers have a direct effect on our bread, cakes and pastries and it is therefore especially important that they sign the SCoC. 65 % of total purchase volume is sourced from suppliers who have signed the SCoC.



ALL SUPPLIERS ARE ASSESSED

Kohberg's bakeries are operational 365 days a year. We make daily deliveries to supermarkets, wholesalers and other customers across Denmark. Our fresh-baked, pre-packed bread stays fresh only for a few days and customers expect to have fresh bread. Similarly, Kohberg expects much of its suppliers.

"We conduct an annual risk assessment for each of our suppliers of commodities and ingredients, packaging and wholesale goods. We rate these suppliers on a scale of 1-5 and on

a range of parameters. If their aggregated score is too low, we work with the supplier on a plan to improve on their shortcomings. If this is not possible, we will try to find an alternative supplier. In this way, we achieve reliable deliveries of good quality ingredients. This is imperative for us."

- Carsten Høihus, Director of Group Procurement

FAIRNESS

HONEST MARKETING PRACTICES

At Kohberg, we believe it is important to take responsibility and present ourselves to the world as fair and honest people. Naturally, this also applies to how we market Kohberg and our bread, cakes and pastries. Our marketing campaigns are always decent, honest and truthful.

We meet every legal requirement and we respect the principles of fair competition. To meet our own requirements and standards, relevant members of staff are continually taught competition law and compliance, and new employees attend a similar training course, if relevant.

OPENNESS

WE LAY ALL OUR CARDS ON THE TABLE

This report is Kohberg's annual report on our corporate social responsibilities in pursuance of the Danish Annual Statements Act. However, the report is also a tool that helps us to hone our performance year on year. We lay all our cards on the table. We describe how we act responsibly and sustainably with regard to our consumption, food products, employees and management. The 2020 CSR Report tells us not only what we do well but also where there is room for improvement.

The same report is filed as our annual CoP (Communication on Progress) with regard to the United Nations Global Compact scheme.



RESPONSIBLE CORPORATE GOVERNANCE

Supplier management			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Human rights policy Labour rights policy Climate policy Environment policy Anti-corruption policy Risks All risks	Supplier Risk Assessment At least 70 % of purchase volume (DKK) must be sourced from risk-assessed suppliers. Action: Select suppliers for audit and conduct risk assessment.	Supplier Risk Assessment 70 % of purchase volume (DKK) is sourced from risk-assessed suppliers	Supplier Risk Assessment 75 % of purchase volume (DKK) must be sourced from risk-assessed suppliers. Action: Select suppliers for audit and conduct risk assessment.
	Supplier Risk Assessment - commodities/ingredients, packaging & wholesale goods 100 % of purchase volume (DKK) must be sourced from risk-assessed suppliers of commodities/ingredients, packaging and wholesale goods. Action: Select suppliers for audit and conduct risk assessment.	Supplier Risk Assessment - commodities/ingredients, packaging & wholesale goods 100 % of purchase volume (DKK) is sourced from risk-assessed suppliers of commodities/ingredients, packaging and wholesale goods.	Supplier Risk Assessment - commodities/ingredients, packaging & wholesale goods 100 % of purchase volume (DKK) must be sourced from risk-assessed suppliers of commodities/ingredients, packaging & wholesale goods. Action: Select suppliers for audit and conduct risk assessment.
	Signing the Supplier Code of Conduct - all external purchases At least 65 % of purchase volume (DKK) is sourced from suppliers who have signed the SCoC. Action: Obtain signatures and assess if more purchase categories should also sign.	Signing the Supplier Code of Conduct - all external purchases 65 % of purchase volume (DKK) is sourced from suppliers (all external purchases) who have signed the SCoC.	Signing the Supplier Code of Conduct - all external purchases At least 70 % of purchase volume (DKK) is sourced from suppliers (all external purchases) who have signed the SCoC. Action: Obtain signatures and assess if more purchase categories should also sign



RESPONSIBLE CORPORATE GOVERNANCE

Supplier management (continued)			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Human rights policy Labour rights policy Climate policy Environment policy Anti-corruption policy Risks All risks	Signing the Supplier Code of Conduct - suppliers of commodities/ ingredients, packaging and wholesale goods 100 % of purchase volume (DKK) must be sourced from suppliers of commodities/ ingredients, packaging & wholesale goods who have signed the SCoC. Action: Obtain signatures.	Signing the Supplier Code of Conduct - suppliers of commodities/ ingredients, packaging and wholesale goods 100 % of purchase volume (DKK) is sourced from suppliers of commodities/ ingredients, packaging & wholesale goods who have signed the SCoC.	Signing the Supplier Code of Conduct - suppliers of commodities/ ingredients, packaging and wholesale goods 100 % of purchase volume (DKK) must be sourced from suppliers of commodities/ ingredients, packaging & wholesale goods who have signed the SCoC. Action: Obtain signatures.
	Signing the Supplier Code of Conduct - commodities/ ingredients, packaging, wholesale goods, cleaning & logistics Min. 65 % af indkøbsvolumen i DKK, der er fra råvare-, emballage-, handelsvare-, rengørings- & logistikleverandører, skal have underskrevet SCoC. Action: Obtained signatures.	Supplier Risk Assessment - commodities/ ingredients, packaging, wholesale goods, cleaning & logistic 65 % of purchase volume (DKK) is sourced from suppliers of commodities/ ingredients, packaging, wholesale goods, cleaning & logistics, who have signed the SCoC.	Supplier Risk Assessment - commodities/ ingredients, packaging, wholesale goods, cleaning & logistics At least 70 % of purchase volume (DKK) must be sourced from suppliers of commodities/ ingredients, packaging, wholesale goods, cleaning & logistics, who have signed the SCoC. Action: Obtained signatures.
	Self-assessment - all external purchases At least 65 % of purchase volume (DKK) is sourced from suppliers (all external purchases) who have completed a self-assessment. Action: Suppliers have completed a self-assessment. Kohberg has evaluated if more purchasing categories shall complete a self-assessment.	Self-assessment - all external purchases 65 % of purchase volume (DKK) is sourced from suppliers (all external purchases) who have completed a self-assessment.	Self-assessment - all external purchases 70 % of purchase volume (DKK) is sourced from suppliers (all external purchases) who have completed a self-assessment. Action: Suppliers complete a self-assessment. Kohberg will evaluate if more purchasing categories shall complete a self-assessment.



