

Palsgaard

2020 REPORT

Corporate  
Social  
Responsibility

Palsgaard®

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As travel restrictions caused by Covid-19 prevented us from physical customer visits, we have invested heavily in digital tools, so that we have been able to continue supporting our customers through video conferences.



# Welcome

Welcome to our Corporate Social Responsibility (CSR) report for the year 2020.

Here is what you can find in this year's report: Our CSR approach is underpinned by Palsgaard's long-standing core values, open communication with our stakeholders, a materiality review, the UN Global Compact (UNGC) and the UN Sustainable Development Goals (SDGs).

Four CSR focus areas and engagement in supporting the UN Development Goals help to keep us aligned when implementing CSR-related activities throughout the organisation.

Having a comprehensive governance portfolio is essential in managing our people, stakeholders along the value chain and our production processes.

Our Responsible Sourcing Programme and Anti-corruption policies are guided by human rights principles outlined by global bodies. By focusing on responsible sourcing of raw materials, we aim to influence other food manufacturers, our customers and consumers in making responsible decisions. We acknowledge the impact that large-scale production has on the environment.

Focusing on energy and environment, we are working tirelessly to reduce our impact as much as possible. Our CO<sub>2</sub>-neutral production sites have been realised through initiatives dating back to 2005, when we implemented straw-fired heating. We aim to achieve CO<sub>2</sub>-neutrality for the whole company by the end of 2025, while carbon-neutral production was accomplished in 2018.

Supplying the food and non-food industries with emulsifier and stabiliser products since our inception over century ago, food quality and safety is essential in how we do business. Our production sites comply with internationally recognised standards with regular auditing. We are diligent in our approach and our clean food recall record is a testament to that.

From the beginning, we have aimed to offer a rewarding, meaningful and safe workplace for all our "heart working people" – no matter where in the world they work.

Our employee satisfaction and motivation results continue to top-rank within the Global Employee and Leadership Index (GELX).

We want to make a meaningful impact in the communities in which we work and throughout the world. Palsgaard engages in a number of activities to give back to those who are less fortunate, addressing areas such as education, job security, physical activity and preservation of local culture.



## About this report

This is Palsgaard’s eleventh annual CSR report, covering the 2020 calendar year. It aims to provide a balanced overview that identifies the impacts and risks of our work with food ingredients and plant-based polymer additives, as well as our activities to counter these risks and to make positive contributions towards a more sustainable world. This report forms part of the management report in the company’s annual report in compliance with the Danish Financial Statements Act, Sections 99a and 99b.

### Report scope

The scope of the report focuses on Palsgaard’s manufacturing companies, and the research and development company Nexus A/S. Where noted, data also includes the Palsgaard Estate and additional subsidiaries. The entities in scope are collectively defined and referred to as ‘Palsgaard’ throughout the report. The underlying methodologies of the reported data are defined in the table ‘Reporting Practice’ on page 26.

### Reporting principles

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, comprehensive option, and the associated supplement for the food processing sector. This year, we have implemented the new GRI Standard disclosure GRI 207 Tax. See our GRI content index on page 28 for a list of GRI indicators and references. The report also forms our Communication On Progress, being a signatory to the UN Global Compact.

The topics included in this report, and the material aspects we cover, were selected and prioritised by Palsgaard management and the CSR team on the basis of their relevance to our own and our stakeholders’ reporting needs. These are detailed in the section on Materiality on page 8.

We consider our most important stakeholders for sustainability to be our customers, our employees, regulatory authorities and local communities.

### Independent review

This report and its data were reviewed by an independent auditor. See the auditor’s statement on page 24.

	<p>This is our <b>Communication on Progress</b> in implementing the principles of the <b>United Nations Global Compact</b> and supporting broader UN goals.</p> <p>We welcome feedback on its contents.</p>
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*This Communication on Progress qualifies for the Global Compact Advanced level*

## CEO statement 2020

Dear reader,

No commentary about 2020 would be appropriate without first mentioning the Coronavirus pandemic and the effect this has had, and will continue to have, on the global population.

It is now just over a year since the pandemic started to have truly worldwide consequences, and during that time we have all been made acutely aware of several important things:

Firstly, how we are all globally interconnected and reliant upon one another. We have learnt that our own actions can and do affect both those in our immediate communities, but also those thousands of miles away.

Secondly, the health and wellbeing of our families and colleagues is absolutely paramount to a well-functioning business and the worldwide economy as a whole. This has never been more apparent than during this pandemic.

The aforementioned aspects of the pandemic have helped to confirm our belief that Palsgaard's commitment to decarbonising our energy usage and continuing to support and lobby for sustainable farming practises for our raw materials is both the right thing morally, but also economically.

In our new "Good Growth Strategy 2025" document, we have the aim of being a CO<sub>2</sub>-neutral enterprise by the end of 2025. This will require further large investments including establishing a solar park near Palsgaard in Denmark, and a waste-water facility to generate biogas, which will help to power our Danish site with 100% green energy by mid-decade.

We are proud to have further reduced our overall energy consumption in 2020 by 5% per kg finished product, this is in addition to the energy improvements we have made in previous years.

We will also continue to examine our international travel activity, with 2020 proving that whilst in-person meetings are often optimal, on many occasions online and video-call meetings can be optimised to provide a suitable alternative and further reduce our reliance on air transportation.

Another aspect of our "Good Growth Strategy" is the continuation of auditing and assisting our main suppliers to practise sustainable sourcing. Post-pandemic this area will have even more focus.

Our commitment to ensuring the health and wellbeing of our own staff, and those visiting Palsgaard locations around the world will be further enhanced. As well as corona-virus specific initiatives, we have increased our focus on work related accidents and the reporting of near misses. We have made large strides in reducing our overall global accident frequency and will continue this work to ensure Palsgaard becomes an even safer place to work.

Palsgaard has been a UNGC signatory since 2011, having committed to adopting the ten UNGC principles in our strategy, culture and day-to-day operations. We will continue to reporting annually on our progress and supporting the UNGC.

We are proud of our achievements highlighted in this document, which were made under challenges unlike any we had faced in living memory. In 2021 further opportunities will present themselves – the journey is everlasting, and very much part of the DNA of Palsgaard.



**Anders Brix**  
Group CEO  
Schou Foundation  
Palsgaard  
25 May 2021



**Jakob Thøisen**  
CEO  
Palsgaard A/S  
Palsgaard  
25 May 2021

## Our journey to the 2020 targets

We are proud to announce that Palsgaard has almost accomplished our targets for 2020. Regrettably, the exception is too many work accidents. We are, however, highly focused on work-related accidents and near misses to reduce the number. A new CSR strategy "Good Growth", with updated CSR targets and KPIs

is in progress. We maintain our focus on work-related accidents as well as climate. What we strive for next is to become a CO<sub>2</sub>-neutral enterprise globally by looking into GHG scope 3. Equally, the use of sustainable raw materials from responsible suppliers becomes even more important to us.

Figure 1

Core CSR figures and targets	2016	2017	2018	2019	2020	Target 2020
CO <sub>2</sub> -emission (kg CO <sub>2</sub> per kg finished product)	0.12	0.11	0	0	0	0
Energy consumption (gross) (kWh per kg finished product)	1.27	1.21	1.12	1.07	1.01	1.05
Water consumption (l per kg finished product)	3.74	3.36	3.34	2.92	2.88	3.17
Accident frequency (per million working hours)	13	20	11	9	8	3

# Making it all possible

## The Schou Foundation

The Schou Foundation oversees the activities of its companies that work to fulfil the foundation’s aims, including Palsgaard A/S and its subsidiaries. The Schou Foundation also supports the Palsgaard Foundation, and establishes and sustains research and development companies in areas that promote its activities.

The companies that share the Schou Foundation’s legacy have a common extended history and the same special culture. Our company’s founder, Einar Viggo Schou, particularly valued responsibility, community and the environment. These are the standards that frame our traditions and our business conduct.

## The objects of the Schou Foundation

- A. To own companies that the Board of Directors of the Foundation may find appropriate for the fulfilment of the other objects of the Foundation.
- B.
  - 1) To preserve and further develop Palsgaard Estate with all its splendours, as a beautiful and pleasant workplace for all employees.
  - 2) To preserve the main building through maintenance and renewal in a manner consistent with the architecture and history of the building, not as a lifeless monument, but in accordance with its purpose and structure as a vibrant family home for either the Director of the Foundation’s activities or for another person linked to the Foundation, who is considered to be a suitable candidate by the Board of Directors of the Foundation in terms of publicly representing the Foundation.
  - 3) To preserve – or expand – the park through maintenance and renewal, which must always be in accordance with the natural conditions and aesthetic values of the Estate.
- C. To establish, own and support independent companies within research and development in connection with the areas that the Foundation’s Board of Directors may find appropriate to promote the activities of the Foundation.
- D. To support the Palsgaard Foundation to the extent that the Schou Foundation deems to be consistent with the other objects of the Schou Foundation.

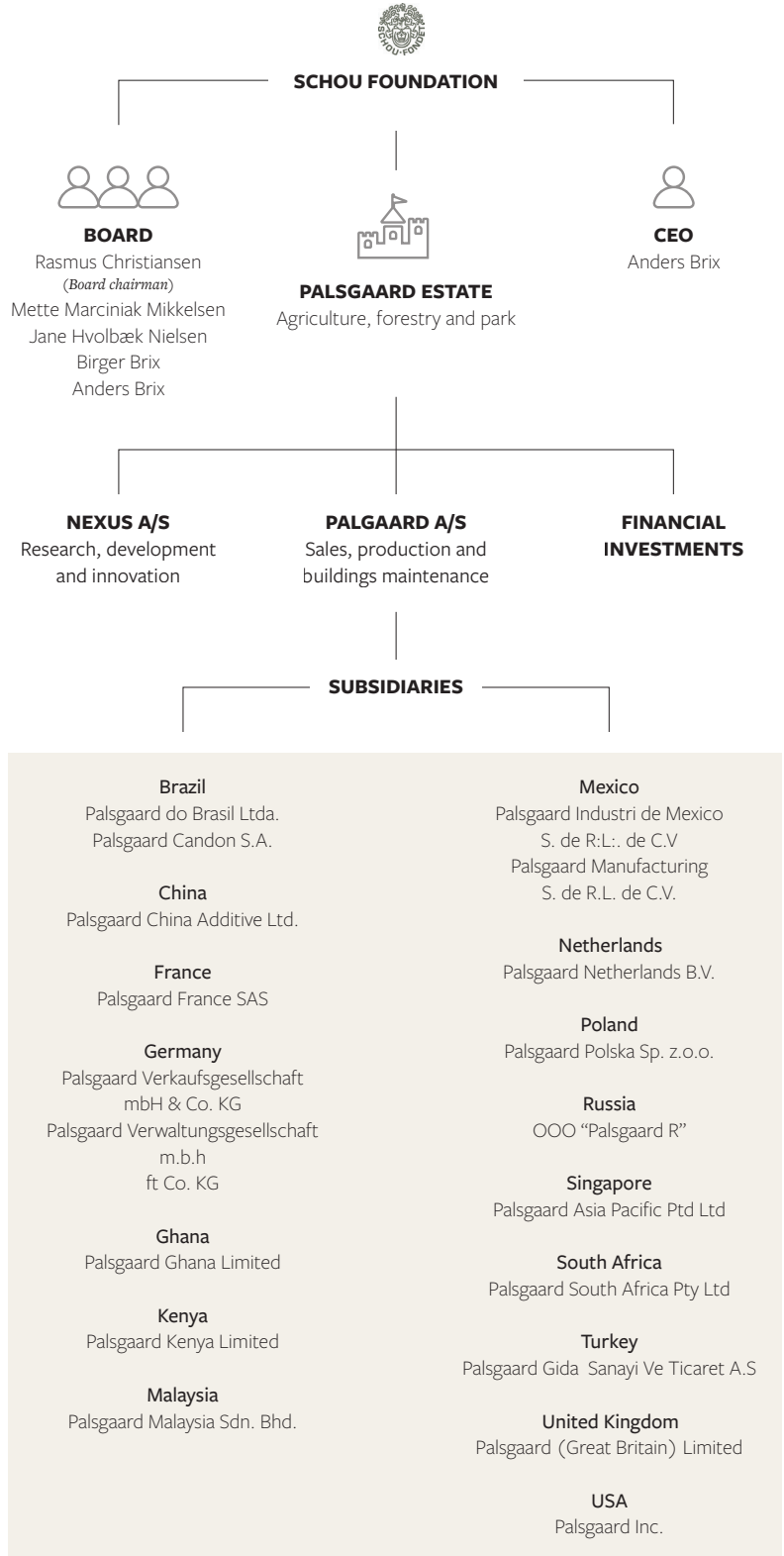


Figure 2: This organisation chart shows entities controlled by the Schou Foundation. For explanation of reporting scope, see page 26.



PRODUCTION SITE



PRODUCTION SITE WITH SALES OFFICE



SALES OFFICE

## Helping customers make better products

Palsgaard develops and manufactures emulsifiers, stabilisers and other ingredients for the food industry. Some are highly specialised, such as emulsifiers for the bakery and confectionery markets. All palm oil-based products are offered as RSPO certified. Our main customers are food manufacturers, but we also supply non-food manufacturers with plant-based and food-grade polymer additives, personal care ingredients and products for other technical applications. Palsgaard A/S has been registered as a feed producer in 2020, which offers new business opportunities.

Established in Denmark in 1919, and still headquartered at the historic Palsgaard Estate in Denmark, the company has expanded significantly throughout the years, with many of our activities having global reach. Today, our products are marketed and sold in over 100 countries primarily under the Palsgaard, Emulpals, Monopals and Einar trademarks.

### Our product application areas include:

- Bakery
- Confectionery
- Dairy
- Ice cream
- Margarine
- Mayonnaise & dressings
- Processed meat
- Plant-based products
- Personal care
- Polymers

### Our attitude

Our company's culture is embodied in our tag-line Heart Working People®. This sums up our caring approach towards colleagues, stakeholders and our surroundings. It reflects our close collaboration and knowledge-sharing with customers, and dedication to day-to-day work and food as well as non-food product innovations.

### Our vision and values

We strive to be the preferred, responsible partner and supplier of quality products, services and knowledge for regional and multinational food companies, as well as non-food manufacturers within polymers and personal care. Our values are loyalty, responsibility and commitment.

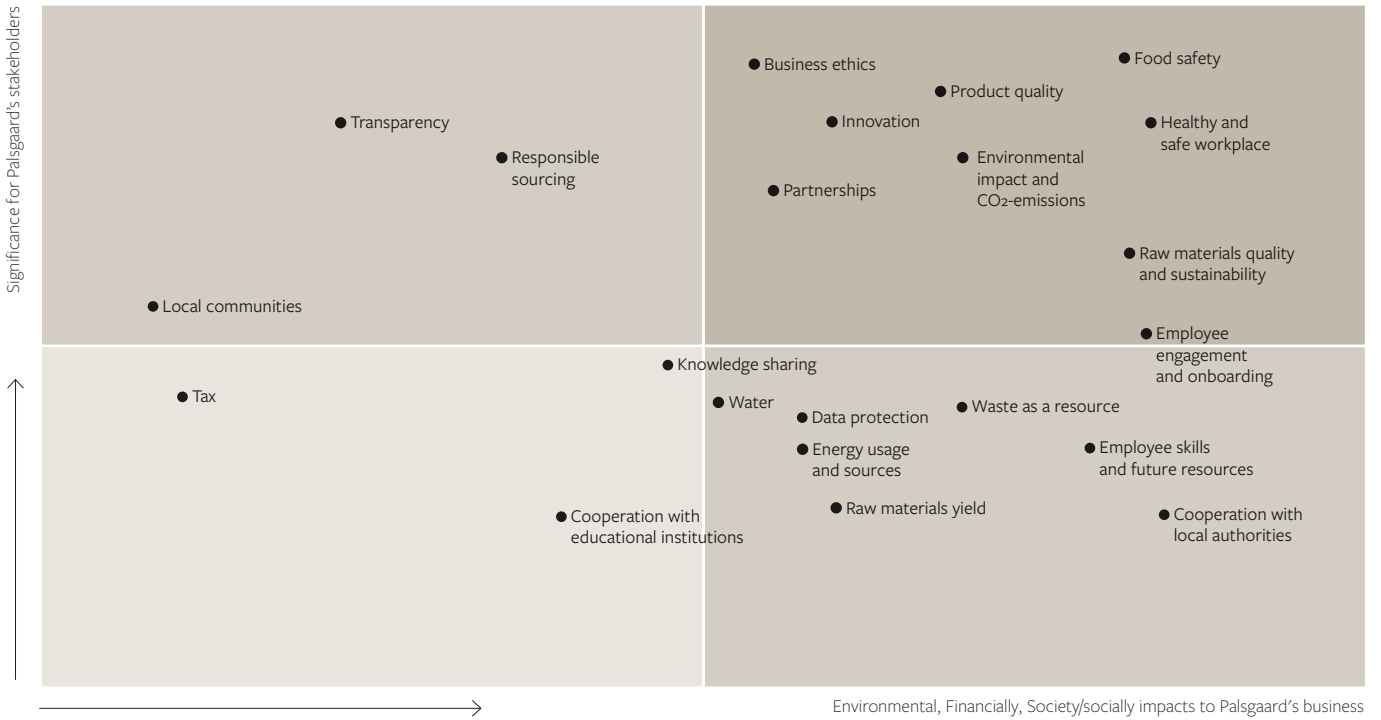
### Our mission

With a good workplace and advanced technology as our foundation, we produce and sell highly refined, customer-tailored emulsifier and stabiliser solutions for the global food industry, as well as non-food markets such as polymers and personal care.

# Materiality in focus

Our materiality review draws upon employee, customer and other stakeholder surveys, highlighting and categorising CSR issues. The Materiality aspect is re-assessed once a year for relevant updates. The most recent materiality review identified food safety, environmental impact, employee engagement, and health and safety as high-priority areas. Increased focus on sustainability in the supply chain and striving to become CO<sub>2</sub>-neutral enterprise form part of our new 2025 strategy “Good Growth”. The findings from the material review support our CSR focus areas corresponding to impact and significance to Palsgaard’s business.

Figure 3: Material aspect review



## Our 4 focus areas

Through a material aspects review, we have strategically identified and worked with four focus areas: Corporate Governance, Energy and Environment, Products and Employees. Additionally, we strive to directly affect some of the UN SDGs that are relevant to our business. The SDGs help to guide companies in advancing broader societal goals, emphasising collaboration and innovation. The goals are inter-connected and address poverty, the environment and human rights.

Our goals, actions and achievements reflect how we support the UN Sustainable Development Goals and selected targets.

### CORPORATE GOVERNANCE



Targets: 8.3, 8.6, 16.5

Build long-term value by aligning with national and international legislation and best practices so that the rules and processes that direct and control us balance the interests of stakeholders in our company, our supply chain and the communities in which we work.

### ENERGY & ENVIRONMENT



Targets: 8.4, 12.2, 13.2, 13.3

Contribute to sustaining and replenishing our natural environment in the way we select raw materials, consume energy, handle waste and conduct logistics – with continued efforts to maintain a CO<sub>2</sub>-neutral production and go even further to become a CO<sub>2</sub>-neutral enterprise..

### PRODUCTS



Targets: 2.3, 2.4, 3.8, 12.2

Meet our responsibility toward the company, our customers and society to develop high-quality products from sustainably-sourced raw materials. Ensure that our products are effective, safe, and cost-efficient, and to produce and market them in a responsible manner.

### EMPLOYEES



Targets: 3.8, 8.8

Create an inclusive workplace that is rewarding, safe, healthy and motivating for our employees, and in balance with the wider context of their lives.



# Stakeholder input

## Our people

It is important to us to understand what our employees think about our overall CSR strategy and that we act accordingly, to listen to all stakeholders. Since 2018, we have made some changes to the format of our report and also introduced new channels of communicating our CSR stories, including both social media and through a new company intranet.

Our biennial Employee Satisfaction Survey is an important tool when managing the welfare of our employees – an area in which we have focus. The survey, (managed in co-operation with research agency Ennova) carried out in late 2019 reached the highest response level ever with 99% of employees completing the questionnaire. The overall result for employee satisfaction increased by +1 point, to 78 on a 100 point scale across the whole group. We believe this indicates our success in listening to our employees and implementing changes which benefit their workplace satisfaction. The next survey will be carried out in 2021.

## Our Customers

Some of our most important customers use the platform EcoVadis as an additional guide to select their suppliers when it comes to sustainability. The platform is regarded one of the the world's most trusted providers of business sustainability ratings, intelligence and

collaborative performance improvement tool for global supply chains. Their background survey for defining trends in various industries, including food and beverage, presents trends and interests of Palsgaard customers. On a group level, Palsgaard has obtained the EcoVadis Gold rating for all four rating years, which indicates that we transparently report the sustainability issues that our industry requires.

We experience an extended interest from the food industry in Sedex. Many customers use the Sedex platform and encourage suppliers to have a SMETA (Sedex Members Ethical Trade Audit) audit. Four of our 6 production sites are SMETA audited every 3rd year.

Our biennial Customer Satisfaction Survey is conducted by independent research agency, Ennova. Our most recent survey in 2019 has shown that Palsgaard is a top performer within CSR. It also clearly indicates that sourcing sustainable raw materials including RSPO certified palm oil has top priority amongst our customers. Our Responsible Supplier Programme ensures that our suppliers are aware of Palsgaard's focus on ethics, the environment and responsibility in the supply chain, and they sign our Supplier Code of Conduct. A new platform to measure customer satisfaction and interests is being prepared for the upcoming survey.

Figure 4: Palsgaard's EcoVadis score for each focus area (ecovadis.com)



## Consumers

In 2020, we conducted a consumer survey of 600+ consumers in Mexico, USA, UK and Singapore to take the temperature of how the Covid crisis had affected their views on environmental concerns with a focus in food manufacturing. The aim of the survey was to consider whether our “sustainability agenda” was still hot topic

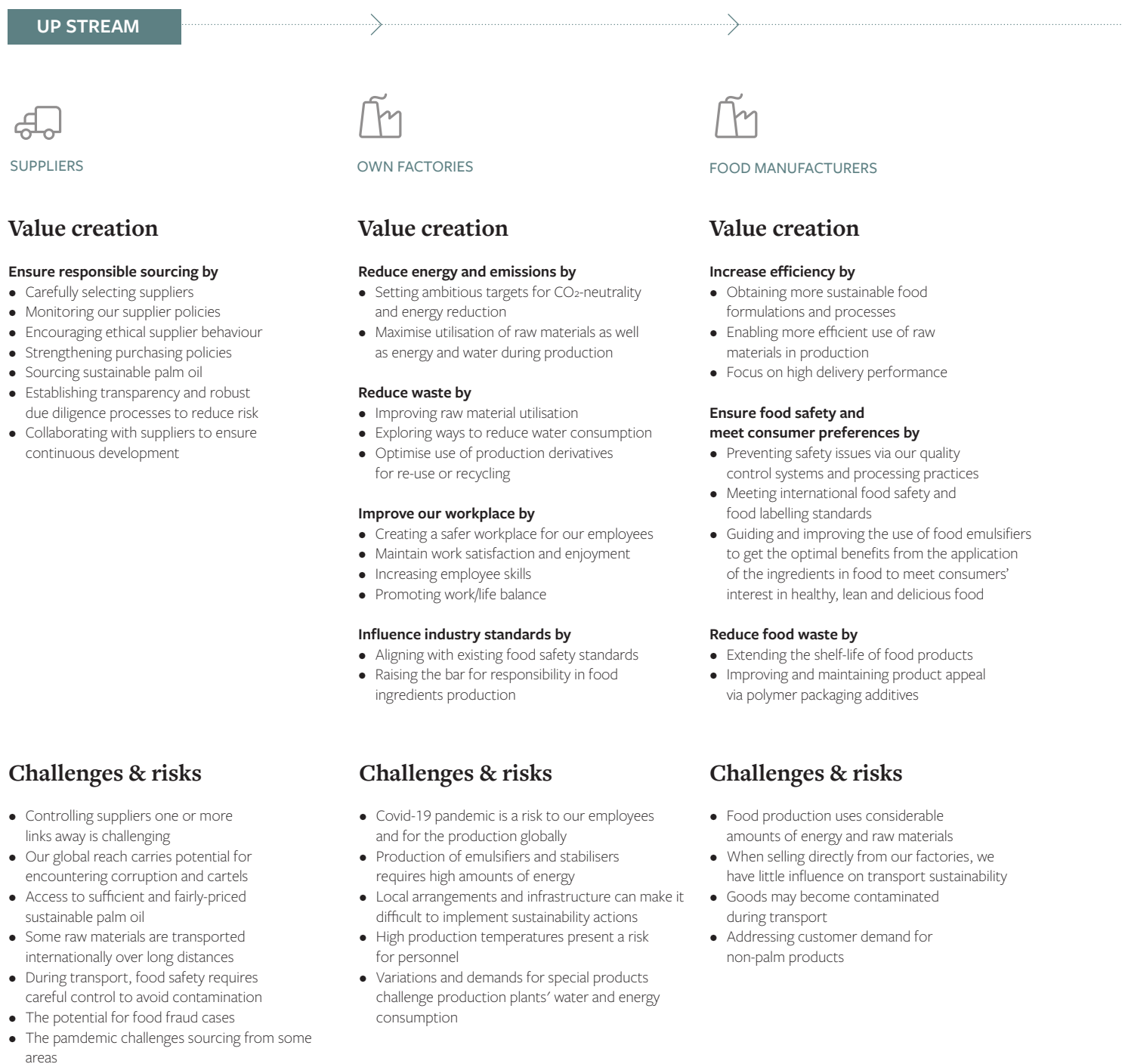
– or whether it had taken a step back in general consumer consciousness. It turned out that sustainability engagement is more important now than ever – see figure 5. This is in line with Palsgaard's overall strategy and is a very positive input for continuing our dedication to becoming a CO<sub>2</sub>-neutral enterprise and to responsible sourcing.