RESPONSIBLE CORPORATE GOVERNANCE

Fairness			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Anti-corruption policy Human rights policy Risks Unfair marketing Corruption Distortion of competition	Fair marketing Zero legal decisions for breach of marketing legislation committed or caused by Kohberg Bakery Group A/S. Action: We have conducted legal, decent, honest and truthful marketing campaigns and we respect national regulations and the principles of fair competition. Moreover, relevant employees have received compliance training.	Fair marketing Zero legal decisions for breach of marketing legislation committed or caused by Kohberg Bakery Group A/S.	Fair marketing Zero legal decisions for breach of marketing legislation committed or caused by Kohberg Bakery Group A/S. Action: We plan legal, decent, honest and truthful marketing campaigns and we respect national regulations and the principles of fair competition. Moreover, relevant employees have received compliance training.
	Anti-corruption Zero legal decisions for breach of anti-corruption legislation committed or caused by Kohberg Bakery Group A/S. Action: Focus on anti-corruption throughout the organisation.	Anti-corruption Zero legal decisions for breach of anti-corruption legislation committed or caused by Kohberg Bakery Group A/S.	Anti-corruption Zero legal decisions for breach of anti-corruption legislation committed or caused by Kohberg Bakery Group A/S. Action: Focus on anti-corruption throughout the organisation.

Openness			
Focus areas	Goals and actions 2020	Results 2020	Goals and actions 2021
Policy Anti-corruption policy Human rights policy Risks All risks	CSR Report Publication of CSR Report 2019 Action: Collected CSR data and published CSR Report	CSR Report CSR Report 2019 published	CSR Report Publication of CSR Report 2020 Action: Collected CSR data and published CSR Report

A man in a white baker's cap and t-shirt is smiling and holding a large, dark, seeded loaf of bread. He is in a bakery with racks of bread in the background. A checkered pattern is visible at the top of the image.

UNITED NATIONS GLOBAL COMPACT



UNITED NATIONS GLOBAL COMPACT

Kohberg Bakery Group has joined the UN Global Compact and therefore follows its ten principles, from which two of our focus areas are derived: Human beings & Health, and Environment & Climate.

Every area associated with human rights, employees' rights and anti-corruption was rated as "satisfactory", as they are covered by our Code of Conduct and legislative requirements in "low-risk countries".

We strive to reduce our impact on the environment and climate, and consider our efforts in these fields to be predominantly "green". We are aware that we have a responsibility to protect the environment and this continues to be an important focus area for us.



IN THIS REPORT, WE ADDRESS THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT AS FOLLOWS:

PRINCIPLE	PAGES
1 The company supports and respects the protection of internationally proclaimed human rights	15-23, 24-33, 44-50
2 The company makes sure it is not complicit in human rights abuses	15-23, 24-33, 44-50
3 The company upholds the freedom of association and the effective recognition of the right to collective bargaining	34-43, 44-50
4 The company supports measures to eliminate all forms of forced and compulsory labour	34-43, 44-50
5 The company upholds the effective abolition of child labour	34-43, 44-50
6 The company upholds the elimination of discrimination in respect of employment and occupation.	34-43, 44-50
7 The company supports a precautionary approach to environmental challenges	15-23, 24-33, 44-50
8 The company undertakes initiatives to promote greater environmental responsibility	15-23, 24-33, 44-50
9 The company promotes the development and diffusion of environmentally friendly technologies	15-23, 24-33, 44-50
10 The company is opposed to corruption in all its forms, including extortion and bribery	44-50



COMPANY PROFILE

ORGANISATION

Company name: Kohberg Bakery Group A/S

Website URL: www.kohberg.dk & www.kohberg.com

Headquarters: Kernesvinget, 6392 Bolderslev,

Denmark Ownership: Koff A/S (90-99.99 percent)

Employees: 497

REPORT

Report period: 1/1 2020 - 31/12 2020

Reporting practices: We report in pursuance of Articles 99a and 99b of the Danish Annual Accounting Act.

The report comprises information regarding: All companies in Kohberg Bakery Group A/S

GOVERNANCE

If you have any questions, the contact person with regard to this report and the person generally responsible for CSR is CEO René Normann Christensen (rnch@kohberg.com)



The image features a stylized sunflower with bright yellow petals and a dark brown, textured center. The sunflower is positioned on the right side of the frame. To its left, a black and white checkered pattern covers a triangular area. In the center, overlapping both the sunflower and the checkered pattern, is an oval-shaped logo with a light beige background and a thin brown border. The word "Kohberg" is written in a dark brown, elegant script font within this oval.

Kohberg

Kohberg Bakery Group A/S, Kernesvinget, DK-6392 Bolderslev, Denmark
+45 73 64 64 00, kohberg@kohberg.com www.kohberg.dk, www.kohberg.com