Figure 5: Results from Palsgaard's 2020 survey of 600+ consumers.



# A valuable difference

We make a positive difference to society across our entire value chain, and we are committed to mitigating any adverse impacts that our operations have on our surroundings – particularly environmental impacts.



**UP STREAM**



SUPPLIERS

## Value creation

**Ensure responsible sourcing by**

- Carefully selecting suppliers
- Monitoring our supplier policies
- Encouraging ethical supplier behaviour
- Strengthening purchasing policies
- Sourcing sustainable palm oil
- Establishing transparency and robust due diligence processes to reduce risk
- Collaborating with suppliers to ensure continuous development

## Challenges & risks

- Controlling suppliers one or more links away is challenging
- Our global reach carries potential for encountering corruption and cartels
- Access to sufficient and fairly-priced sustainable palm oil
- Some raw materials are transported internationally over long distances
- During transport, food safety requires careful control to avoid contamination
- The potential for food fraud cases
- The pandemic challenges sourcing from some areas



OWN FACTORIES

## Value creation

**Reduce energy and emissions by**

- Setting ambitious targets for CO<sub>2</sub>-neutrality and energy reduction
- Maximise utilisation of raw materials as well as energy and water during production

**Reduce waste by**

- Improving raw material utilisation
- Exploring ways to reduce water consumption
- Optimise use of production derivatives for re-use or recycling

**Improve our workplace by**

- Creating a safer workplace for our employees
- Maintain work satisfaction and enjoyment
- Increasing employee skills
- Promoting work/life balance

**Influence industry standards by**

- Aligning with existing food safety standards
- Raising the bar for responsibility in food ingredients production

## Challenges & risks

- Covid-19 pandemic is a risk to our employees and for the production globally
- Production of emulsifiers and stabilisers requires high amounts of energy
- Local arrangements and infrastructure can make it difficult to implement sustainability actions
- High production temperatures present a risk for personnel
- Variations and demands for special products challenge production plants' water and energy consumption



FOOD MANUFACTURERS

## Value creation

**Increase efficiency by**

- Obtaining more sustainable food formulations and processes
- Enabling more efficient use of raw materials in production
- Focus on high delivery performance

**Ensure food safety and meet consumer preferences by**

- Preventing safety issues via our quality control systems and processing practices
- Meeting international food safety and food labelling standards
- Guiding and improving the use of food emulsifiers to get the optimal benefits from the application of the ingredients in food to meet consumers' interest in healthy, lean and delicious food

**Reduce food waste by**

- Extending the shelf-life of food products
- Improving and maintaining product appeal via polymer packaging additives

## Challenges & risks

- Food production uses considerable amounts of energy and raw materials
- When selling directly from our factories, we have little influence on transport sustainability
- Goods may become contaminated during transport
- Addressing customer demand for non-palm products


**DOWN STREAM**


CONSUMERS

**Value creation**

Our products can help to address many of the problems associated with population growth, lifestyle diseases and climate change

**Healthier lives**

- Enabling lower calorie content in confectionery, baked goods, ice cream, margarine products, and mayonnaises and dressings
- Supporting the production of more sustainable food choices

**Safer food products**

- Applying food-grade additives to polymer processing to avoid undesirable chemicals entering food

**Less food waste**

- Enabling foods with longer shelf-life and lasting appeal in taste and texture

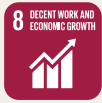
**Challenges & risks**

- Many consumers see emulsifiers as undesirable additives, forcing manufacturers to strive for 'clean' labels
- Resistance even to certified sustainable palm oil as an ingredient in some markets



Carageenan is an important raw material for our emulsifier/stabiliser products, and cultivation of the seaweed is an important source of income for families in the small island communities of Southeast Asia. It contributes to the economic development of the area and ensures that production takes place in a responsible manner – with respect for culture and traditions, as well as for life at sea and on land.

# Our governing culture



We support sustainable growth through our Responsible Sourcing Programme and by sourcing from RSPO-certified suppliers.



We participate in the fight against corruption and contribute to transparency through memberships of international institutions.

## Goal

Build long-term value and balance stakeholder interests by aligning with national and international law, standards and best practices, and via our own policies and processes

## Activities completed in 2020

- Initiated working groups to further incorporate the 2025 strategy “Good Growth”
- A highly efficient high bay warehouse has been built in Denmark, ready for use in 2021
- Contingency plans established globally (DK, NL, MY)
- All suppliers of indirect products and services are asked to sign our Supplier Code of Conduct or provide documentation for equal requirements
- Introduced online CSR questionnaire for suppliers – allowing a global reach
- 91% of suppliers assessed in Responsible Sourcing Programme
- Obtained a higher score on our EcoVadis Gold rating for the fourth time

## Planned activities beyond 2020

- Continue the work with our CSR strategy in 2021
- ISO 9001 certification to be carried out in Denmark in 2021
- Redefine our Responsible Sourcing Programme
- Further increase transparency of back-end supply chain
- Introduce Supplier Code of Conduct to all suppliers globally
- Announce Palm Oil Policy
- Engage in multistakeholder working groups and initiatives
- SMETA audit to be carried out in Denmark and the Netherlands in 2021
- New production site with offices and application facilities is built in Mexico and opens in 2021

## Activities completed in previous years

- Four of our six production sites are SMETA audited
- All suppliers to Denmark signed our Supplier Code of Conduct/conformed to requirements that align with it
- Process in place to ensure new suppliers to sign Supplier Code of Conduct
- Mexico was recognized for their outstanding performance within CSR and received the ESG Award from CEMEFI (Mexican Center for Philanthropy, A.C.) (2019)

## Impact assessment

### Value creation

- Our sites around the world positively impact local activities
- We support social and environmental responsibility, and ethical business among distributors, agents and customers
- We influence our suppliers to conduct business respectfully and in line with our standards for ethical behaviour and human rights

### Challenges and risks

- We source globally, making transparency of supply and control over suppliers difficult
- Business practices and regulations differ among countries and regions
- Corruption exists in some industries or countries where we operate
- Supplier visits are not possible due to COVID-19
- Food fraud such as deliberate misinformation about raw materials
- Pandemic Covid-19 is a risk to our employees and our business. It has been a challenge to maintain the same, high level application service to customers but solutions has been developed
- Green solutions for energy generation such as a solar park require local approvals

## Management approach

### Guiding values and actions

- The social responsibility example set by founder, Einar Viggo Schou, and his son, Herbert Schou
- The priorities and principles of the Schou Foundation
- Being a responsible producer and business partner
- Responsible, sustainable sourcing
- Payment of tax where income is earned
- We engage with our subsidiaries on common market conditions
- Combatting facilitation payments and cartels
- Whistleblowing hotline can be used by all interest groups not just employees
- Employees must report attempted corruption to management
- Relevant staff sign anti-cartel agreements and complete an e-learning programme on anti-corruption and bribery facilitated by UNODC\*
- Non-compliance with anti-cartel stipulations results in dismissal with considerable penalties
- Globally established subsidiaries increase local job opportunities, implement our company policies and values and pay government taxes
- Customer grievances handled via FSSC 22000 system

### Risk management

Strategic risk management was implemented at our headquarters in 2018 to strengthen awareness around risk identification and mitigation to avoid issues such as injuries, accidents and financial losses. Risk management evaluation has been extended to our subsidiaries and Palsgaard reviews the risk management approach as needed. During 2019, a tool for structured mapping and assessment of risks was introduced. Biannually, key stakeholders across all regions contribute with their perspectives on perceived risk of specific risk incidents to potentially impact Palsgaard. Scope in the self-assessment considers both internal and external factors, covers End-2-End value chain and includes evaluation of the organization's ability to detect risk incidents before they are happening. The outcome from self-assessment is used to ensure that resources are prioritized to put relevant measures in place to areas where mitigation efforts are perceived to have highest impact.

\*United Nations Office for Drugs and Crime

### Internal governance

Palsgaard A/S and its sister company, Nexus A/S, are owned by Palsgaard Estate, which is 100%-owned by the Schou Foundation. Palsgaard's governance is closely connected with the interests and principles of the Foundation. This ownership form gives us the freedom to focus on long-term, responsible growth rather than short-term financial returns alone. The Group CEO fulfils the objectives of the foundation in line with its purpose, Articles of Association, relevant legislation, and the Danish Act on Foundations Carrying on Business for Profit. The Foundation's Board comprises five members, three men and two women. New members are chosen by the resigning member and the existing members including the Group CEO, who is also CEO of the holding company, Palsgaard Estate. Palsgaard A/S is governed by a three-member Board comprising of one woman and two men. Responsibility for the development, approval and updating of the company's purpose, value and mission statements, strategies, policies, and goals related to economic, environmental and social impacts lies with management and ultimately the company's CEO.

Our internal policies and guidelines are reviewed biennially to accommodate a moving market landscape. These policies are available on our website [www.palsgaard.com](http://www.palsgaard.com). They are:

- Code of Conduct
- Environmental policy
- Procurement policy
- Product and Quality policy
- Supplier Code of Conduct
- Anti-Corruption Guidelines
- Whistleblowing policy

We also practice corporate due diligence by addressing responsible sourcing management, strategic risk assessment and anti-corruption as an example. We comply with all relevant legislation and engage in analysis and guidance with subsidiaries on common market conditions.

### External governance, compliance and certification

Palsgaard is a signatory to, in compliance with or audited by:

- UN Global Compact (UNGC)
- FSSC 22000/ISO 9001
- Relevant EU regulations
- Local rules and regulations
- Sedex (4-pillar SMETA audit)
- EcoVadis

ISO-certified quality assurance systems, supplemented by guidelines in the employee manual and our approved strategy, ensure compliance with current policies, applicable standards and legal requirements. Palsgaard A/S and Nexus A/S are audited annually, and reports are provided to the Schou Foundation Board.

### CSR governance

- A CSR Working Committee, commissioned by the CEO of Palsgaard A/S, is chaired by a Senior CSR Specialist, with members selected by executive management. It reports to the CSR Steering Committee
- The CSR Steering Committee includes the CEO of Palsgaard A/S and top management
- The CSR working committee consists of members from Procurement, Human Resources, QEHS and Production Management
- Critical CSR concerns may be raised with management via the Global QEHS Director or the CEO of Palsgaard A/S
- The sustainability report is approved at its highest authority by the CEO of Palsgaard A/S and the Group CEO
- A CO<sub>2</sub>-neutrality Workgroup and RSPO Workgroup reports to the CEO of Palsgaard A/S

## A responsible approach

### Human rights

Palsgaard respects and promotes human rights and is guided by the UN Universal Declaration of Human Rights and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

Human rights principles are reflected in our Code of Conduct, Employee Policy, Supplier Code of Conduct, Responsible Sourcing Programme and Anti-Corruption Guidelines. We also ensure compliance with the EU's General Data Protection Regulation (GDPR) when handling personal data.

Our approach is further strengthened through engaging with organisations such as the UNGC, Sedex, Roundtable on Sustainable Palm Oil (RSPO) and the Danish Alliance for Responsible Palm Oil

### Whistleblowing

An ethic hotline system allows any party to report ethic incompliance to Palsgaard A/S. Reports are managed by the Group CEO, the CEO of Palsgaard A/S, Global Human Resources Director and a high level external accountant from BDO Denmark. A whistleblowing policy has been published as well including guidance for reporting on the hotline.

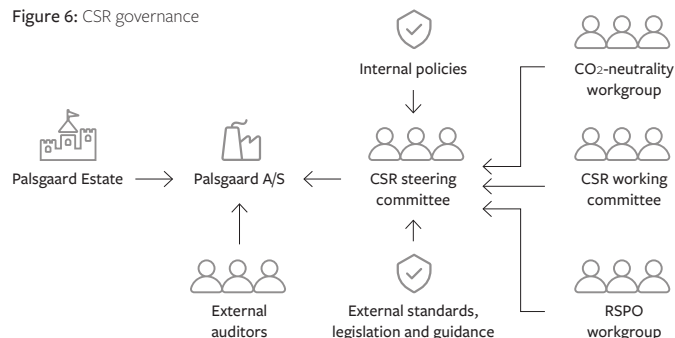
### Bribery and corruption

- Our Code of Conduct outlines zero-tolerance to corruption and cartel activities
- Our anti-corruption policies are circulated to all employees, agents and distributors and is referred to in a written agreements
- All employees must register exposure to attempted corruption, bribery or cartel formation
- Selected sales and procurement employees and selected managers receive additional training based on our Anti-Corruption Guidelines, participate in an anti-corruption e-learning course and sign an anti-cartel agreement
- We observe the Corruption Perception Index (Transparency International)

### Food fraud

- We comply with FSSC 22000 standard, which addresses food fraud
- Our raw material quality control involves highly specialised and detailed analyses
- Our finished products are checked for compliance of functional and chemical specifications defined for the product

Figure 6: CSR governance



# Sourcing responsibly

## Supplier evaluation and management

Supplier management has long been an integral component of our quality assurance system and is a measurable KPI. Our Supplier Code of Conduct, Responsible Sourcing Programme and our corporate culture and ethics, dictate supplier due diligence and define the CSR requirements we set for suppliers and partners.

Our Responsible Sourcing Programme is managed from headquarters where a central Procurement function sources most raw materials used. In 2020, suppliers of raw materials and packaging to all factories globally were asked to complete an online CSR questionnaire – enabling expanded scope and assessment of 91% of all direct supply.

Suppliers to Palsgaard are expected to sign a Supplier Code of Conduct that includes a provision identifying Palsgaard as a signatory to the UNGC and answer a CSR supplier information sheet. The CSR supplier information sheet is a point-based system that determines sustainability status. By signing the documents, suppliers warrant that they will conduct business pursuant to the UNGC’s 10 principles within four areas: Human Rights, Labour, Environment and Anti-Corruption. Sustainability is included as a parameter in general supplier performance evaluations

Since 2018, we have extended responsible sourcing principles to suppliers of indirect products and services for our Denmark-based operations.

## The raw materials challenge

The plant-based raw materials we use originate from countries across the world as do our suppliers. The diversity in this portfolio inherently displays significant and varying complexity in the supply chain, for example, in relation to sustainability and fair labour conditions. The Responsible Sourcing Programme helps us to address these challenges through having an open dialogue with our supply partners where we focus on continuous improvements within any identified critical areas. We recognise that having such conversations can be challenging as there are often different perspectives, yet the dialogue is necessary to gain a better understanding of local conditions.

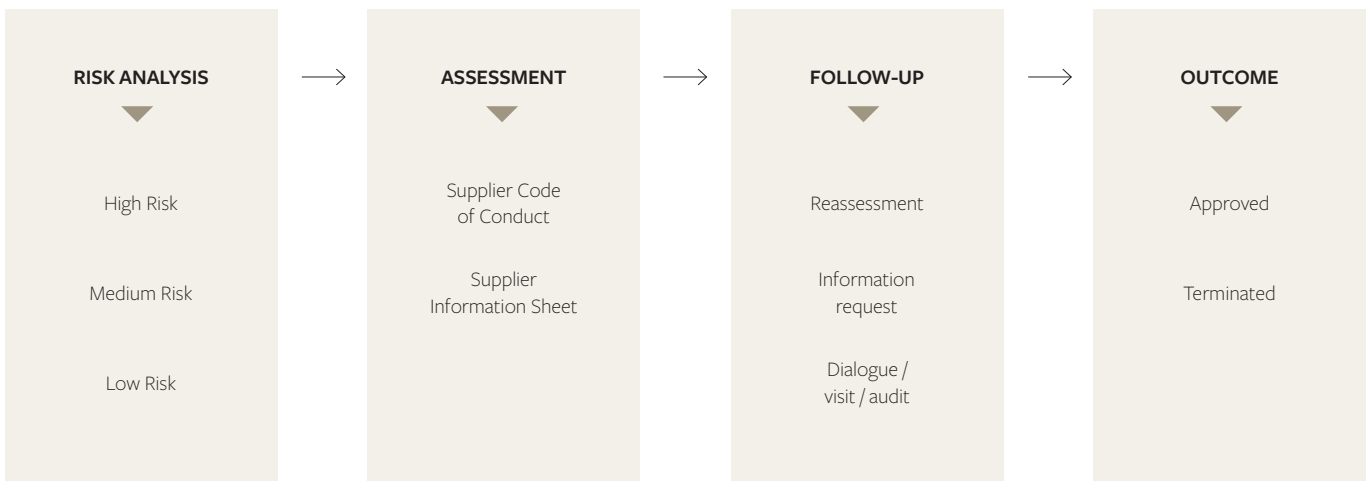
Palsgaard will collaborate with a supplier following an extensive evaluation covering specifications, food safety, CSR performance and compliance with EU legislation. A CSR-risk profile is created based on country of origin, production and location of harvest. Where relevant, a continuous improvement plan is made in collaboration with suppliers, to address sustainability.

## Upstream focus

Having a thorough understanding of the full supply chain is important. Since 2019, we further increased our focus on producers of those commodities which are used to produce some of our strategic raw materials – the so-called Tier 2 and Tier 3 suppliers. We met with farmers and traders of seaweed in the Philippines to better understand what their everyday looks like and how their role is within the supply chain. Similarly, in Cambodia, our talks to rice-growers helped us appreciate how the locals work to provide decent work and economic growth to the community as well as how they are continuously improving and implementing best practices for responsible production.

While managing suppliers beyond tier one can be challenging, we still set ambitious goals, express our attitudes and exploit every opportunity to enter into dialogue with upstream raw material suppliers.

Figure 7: Managing responsible sourcing



# 100% sustainable palm oil



We support sustainable production and protect natural resources by being at the forefront of sustainable palm oil and palm oil-based ingredients sourcing – and in encouraging others to learn from our know-how.



We support sustainable growth through our Responsible Sourcing Programme and by sourcing from RSPO-approved suppliers.

## Goal

A world where every food manufacturer would only use sustainably sourced and produced emulsifiers – based on the most sustainable, plant-based crop

## Activities completed in 2020

- Achieved traceability back to plantations
- Carried out yearly RSPO audit by third part auditor
- Continued to communicate and lead sustainable palm oil supply chain by using only RSPO-certified palm oil in Denmark and Malaysia for food ingredients
- Communicating about our full range of RSPO SG certified product range of emulsifiers

## Planned activities beyond 2020

- Encourage food manufacturers globally to use sustainably produced ingredients, based on certified sustainable palm oil
- Continue to use RSPO SG certified palm oil wherever possible considering our business and sustainability strategies
- We plan to participate in the Danish Alliance for Responsible Palm Oil, chaired by DIEH, and to take part in WWF Palm Oil Score Card
- Introduce our new palm oil policy

## Activities completed in previous years

- Palsgaard joined the RSPO in 2008
- Denmark and Malaysia plants received RSPO Supply Chain Certification Standard (SCCS) for SG and MB
- Full range of SG-certified food ingredients made available in Denmark
- Acquired RSPO distributor licence for the US and Poland subsidiaries
- Established overview of palm oil mills and supply chain
- Palm oil suppliers signed Supplier Code of Conduct or conformed to requirements that align with our Supplier Code of Conduct. The latter approach is validated by Palsgaard

## Impact assessment

### Value creation

- Palsgaard offers a complete RSPO SG certified product range for food emulsifiers
- We influence the upstream value chain by insisting on RSPO-compliant raw materials and ensuring viability for RSPO-certified suppliers
- We influence the downstream value chain by providing RSPO SG-certified emulsifiers – encouraging and guiding customers to prioritise certified sustainable palm oil
- By using RSPO-certified palm oil, we support improved work conditions for local workers, conservation of natural resources and biodiversity, long-term economic viability and continuous improvement in key areas of activity
- Supply chain transparency – setting higher standards. As a member of RSPO we are obliged to publish a list over relevant mills from which palm oil is sourced. Palsgaard's purchase of SG-certified palm oil, gives us an even greater transparency back to the plantations, which supply the mills

### Challenges and risks

- The environmental impact of palm oil production has traditionally included the clearing of important forest areas and habitats of endangered animals
- Public perceptions about human rights on palm oil plantations regarding fair working conditions
- It can be difficult to achieve widespread adoption of sustainable palm oil in the industry, especially outside Europe
- A higher premium on SG-certified raw materials
- Some of our customers insist on non-palm alternatives

## Management approach

### Guiding values and actions

- We endeavour to use sustainable palm oil as it is the main ingredient in many of our products and is an area where we can potentially have an impact
- We train relevant employees and inform subsidiaries, agents and distributors about sustainable palm oil via an expanded intranet and seminars and via our website
- We joined the Danish Task Force group on sustainable palm oil therefore, committed to the Amsterdam Declarations, which are non-legally binding political commitments
- Through using RSPO-certified palm oil in our products, we address a wide spread of human rights issues including freedom of association and collective bargaining, child labour, forced or compulsory labour, security practices, rights of indigenous people, local communities and supplier social assessment

### Key internal governance

- Environmental policy
- Procurement policy
- Supplier Code of Conduct
- Product and Quality policy

### Key external governance

- Annual RSPO audits
- FSSC 22000/ISO 9001
- Relevant EU regulations



READ MORE ABOUT  
RSPO CERTIFICATION  
AT [RSPO.ORG](https://www.rspo.org)

# Top priority: CO<sub>2</sub>-neutrality



We take urgent action to combat climate change and its impacts.

## Goal

We aim to maintain CO<sub>2</sub>-neutrality at all production sites and to become a CO<sub>2</sub>-neutral enterprise

## Activities completed in 2020

- We have managed to continue CO<sub>2</sub>-neutral production at all our factories
- Initiated projects to become a CO<sub>2</sub>-positive company and strive to become independent of green energy suppliers where possible
- Initiated a project on planting forest on our land in Lithuania to compensate for CO<sub>2</sub>-emissions
- A number of charging stations have been established at parking areas in Denmark
- We have initiated partnerships on climate related issues with transport suppliers
- Achieved 5% reduction in energy consumption (per kg finished product) globally, compared with 2019
- Environmental Risk Prevention Program introduced in Brazil

## Planned activities beyond 2020

- Our "Good Growth" strategy directs us to become a CO<sub>2</sub>-neutral enterprise
- Erect solar cell park near the Danish site
- Build a biogas plant together with the municipality for our Danish site
- Define and calculate company activities within GHG scope 3 to make a an overview of initiatives required to compensate CO<sub>2</sub>-emissions
- Finish the new storage facility and equipment to handle finished goods, packaging and raw materials in Denmark to optimise handling and logistics
- Investigate opportunities for using renewable energy sources in Brazil and Malaysia without using offsets

## Activities completed in previous years

- Enabled Denmark to become 100% CO<sub>2</sub>-neutral (2015)
- 100% CO<sub>2</sub>-neutrality achieved at Mexico production site (2016)
- Achieved global CO<sub>2</sub>-neutrality at all production sites in 2018
- Reduced energy consumption through optimizations and implementing more energy-efficient projects.
- Denmark was awarded the Bojsen Award for dedication to reducing CO<sub>2</sub>-emissions in 2019
- Mexico received recognition from the Mexican Center for Philanthropy (CEMEFI) for outstanding CSR performance (2018 and in 2019) by being awarded with the ESR Trophy.

## Impact assessment

### Value creation

- All of our products are manufactured on CO<sub>2</sub>-neutral production sites
- We influence the upstream value chain by setting the standard and leading the way for environmental responsibility in the industry of food manufacturing
- We influence the downstream value chain by acting on and communicating CSR goals and activities, increasing awareness amongst our stakeholders

### Challenges and risks

- Investments in projects to generate green energy at our sites wherever possible and suitable in a wider context
- Our production processes are energy-intensive
- Risks for lack of access to reliable green energy
- The nature of the manufacturing process generates derivatives
- We transport large quantities of goods over long distances
- As a global company, we need to travel internationally
- It is challenging to find renewable energy sources for our Malaysian plant
- Local circumstances can make sustainability ambitions difficult to fulfil

## Management approach

### Guiding values and actions

- We have met our CO<sub>2</sub>-neutral goal through making tangible changes to the energy sources for our factories. Where this is not possible, we are purchasing UN-based carbon offsets until we find a solution
- Having obtained CO<sub>2</sub>-neutral production sites we set goals to become a CO<sub>2</sub>-neutral enterprise
- We prioritize to share our experience with various interest groups and talk about our CO<sub>2</sub>-neutral success at events regularly
- We will make investments in CO<sub>2</sub>-neutral energy solutions during the coming years and several projects are in pipeline

### Key internal governance

- While expanding our production and storage facilities in Denmark by new buildings and plants, energy consumption and optimization is in focus
- While expanding our production facilities in Denmark the energy consumption is a focus area within new buildings, new equipment etc
- Environmental policy
- Procurement policy
- System administration of environment and energy data from subsidiaries
- QEHS representative validates data from subsidiaries

### Key external governance

- UNGC
- Relevant EU regulations
- Local rules and regulations



# Reducing waste



We responsibly handle, optimise and transparently report on raw material consumption, CO<sub>2</sub>-emissions and waste products.

## Goal

Increase our material and waste utilisation rates and optimise production processes, minimising the amount of derivatives, production waste and water consumption

## Activities completed in 2020

- Initiated a project together with the local municipality for building a biogas plant near our Danish site
- Intensified the amount of product waste used for biogas production and less is sent to combustion
- Initiated a project on using rain water for technical water usage in Denmark
- Strengthened procedures of waste collection focussing on recycling in our plant in The Netherlands and Brazil
- The site in the Netherlands use rain water as technical water
- Initiated internal treatment of waste water for reuse in green areas in Mexico

## Planned activities beyond 2020

- Further focus on the biological content of waste water to reduce residues that are released during cleaning
- Further focus on handling of derivatives and product waste
- Improve waste management and recycling with a focus on sorting at the source
- Cooperate with a new supplier on disposal systems to innovate and reduce waste with focus on combustible waste
- Finetune project on compiling rain water for use as technical water in production processes
- Evaluate suitability of alternative packaging with lower CO<sub>2</sub>-footprint

## Activities completed in previous years

- Established a Global QEHS team to report more consistently and improve on the environmental activities throughout the subsidiaries
- Converted production waste from Denmark site to biogas (externally), which is used as renewable energy source
- Optimised use of production derivatives for re-use or recycling
- A reduction of 50% in water consumption in Malaysia (2018-2019) was obtained through optimisation of cleaning procedures and production planning
- Initiated project on waste sorting in Malaysia for cardboard, plastic, pallets, metal and chemical waste

## Impact assessment

### Value creation

- We aim to keep our use of raw materials and water to a minimum
- Extending value creation of waste by focusing on waste sorting, reuse and fractions for energy generation
- In Denmark, 5% of Palsgaard's waste is externally reused or recycled. The remaining (95%) is combustible waste, which is externally used for energy or biogas generation. Less than 1% is for landfill.
- Environmental initiatives extend to Mexico, too, where the construction of the new factory is designed with focus on green solutions
- Where water is a short resource we have focus on water usage and reuse where the opportunity is.

### Challenges and risks

- Difficulty in defining waste globally in all of our sites due to differences in national legislation, making reporting and data collation across departments challenging
- Chemical waste at Palsgaard originates in small quantities from plant maintenance and our control and quality laboratories' use of analytical chemicals
- Process waste water contains remnants of oil, fat, protein, phosphorus and nitrogen
- Increased production volume can affect the water consumption despite optimizations in production flow and processes

## Management approach

### Guiding values and actions

- Palsgaard works actively to recycle as much waste as possible via sorting
- Hazardous waste is removed by licensed waste management companies to ensure it is handled in an efficient and safe manner
- Where possible, we discharge all production waste according to its waste hierarchy – using it for alternative energy production
- Our pre-treatment plant removes the majority of product remnants from process waste water before release into the municipal water treatment plant
- Reduce water consumption and waste water via cooling water recycling systems, optimising cleaning procedures, producing larger batches, reducing water consumption in vacuum pumps, automatic closure valves and more
- All inbound packaging is sorted for recycling in Denmark and transport pallets are sold for re-use
- In Denmark, all packaging cartons are Forest Stewardship Council (FSC®)-certified\* and labelled as such, while many bags are FSC®-certified

### Key internal governance

- Environmental policy
- Key external governance
- Relevant EU regulations
- Local rules and legislation

\*FSC® certification means that the material used to make the product was sourced responsibly.

# Sustainable products



Our emulsifiers support more efficient, more affordable and less wasteful production processes.



Emulsifiers have a positive role to play in fighting lifestyle diseases by improving the nutritional profile of food, while avoiding undesirable ingredients.



We help to prolong the shelf-life and quality perceptions of consumer products, reducing food waste.

## Goal

Reduce food waste and work towards a world where every food manufacturer would only use sustainably sourced and produced emulsifiers

## Activities completed in 2020

- New factory including application labs for all product areas constructed in Mexico
- New polymer additives website and sales tools launched to increase focus on plant-based additives
- Innovation on virtual possibilities to continuously support our customers in application during COVID-19

## Planned activities beyond 2020

- Continue and expand dialogue with our customers about using sustainable raw materials
- Extend our partnership with customers to involve them in development of innovative products
- Expand the use of sustainable produced additives in non-food products
- Cooperation with universities in the Asia Pacific to extend partnerships on R&D
- Implement new customer satisfaction survey including product evaluation

## Activities completed in previous years

- Awarded "Sustainability Champion of 2019" prize at the FI Innovation Awards at the Food Ingredient Europe trade show
- Awarded the sustainability award Best in Baking at the IBIE in Las Vegas, US. The award covers excellence in commitment to sustainability, supply chain innovation and workforce development
- Received runner-up Sustainably Leadership Award at the 2018 Sustainable Food Awards in Amsterdam
- Achieved the ability to offer an entire range of RSPO MB- and SG-certified products
- Opened specialised application labs in Denmark, Mexico, Singapore, the US and China
- Invested in facilities, machinery and new employees to significantly expand our capabilities in sustainable emulsifiers for the polymer industry

## Impact assessment

### Value creation

- We influence the upstream value chain by requiring ethically responsible production of raw materials and engaging our supply chain to focus more on CSR activities
- We influence the downstream value chain by building long-term partnerships with customers and interest groups
- Our solutions give processed food the required consistency, ensuring stability and shelf-life while helping to reduce, for example, fat content and food wastage
- Our emulsifier range for polymers provides anti-fogging and anti-static properties for packaging, helping to increase and maintain consumer appeal, reducing food waste
- Helping to make many foods healthier
- Supporting lean or clean label trends
- Providing emulsifiers free of allergens and with non-GMO-based ingredients
- Helping manufacturers to make the change to sustainable ingredients
- Providing solutions for manufacturers, adding value to their production processes

### Challenges and risks

- The main ingredient in many of our products is palm oil and it can be difficult to achieve widespread adoption of sustainable palm oil
- We aim for complete uptake of RSPO-certified palm oil-based ingredients by food manufacturers
- Public perception about palm oil demands products based on alternative vegetable oils
- Most of our products comprise one or more additives (though with internationally recognised E-numbers)
- The uptake of RSPO certified products may come to a stand-still while non-palm products obtain an increased interest in the food industry
- Changes in the food legislation may cause challenges for an ingredient manufacturer

## Management approach

### Guiding values and actions

- Constant innovation seeking more efficient solutions
- Build partnerships with customers and stakeholders to innovate in response to their needs
- All oils used in our products originate from vegetable, non-GMO sources
- The purity of our products is a key competitive differentiator
- We ensure excellent food safety procedures
- Supporting the food industry with sustainable raw materials
- We offer a full product range of RSPO SG-certified products
- We provide objective, accurate and legally compliant information about our products
- We monitor correct trademark and IP handling
- All Denmark-based printing of marketing material is certified by the Nordic Swan Ecolabel, ClimateCalc and FSC®

### Key internal governance

- Product and Quality policy
- Procurement policy
- Supplier Code of Conduct

### Key external governance

- UNGC
- Relevant EU regulations, including Regulation 852/2004 on the hygiene of foodstuffs
- Local rules and regulations
- FSSC 22000/ISO 9001, ISO 22000
- Kosher/Halal certification of factories, relevant raw materials and finished products

# The key is food safety and quality



Support healthy living and well-being by providing safe food ingredient products.



Ensure sustainable consumption and production patterns.

## Goal

We will continue to maintain our first-class food safety results and record of zero food safety incidents and product recalls

## Activities completed in 2020

- In 2020, there were no product recalls
- All production sites completed FSSC 22000 5.0., covering food fraud mitigation, food defense and environmental monitoring
- New procedure to ensure food safety and quality in all phases of Capex project management

## Planned activities beyond 2020

- Develop an internal global standard for Food Quality and Safety
- All sites to comply with ISO 9001
- Develop IT system for global management system to cover all main production sites
- Build and align global processes for QEHS issues and more

## Activities completed in previous years

- New Global QEHS management and department introduced to implement improvements at all sites
- No food safety recall incidents to date
- All production sites in reporting scope (page 26) are certified to meet FSSC 22000 Food Safety System and additional requirements for Prerequisite Programmes (PRPs) laid down in ISO/TS 22022-1 except for Palsgaard China, which is ISO 22000 certified.
- Improved efficiency of complaints management system, focusing on rapidly processing critical complaints and minor non-conformances

## Impact assessment

### Value creation

- We influence the upstream value chain through placing requirements on our suppliers to ensure food safety and adherence to guidelines and EU regulations, reducing the risk of food fraud
- We influence the downstream value chain by enforcing food safety procedures in our production sites, ensuring a safe food supply for food manufacturers and consumers

### Challenges and risks

- Constant effort is required to maintain food safety standards
- Food safety recalls could potentially occur as a result of factory or supplier failure

## Management approach

### Guiding values and actions

- Raw materials and finished, quality-controlled ingredients fully conform to relevant food quality and safety criteria
- We source high-quality raw materials and avoid GMO raw materials
- Product specifications are required of suppliers and provided with our deliveries, as are analysis certificates and reference samples
- Built-in traceability in every production batch allows specific delivery recalls if it is ever necessary
- A food safety management system covers the entire food quality and safety process, including all policies, procedures, work instructions, and registration forms, from raw material sourcing to distribution of products
- Employees in Denmark across various departments have been trained as internal FSSC 22000 auditors
- Employees are trained in personal hygiene and in food safety awareness, and supervised by appropriately qualified managers
- Robust cleaning and sanitation, foreign body control and allergen handling methods
- All manufacturing sites comply with Kosher and Halal requirements where local culture demands require it

### Key internal governance

- External storage facilities are controlled by contracts and performance is monitored
- Raw material approval procedures
- Regular supplier performance reviews
- Procurement policies
- Product and Quality policy
- Access to factories, stores and related equipment is strictly controlled
- Best practices are deployed in pest control and Good Manufacturing Practices (GMP) audits, and glass audits are conducted

### Key external governance

- Relevant EU regulations, including Regulation 852/2004 on the hygiene of foodstuffs
- Local and international rules and regulations
- FSSC 22000 (Denmark, Brazil, Mexico, Malaysia and the Netherlands. China is ISO 22000 certified)
- ISO 9001 (Mexico, Malaysia and the Netherlands)
- Food safety is managed via HACCP and the requirements for Prerequisite Programmes (PRPs) laid down in ISO/TS 22022-1

# Heart working people



Promote health and well-being via a safe and positive work culture for all employees.



We develop and strengthen local work conditions and create local economic growth by establishing subsidiaries around the world.

## Goal

Create an inclusive workplace that is safe, healthy and motivating – and balanced with life's wider contexts

## Activities completed in 2020

- Finished part three of Authentic Leadership course - in Denmark. Introduced the leadership course part one globally
- Blue collar employees joined a Communication and Cooperation course as a follow up on Employee Satisfaction Survey
- Intensified focus on near misses and accidents to learn and avoid work related accidents
- General safety training course for all blue collar workers with focus on risk assessment, Take5 and special working conditions
- Improved focus on safety behaviour and safety culture
- Focus on work environment risk prevention program including lectures and guidelines for employees in Brazil
- Safety awareness on site, change to anti-slip floor, wearing safety glasses as mandatory, the Netherlands
- During construction of the new factory in Mexico safety was in focus and no working accidents occurred during construction

## Planned activities beyond 2020

- Survey employee satisfaction/motivation biennially
- Further improve onboarding activities on a global scale
- Continue specialized leadership training globally
- Activity on better cooperation among employees through work with DISC profiles
- Maintain focus on safety culture, near-miss incidents and preventive actions
- Take5 continues, with a high focus on not taking chances when doing potential hazardous work
- Blue collar workers were hearing and vision tested and night shift workers were health checked (DK)
- Improve safety introduction course: Roll out of Palsgaard OSP (operational safety procedures), with focus on safety culture, DK
- Introducing a new global Health & Safety policy

## Activities completed in previous years

- Extra week of paid vacation annually for all employees
- Met global employee satisfaction/motivation KPI and continuously improve "a good workplace"
- Educated stress mentors meet and work to prevent stress among employees (DK)
- Safe Company Level 3 (Mexico Ministry of Labour)

## Impact assessment

### Value creation

- We continue to offer an attractive, safe and stimulating workplace
- We actively improve working conditions at all locations
- We encourage work-life balance
- Increase employee skills through training programmes and education

### Challenges and risks

- We are a fast-growing company which require clever management of human resources and of change within the organisation
- We work in a global organisation with diverse cultures, which require agile HR management
- Legislation and local regulations vary from country to country
- It is challenging to monitor employee well-being across our subsidiaries
- Night shifts may pose a health risk
- Working around hot substances and surfaces creates a risk of scalding accidents
- Global pandemic Covid-19 is a risk to our workforce and business and has reduced our possibilities to help people to further job and education situations positive

## Management approach

### Guiding values and actions

- Improve workplace conditions
- Intensive and continuous focus on safety at work
- Prevent work accidents by providing comprehensive safety training for new employees
- We accommodate both productive and less productive phases in a working lifetime
- Bringing new employees quickly and positively on board
- We conduct a biennial employee satisfaction and motivation survey
- Employees can freely join collective bargaining or other labour organisations without disclosure
- Employees and other stakeholders can freely report ethical deviations through our ethic hotline supported by our Whistle-blowing Policy

### Key internal governance

- Employee Policy
- Code of Conduct
- Whistle-blowing Policy

### Key external governance

- Applicable EU and local legislation, including General Data Protection Regulation (GDPR)
- UNGC
- Global Employee and Leadership Index (GELx)
- International Labour Organisation (ILO)
- UN Universal Declaration of Human Rights
- Sedex (4-pillar SMETA audit)

# Employee well-being

We seek to improve the lives of all employees, where possible extending the same or similar employment benefits globally. Such benefits include sickness insurance, life insurance, maternity leave schemes, pension schemes and many more. Some examples include:

- Additional one week paid vacation on top of what is set by local regulations
- A Palsgaard Foundation Pension Fund (for employees in Denmark) since 1941
- In our subsidiaries we have set up health insurance, and company life and accident insurance schemes

## Well-being and retention

- Our relationship with our employees rests on the premise that a working life should be balanced with life's wider contexts
- We arrange absence interviews in the event of long-term illness, discussing measures that may reduce the employee's period of absence, initiate gradual return, or adapt the job tasks
- Our HR management team provides confidential job-related advice and supports vulnerable employees
- We endeavour to retain employees who are no longer able to carry out their former duties
- We work with local authorities and job placement services to help people in the community get further in working life

## Satisfaction survey

Since 2006, we have conducted a biennial employee satisfaction and motivation survey at all locations through an independent company, Ennova. Using Ennova ensures the results can be compared with other global businesses via the GELx.

And we have continuously implemented initiatives based on the findings of the survey, working to lift our results across the entire Palsgaard Group.

Measurements of employee satisfaction and motivation from the last four surveys have consistently been above the GELx. Survey participants are asked to rate each parameter out of 100. Satisfaction and motivation was rated 75 in 2013, 74 in 2015, 77 in 2017 and 78 in 2019. The latest survey had a response rate of 99%. The results correspond with 'high job satisfaction and motivation'. Results are handled as part of our strategy and includes internal targets for 2025.

## Employee development conversations

We carry out annual development conversations with all employees to address:

- How the individual is feeling and developing professionally
- Personal and professional development for the following year
- Alignment with company values and business strategy

## Employee care during Covid-19

During the pandemic, we have had extreme focus on informing globally and to execute recommendations set by the local authorities on Covid-19. Many preventive initiatives have been initiated, such as working from home, including the needed IT equipment, protective equipment at work, guidelines for employees and visitors, and more. Where a vaccination has a cost and is available we offer full payment to our employees and their closest family.

Figure 8: Distribution of employees 2020

Region	% of employees	Average age	Number of employees (W/M)*	People management (W/M)	New hires (W/M)
Europe	66	47	140 / 254	13 / 42	8 / 26
Americas	18	37	45 / 64	4 / 15	6 / 7
Asia	15	37	30 / 56	5 / 9	3 / 10
Africa	1	46	3 / 3	0 / 1	1 / 1

\* W = women M = men

Total number of employees year end 2020: **595**

# Health & safety

- Palsgaard's Occupational Safety and Health (OSH) organisation comprises working environment committees at Palsgaard A/S. It handles workplace issues related to day-to-day operations, as well as workplace risk assessments, industrial accidents and near-misses
- The work environment committee has representatives from top management, managers and employees for each of the working environment groups. Its aim is to increase awareness on health and safety, reducing the risk for OSH accidents
- Nexus A/S has its own OSH organisation that works closely with Palsgaard's organisation, sharing experiences and advice on health and safety issues

Safety at work has been a global strategic focus area for several years. This is one of the reasons why we initiated a stronger and continued focus with many supporting activities. Among others these included: more focus on safety culture and near-miss incidents, preventive measures and an improved safety introduction course. Through a number of initiatives we aim to improve the safety behaviour of all employees. Our overall safety recommendations to employees: Take no risks, report near-misses, prevent accidents and search for improvements during your working day.

## Partnering for the future



Palsgaard has partnered with the Denmark-based PlanBørnefonden (Children & Youth Foundation also part of the organization Plan International) for more than 10 years. The foundation provides children and youths with opportunities to improve their future prospects through activities in several countries and continents. The work directly addresses many of the UN SDGs, improving health and education, stimulating local economies and focusing on entrepreneurship and job creation.

### Every little bit helps

The partnership also benefits from an ongoing programme at Palsgaard to reduce food waste. Employees are able to purchase surplus food from the daily lunch buffet, with all proceeds going to PlanBørnefonden.

[www.plan-international.org](http://www.plan-international.org)

## Connecting with tomorrow's experts

Palsgaard collaborates with educational institutions and knowledge centres throughout the world, participating in formal and informal knowledge exchanges. We host study trips, company visits and similar events to stimulate interest in natural sciences and food chemistry, physics and food technologies. Palsgaard's Research and Development company, Nexus, hosts work placements for international food engineering students, and our laboratories collaborate with them on independent development projects. During the Covid-19 pandemic it has not been possible to collaborate with the usual number of students and visits by organisations at our sites globally.

### Scholarship programme

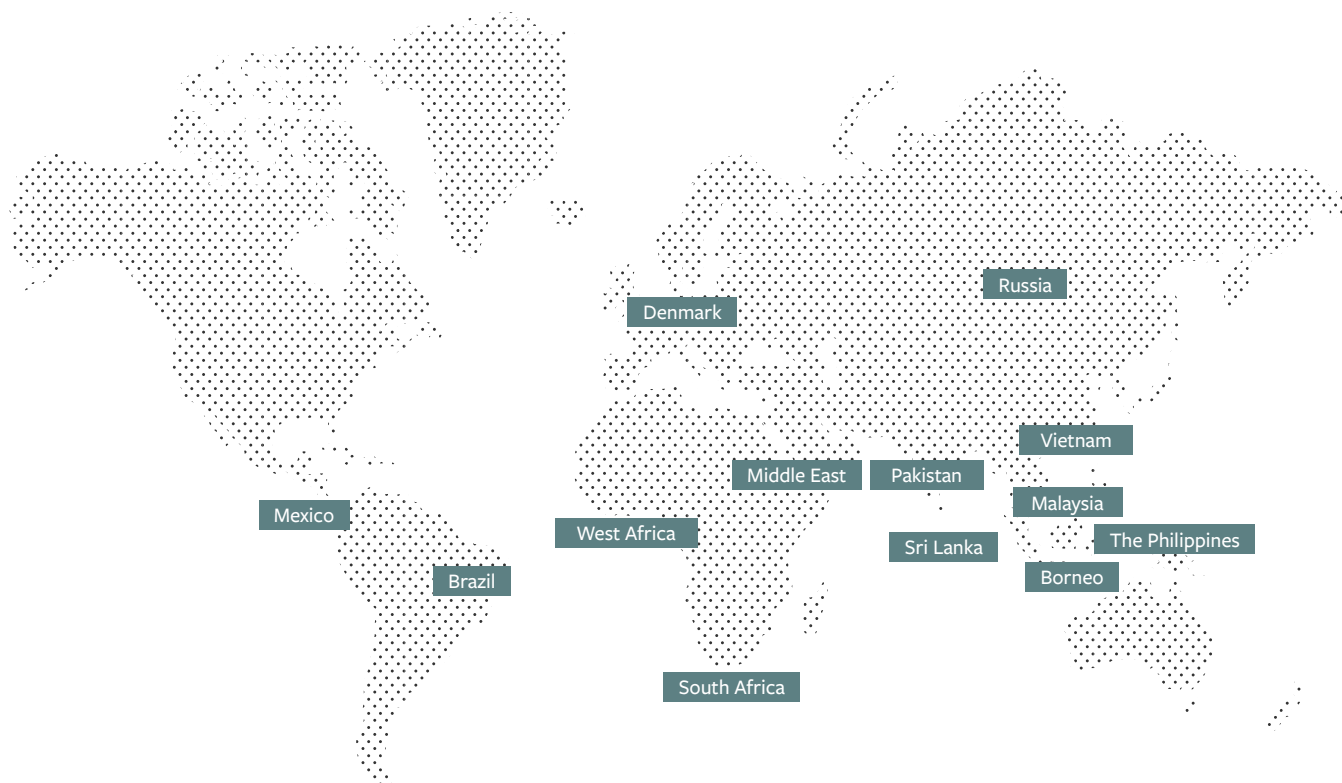
Palsgaard has a scholarship programme to support students in a food technology, science or nutrition qualification. It assists applicants who come from a low-income family, helping to pay for tuition fees, books, living expenses, and other study-related expenses.

Our subsidiary in Mexico supports students from disadvantaged backgrounds in cooperation with the organisation "Leaders of Tomorrow". The first scholars under the scholarship programme began their studies in 2015 and in 2020, 272 graduated with a Bachelor's degree.

Our subsidiary in Singapore selects two students from Asian-Pacific countries per year. So far, we have extended the programme to the Philippines, Pakistan, Sri Lanka and Bangladesh. We have engaged with coming student from Vietnam to begin scholarship in 2021.

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## Contributing to the global community



#### Borneo

- Annual donation to support Save the Orangutan, which works to rescue this endangered species and its rainforest home

#### Brazil

- Supporting a community project for children, adolescents with serious health problems and their families of the children's hospital, Hospital Pequeno Príncipe
- Tested and approved surplus bread from R&D is distributed among employees and occasionally donated to institutions in the municipality, such as Asylum and church charities

#### Denmark

- Support to Red Cross to help reduce the spread of Covid-19 in less developed countries
- A yearly donation to the refugee support organisation, Dansk Flygtningehjælp
- Donation to support the Danish Cancer Society
- Donation to the association Families with cancer-stricken children
- Supporting the local museum to encourage tourism and initiatives in the local society
- Donation and support to the establishment of a large playground including a path from the town to the playground
- Invested in hotel to encourage tourism in the town of Juelsminde
- Participation as a landowner to complete a 22-km coastal path
- Work with the local authorities to help people further their education/career, and support with flexible work hours or placements

#### Malaysia

- Donation of personal protection equipment due to COVID-19 to the local organisation OrphanCare

#### Mexico

- Supported the earthquake disaster fund through the Carlos Slim Foundation
- Supporting the Boys and Girls Club, an organisation that provides care for children while their parents work, helping to keep them away from criminal risk
- Scholarship programme is carried out in cooperation with the organisation Leaders of Tomorrow and support young peoples' positive change of life and future

#### Pakistan

- Scholarship programme for food technology students with support throughout their education
- One student has finished his education in 2018 and one in 2019

#### Russia

- Donations to support a regional foundation for interaction with orphans and children left without parental care "Ray of Childhood", which supports children from more than 125 social institutions in 8 regions of Russia.

#### South Africa

- We participate in Broad-Based Black Economic Empowerment (B-BBEE) which helps the black population achieve a higher socio-economic level
- COACH donation to a local home for children aged 6 to 16

#### Sri Lanka

- Scholarship programme continued for several years. Two student have graduated in 2020 and we continue the cooperation with the university to offer a scholarship to two new students

#### The Philippines

- Scholarship for food technology students with support throughout their education. In 2019 two new students have joined our scholarship programme

#### Vietnam

- Scholarship is sponsored for two students to commence their education as food technologists in 2021

#### West Africa

- Palsgaard has for the second time entered at 5-year contract of sponsorship with Planbørnefonden with a yearly contribution. The sponsorship includes support to sustainable development projects – especially development and education of children and young people have our attention. The support helps secure further development of the local communities and a better future for all
- Previous projects include: Local education on hygiene, and the construction of water storage and toilet facilities at a local nursery to improve water quality and reduce water-borne diseases. Purchase of a boat for school students to cross a river to school. Donations have also sponsored a technical school for young people with scholarships, purchased tools, and bicycles for student transport

# Independent Auditor's Assurance Report

## To Management and the stakeholders of Palsgaard A/S

We have reviewed the 2020 Corporate Responsibility Report ("the Report") to provide limited assurance that the data on page 27 has been stated in accordance with the reporting practice specified on page 26. We have also checked that the Report is compliant with the principles and reporting criteria defined in the Global Reporting Initiative (GRI) Sustainability Reporting Standards (In Accordance – Comprehensive level). We express a conclusion providing limited assurance.

### Management's responsibilities

Management is responsible for the preparation of the information in the Report, including the establishment of data collection procedures and internal control systems to ensure reliable reporting and that data are free from material misstatement.

### Auditor's responsibilities

Our responsibility is to express a limited assurance conclusion based on our engagement with Management and in accordance with the agreed scope of work. We have conducted our work in accordance with ISAE 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information and additional requirements under Danish audit regulation to obtain limited assurance about whether the selected CSR data in the Report are free from material misstatement.

Deloitte Statsautoriseret Revisionspartnerselskab is subject to International Standard on Quality Control (ISQC) 1 and, accordingly, applies a comprehensive quality control system, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We have complied with the independence and other ethical require

ments of the Code of Ethics for Professional Accountants issued by FSR - Danish Auditors (Code of Ethics for Professional Accountants), which are based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Considering the risk of material error, we planned and performed our work to obtain all information and explanations necessary to support our conclusion.

We have reviewed data from the major sites in April 2021. We have not reviewed baseline data, financial information or forward-looking statements, such as targets and expectations included in the Report. Consequently, we draw no conclusion on those statements.

Based on an assessment of the risk of material misstatement, we planned and performed our work to obtain all information and explanations necessary to support our conclusion. We used the reporting practice described in the Report combined with the GRI reporting criteria as an appropriate basis for our review. Our procedures included the following:

- Reviewing procedures at Palsgaard A/S for identifying material issues to be included in the Report and challenging the material statements in the Report.
- Reviewing the procedures, tools, systems and controls for gathering, consolidating and aggregating data at group level, performing analytical review procedures and obtaining additional explanations of data performance from both the group functions and from selected country sites.
- Interviewing management staff responsible for data and text in the Report.
- Reviewing internal and external documentation to verify the extent to which it supports the information included in the Report.
- Evaluating the overall presentation of the reporting, including consistency of information.
- Reviewing the Report for adherence to the GRI principles for defining report content and assuring report quality as well as the reporting criteria of GRI Standards: In Accordance – Comprehensive, disclosure requirements.



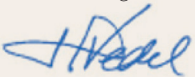
# Auditor's Observations regarding the GRI Reporting Principles

## Conclusion

Based on our work, nothing has come to our attention that causes us to believe that the data on page 27 in the Report has not been prepared in accordance with the reporting practice stated on page 26. Nor has anything come to our attention that causes us to believe that the Report does not comply with the principles and reporting criteria of GRI Standards: In Accordance – Comprehensive level.

Copenhagen, 25 May 2021

Deloitte  
Statsautoriseret Revisionspartnerselskab  
Business Registration No. 33 96 35 56



Henrik Vedel  
State-Authorised Public Accountant  
MNE no mne10052



Helena Barton  
Lead Reviewer

# Deloitte.

## Materiality and sustainability context

The Report reflects the Company's ongoing commitment to operating its business in a sustainable manner by monitoring and managing material environmental and social risks arising from its activities. The Report demonstrates the Company's understanding of where in its value chain it can most effectively mitigate risks and contribute to global sustainable development.

## Comparability, completeness and timeliness

This is the eleventh annual CSR Report by Palsgaard, providing a timely update to stakeholders of the Company's CSR performance and enabling comparability with previous years' performance. Within the reporting boundary and scope defined by the Report, we have not found any significant omissions of important information.

## Clarity and balance

The Report provides a straightforward and balanced presentation of the company's activities, highlighting challenges and dilemmas arising in the business.

## Stakeholder involvement

Palsgaard A/S continues to monitor and respond to stakeholder needs with a specific focus on customers and employees. The Company is committed to procuring certified sustainable palm oil and actively engages in initiatives relating to sustainable palm oil production.

## Accuracy and reliability

Palsgaard A/S continues to strengthen its internal data collection and control procedures, particularly for environmental data, to ensure a higher level of quality and reliability.

# Reporting practice

The data basis for this report includes the entities indicated in Figure 8. All data, except for employee and tax data, only includes production units. We are continuously improving our data collecting system. Our environmental reporting does not cover agricultural and forestry activities. Our reporting period runs from 1 January 2020 to 31 December 2020.

Indicator	Data Basis	Indicator method description	Reporting Entities
Energy consumption, electricity	M	Electricity consumption has been determined on the basis of statement from electricity provider. In Mexico and the Netherlands, electricity consumption from solar panels has been measured	Palsgaard A/S
Energy consumption, fossil	M	Natural gas and oil consumption are measured on basis of invoices	Palsgaard A/S
Emissions	C	Emissions are calculated based on energy consumption and available emission factors for each country Scope 1: Direct CO <sub>2</sub> -emissions (LPG, diesel, natural gas) Scope 2: Indirect CO <sub>2</sub> -emissions (electricity) Emissions from personal and transport vehicles are not included. CO <sub>2</sub> -intensity is CO <sub>2</sub> -emissions per kg of finished product	Palsgaard A/S
Water consumption	M, E	Water consumption has been measured on the basis of meter readings, invoices or estimates where rain water is used as technical water	Palsgaard A/S
Waste water	M, E	Waste water volumes have been measured on the basis of meter readings on the waste water system or estimations	Palsgaard A/S
Raw material consumption	M	Annual production volumes are based mainly on company purchasing statistics	Denmark
Derivative products	C	The calculation of derivative products is based mainly on production reports	Denmark
Waste (for energy generation)	M	Waste volumes have been measured on the basis of invoices from waste removal companies. Waste for recovery (energy generation) is split into two fractions - biogas or incineration	Denmark
Chemical waste	M	Chemical waste volumes have been measured on the basis of weight slips received from waste removal companies and bearing of tank	Denmark
Finished products	M	The statement is based mainly on sales statistics. The volume of finished products is therefore measured	Palsgaard A/S
Incidents of non-compliance	M	Total number of incidents of non-compliance with regulations with significant fines and sanctions	Palsgaard A/S +
Industrial accidents	M	Industrial accidents have been measured on the basis of accident records for all employees entailing more than one day of absence (LTI=Lost Time Injury)	Palsgaard A/S +
Accident frequency	C	Accident frequency has been calculated per one million working hours. Number of working hours is a calculated figure of working hours	Palsgaard A/S +
Employee turnover	C	Employee turnover has been calculated on the basis of headcount of permanent employees quarterly, based on Palsgaard's payroll system for PADK and reported data from the subsidiaries. Average seniority and average age has been calculated on the basis of the employees at the end of the year 31.12.2020, based on Palsgaard's payroll system	Denmark ++
Employee satisfaction	M, C	Employee satisfaction is based on Palsgaard's employee satisfaction and motivation survey, which is carried out by Ennova every second year and includes all employees. The main indicator of work satisfaction is applied as a general target and is compared with Global Employee and Leadership Index® (GELx)	Denmark ++
Tax	C	The effective tax rate is calculated based on the results of Palsgaard A/S and its subsidiaries, and the accounts and tax declarations	Denmark +

M=Measured, C=Calculated, E=Estimated

Figure 9: Summary of reporting entities: PADK = Palsgaard in Denmark, PAMY = Palsgaard in Malaysia, etc.

Palsgaard A/S	Palsgaard A/S +	Denmark	Denmark +	Denmark ++
<ul style="list-style-type: none"> <li>• Nexus A/S</li> <li>• PADK</li> <li>• PAMY</li> <li>• PANL</li> <li>• PAMX</li> <li>• PABR</li> <li>• PACN</li> </ul>	<ul style="list-style-type: none"> <li>• Palsgaard Estate</li> <li>• Nexus A/S</li> <li>• PADK</li> <li>• PAMY</li> <li>• PANL</li> <li>• PAMX</li> <li>• PABR</li> <li>• PACN</li> </ul>	<ul style="list-style-type: none"> <li>• PADK</li> <li>• Nexus A/S</li> </ul>	<ul style="list-style-type: none"> <li>• PADK</li> <li>• PAMY</li> <li>• PANL</li> <li>• PAMX</li> <li>• PABR</li> <li>• PACN</li> <li>• PAFR</li> <li>• PADE</li> </ul>	<ul style="list-style-type: none"> <li>• PAGH</li> <li>• PAKE</li> <li>• PAPL</li> <li>• PARU</li> <li>• PASG</li> <li>• PATR</li> <li>• PAZA</li> <li>• PAUS</li> </ul>
				<ul style="list-style-type: none"> <li>• Palsgaard Estate</li> <li>• Nexus A/S</li> <li>• PADK</li> <li>• PAMY</li> <li>• PANL</li> <li>• PAMX</li> <li>• PABR</li> <li>• PACN</li> <li>• PAFR</li> <li>• PADE</li> <li>• PAGH</li> <li>• PAKE</li> <li>• PAPL</li> <li>• PARU</li> <li>• PASG</li> <li>• PATR</li> <li>• PAZA</li> <li>• PAUS</li> </ul>

# Data summary

Indicator	Unit	2016	2017	2018	2019	2020
<b>Energy</b>						
Energy consumption, total (gross) <sup>2</sup>	kWh per kg finished product	1.27	1.21	1.12	1.07	1.01
Energy consumption, electricity (gross)	MWh	16,282	16,586	18,039	17,562	17,109
Energy consumption, fossil (gross)	MWh	45,264	45,676	49,120	49,557	49,759
<b>Emissions</b>						
CO <sub>2</sub> -emissions (gross) <sup>2,5,9</sup>	tonnes	15,853	15,362	15,080	14,181	4,694
CO <sub>2</sub> -emissions (net) <sup>2</sup>	tonnes	5,678	5,731	0	0	0
CO <sub>2</sub> -emissions (net)	kg per kg finished product	0.12	0.11	0	0	0
<b>Water</b>						
Water consumption	litre per kg finished product	3.74	3.36	3.34	2.92	2.88
Waste water	litre per kg finished product	1.56	1.44	1.46	1.26	1.23
Waste water	m <sup>3</sup>	75,637	74,408	87,439	79,450	81,479
<b>Raw materials</b>						
Raw material consumption	kg per 100 kg finished product	107.11	106.01	111.17	104.69	103,04
<b>Derivative products and waste</b>						
Derivative products	kg per kg finished product	0.08	0.07	0.07	0.09	0.08
Waste <sup>7</sup> (for energy generation)	kg per kg finished product	0.01	0.01	0.01	0.09 <sup>7</sup>	0.08
Waste (for energy generation)	tonnes	402	408	373	3,955 <sup>7</sup>	3,663
Chemical waste <sup>8</sup>	tonnes	8	17	2.4	9 <sup>8</sup>	2
<b>Compliance</b>						
Number of incidents of non-compliance <sup>4</sup>	number	0	0	1	0	0
<b>Working environment</b>						
Work-related accidents, total	number	8	15	9	8	7
Work-related accidents, Denmark	number	8	13	8	4	4
Work-related accidents, Netherlands	number	0	0	0	0	0
Work-related accidents, Malaysia	number	0	2	1	3	1
Work-related accidents, Mexico	number	0	0	0	0	0
Work-related accidents, China	number	-	-	0	0	1
Work-related accidents, Brazil	number	-	0	0	1	1
Work-related accident frequency <sup>1</sup>	number per million working hours	13	20	11	9	8
<b>Employee conditions</b>						
Employee turnover <sup>6</sup>	turnover rate, %	8.5	10.8	13.8	11.3	10.32
<b>Tax</b>						
Effective tax rate <sup>3</sup>	%	27.6	20.2	33.2	23.4	23.7

<sup>1</sup> All production entities are included in the "Accident frequency" number

<sup>2</sup> Local calorific values are used for calculating emission factors

<sup>3</sup> The tax rate has been reduced from 2016 to 2017, mainly due to instances of non-recurring non-taxable income and non-recurring non-deductible costs in the reporting period

<sup>4</sup> Number of incidents of non-compliance: See GRI 201-34

<sup>5</sup> Remaining CO<sub>2</sub>-emissions have been neutralised by investing in offsets from UNFCCC (United Nations Framework Convention on Climate Change)

The CO<sub>2</sub>-neutral sources in The Netherlands and Mexico have been subtracted from the total CO<sub>2</sub>-gross amount for 2018, 2019 and 2020

<sup>6</sup> From 2018, we switched from annual to quarterly calculations.

<sup>7</sup> Since 2019, waste has changed from combustible to energy generation, which consists of two fractions ("combustible" and "for energy generation"). Almost 95% of Palsgaard's waste is used for energy generation. The significant increase of waste for energy consumption is due to the fact that both combustible waste for energy generation and waste for biogas generation are included. Previously the number counted only combustible waste

<sup>8</sup> Pickup of waste oil is done irregularly. 2019's amount of chemical waste is waste oil from a transformer station where isolation oil is only changed very seldom

<sup>9</sup> In 2020, we updated the method and the Danish green energy certificates are excluded from the calculation

# GRI content index – disclosures

The GRI table is based on GRI Sustainability Reporting Standards 2016.

See the Reporting Practice section for an explanation of the terms used along with the GRI G4 Food Processing Sector Disclosures.

GRI Standard	Disclosure	Disclosure description	Page, comment or omission	UNGC active cross reference
<b>GRI 101: Foundation 2016 - This report has been prepared in accordance with the GRI Standards: Comprehensive option</b>				
<b>GRI 102: General Disclosures 2016</b>				
102-1	Name of the organisation		Page 5	Organisational profile and Operational context
102-2	Activities, brands, products and services		Page 7	Organisational profile and Operational context
102-3	Location of headquarters		Page 7	Organisational profile and Operational context
102-4	Location of operations		Page 7	Organisational profile and Operational context
102-5	Ownership and legal form		Page 6, 12	Organisational profile and Operational context
102-6	Markets served		Page 7	Organisational profile and Operational context
102-7	Scale of organisation		Page 21 and Annual report	Organisational profile and Operational context
102-8	Information on employees and other workers		Page 21 312 full time, 23 part time (Denmark). Data compiled for DK from global HR system	Organisational profile and Operational context
102-9	Supply chain		Pages 10-11	
102-10	Significant changes to the organisation and its supply chain		Building new facilities in Mexico and new warehouse in Denmark. Increased number of employees from 563 to 595 Covid-19 pandemic has challenged our supply chain	
102-11	Precautionary Principle or approach		Pages 16, 20	
102-12	External initiatives		Pages 12-13	
102-13	Membership of associations		Pages 13, 15	
102-14	Statement from senior decision-maker		Page 5	High-level commitment and Strategy
102-15	Key impacts, risks and opportunities		Pages 10-11	High-level commitment and Strategy
102-16	Values, principles, standards, and norms of behaviour		Page 7	
102-17	Mechanisms for advice and concerns about ethics		Page 13: A responsible approach	
102-18	Governance structure and Highest Governance Body (HGB)		Pages 12-13, Figure 6	
102-19	Delegating authority		Pages 12-13, Figure 6	
102-20	Executive-level responsibility for Economic, Environmental, and Social (EES) topics		Pages 12-13, Figure 6	
102-21	HGB consultation on EES topics		Page 8	
102-22	Composition of governance bodies		Pages 12-13 and Annual report	
102-23	Relationship between Chair and CEO		The chair of the HGB is not the CEO	
102-24	Nomination and selection of governance body		Pages 12-13, Figure 6	
102-25	Conflicts of interest		Limitations are noted in employment contracts	
102-26	HGB's role in setting purpose, value and strategy		Pages 12-13	
102-27	HGB's knowledge of EES topics		Pages 12-13, Figure 6	
102-28	Performance evaluation of HGB on EES topics		Part of the Board evaluates its performance on a regular basis.	
102-29	HGB's role in identifying EES risks		Pages 12-13, Figure 6	
102-30	HGB's review of management of EES risks		In accordance with ISO-documented procedures	

GRI Standard	Disclosure	Disclosure description	Page, comment or omission	UNGC active cross reference
	102-31	Frequency of EES risk reviews	Twice a year together with review of Global Risk Management	
	102-32	Highest approval of sustainability report	Pages 12-13, Figure 6	
	102-33	Raising critical concerns with HGB	Pages 12-13, Figure 6	
	102-34	Critical concerns raised and addressed	No critical concerns raised in 2020	
	102-35	Remuneration policies	Described in the Schou Foundation's Articles of Association	
	102-36	Process for determining remuneration	Described in the Schou Foundation's Articles of Association	
	102-37	Stakeholder views on remuneration	Remuneration policies are confidential and not shared with our stakeholders	
	102-38	Ratio of highest and median compensation	Omitted for competitive reasons	
	102-39	% increase for highest and median compensation	Omitted for competitive reasons	
	102-40	List of stakeholders engaged	Page 9	
	102-41	Collective bargaining agreements	In Denmark, 57% of employees are covered by a collective bargaining agreement. This is not measured in our subsidiaries	
	102-42	Selection of stakeholders	Pages 8, 9	
	102-43	Approach to stakeholder engagement	Page 9	
	102-44	Issues raised and responded to	Page 9, Figure 5 Customer satisfaction survey is carried out every second year. Compiles questions on service, support, innovation, CSR and more.	
	102-45	Entities included in the consolidated financial statements	Page 6, Figure 2	
	102-46	Defining report content and topic Boundaries	Page 4	
	102-47	List of material topics	Page 8	
	102-48	Restatements of information	No restatements to report	
	102-49	Changes in reporting	Page 5	COP Report Profile
	102-50	Reporting period	Page 4	COP Report Profile
	102-51	Date of previous report	30 April 2020	COP Report Profile
	102-52	Reporting cycle	Page 4	COP Report Profile
	102-53	Report contact	Senior CSR Specialist, Lisa Drejer Mortensen, ldm@palsgaard.dk	COP Report Profile
	102-54	Claims of reporting in accordance with the GRI standards	Page 4	
	102-55	GRI Content Index	Pages 28-34	COP Report Profile
	102-56	External assurance	Pages 24-25	External assurance of COP

### GRI 103: Management approach 2016

	103-1	Explanation of the material topic and its Boundary	Pages 30-34	
	103-2	The management approach and its components	Pages 30-34	
	103-3	Evaluation of the management approach	Pages 30-34	

# GRI content index – material topics

Topic	Disclosure	Disclosure description	Page, comment or omission	UNGC principle
<b>GRI 200 Standard: Economic Series 2016</b>				
GRI 201 Economic performance	103-1	Explanation of the material topic and its Boundaries	Page 6	
	103-2	The management approach and its components	Pages 12-13	
	103-3	Evaluation of the management approach	Pages 12-13	
	201-1	Direct economic value generated and distributed	Turnover: DKK 1.5 billion Effective tax rate: 23.7% (tax is being paid where it is earned) Jobs provided: 595	
	201-2	Financial implications and other risks and opportunities due to climate change	Page 12, 16 Strategic risk Management is implemented on a global scale and climate change related risks are considered.	
	201-3	Defined benefit plan obligations and other retirement plans	Page 21	
	201-4	Financial assistance received from government	10 years tax-free scheme in Malaysia. The Danish government has supported export initiatives with DKK 181,000 over 3 years.	
GRI 202 Market Presence	103-1	Explanation of the material topic and its Boundaries	Pages 20-21. Significant locations of operation page 7. Local refers to the communities surrounding the areas in which we operate. Our definition of senior management refers to CEOs and managers of subsidiaries	1
	103-2	The management approach and its components	Pages 20-21	1
	103-3	Evaluation of the management approach	Page 21. Figure 8: Distribution of employees	1
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	We ensure that all employees & workers are paid at or above the minimum wage, according to local legislation	1
	202-2	Proportion of senior management hired from the local community	75% of Senior Management in our subsidiaries are local. Senior Management is Site Director, General Director, General Manager etc.	1
GRI 203 Indirect economic impacts	103-1	Explanation of the material topic and its Boundaries	Pages 10-11	1
	103-2	The management approach and its components	Pages 12-13	1
	103-3	Evaluation of the management approach	Pages 12-13	1
	203-1	Infrastructure investments and services supported	Pages 22-23 Commercial investment in technology in Malaysia, Brazil and Mexico. Application laboratories globally, increasing our number of distributors worldwide and a new factory in Mexico will be producing in 2021	1
	203-2	Significant indirect economic impacts	Using RSPO-certified palm oil improves social conditions and reduces environmental impact locally. Investments in production sites in Malaysia, Mexico and Brazil have positive impacts on job creation and activity in the respective countries	
	FP1	% of purchased volume from suppliers compliant with company's sourcing policy	Pages 12, 15 91% of suppliers of direct materials have been evaluated through our Responsible Sourcing Programme. All suppliers of indirect products and services are signing our Supplier Code of Conduct by the first order.	1
	FP2	% of purchased volume verified to be in accordance with responsible standards, by standard	Pages 13, 19 100% of products are manufactured at FSSC 22000-certified sites except for China, which is ISO 22000 certified. Our full product range is available as RSPO SG certified. 100% of the palm oil used for production of food ingredients in Denmark is RSPO SG-certified. Four out of six sites are SMETA 4-pillar audited	1
GRI 204 Procurement Practices	103-1	Explanation of the material topic and its Boundaries	Pages 10-11, 14 Significant locations of operation page 7. Local refers to the communities surrounding the areas in which we operate (RSPO)	1, 10
	103-2	The management approach and its components	Pages 12-14	1, 10
	103-3	Evaluation of the management approach	Pages 12-13	1, 10
	204-1	Proportion of spending on local suppliers	No defined spending. Local palm oil growers are supported via RSPO when they are members of RSPO. Our Malaysia plant uses locally produced palm oil and we hire local workers for all subsidiaries. 100% of our products are based on palm oil is available as RSPO SG-certified	1, 10
GRI 205 Anti-Corruption	103-1	Explanation of the material topic and its Boundaries	Pages 12-14	1, 10
	103-2	The management approach and its components	Pages 12-13	1, 10
	103-3	Evaluation of the management approach	Pages 12-13	1, 10
	205-1	Operations assessed for corruption risks	Pages 12-13	1, 10
	205-2	Communication and training	Pages 12-13	1, 10
205-3	Incidents of corruption and actions taken	No incidents in 2020	1, 10	
GRI 206 Anti-competitive behaviour	103-1	Explanation of the material topic and its Boundaries	Pages 12-13	1
	103-2	The management approach and its components	Pages 12-13	1
	103-3	Evaluation of the management approach	Pages 12-13	1
	206-1	Anti-competitive behaviour	Pages 12-13 No legal actions in 2020	1

Topic	Disclosure	Disclosure description	Page, comment or omission	UNGC principle
<b>GRI 200 Standard: Economic Series 2016</b>				
GRI 207 Tax	103-1	Explanation of the material topic and its Boundaries	Pages 12, 30	1
	103-2	The management approach and its components	Pages 12, 30	1
	103-3	Evaluation of the management approach	Pages 12, 30	1
	207-1	Approach to Tax	Pages 12, 30 Our strategy is to comply with the tax legislation in all the countries where we operate and that trade with intercompany products and services are on arms length. This means that we pay the right taxes in the countries where the income rightly is earned. The board of Palsgaard is the responsible governance body.	1
	207-2	Tax governance, control, risk management	Pages 12, 30 The Group management and the board of Palsgaard A/S has set the tax strategy. Local managers are instructed in company tax governance. Third party financial auditors conduct audit of the financial statements including tax governance and evaluate compliance. In case of non-compliance to the expected it will be followed up by Group Management. Concerns around tax can be reported through our Ethic Hotline. The tax for each subsidiary is audited by third party financial auditors at headquarters in Denmark.	1
	207-3	Stakeholder engagement and management concerns related to tax	Pages 12, 30 We have a relative small organisation and have thus not resources to engage in the tax legislation and network related to tax in the countries where we operate, but we follow new initiatives and where applicable discuss these with our advisors to be sure to comply with the legislation.	1
	207-4	Country-by-country reporting	Page 6 Further details are not reported for confidentiality reasons.	1
	<b>GRI 300 Standard: Environmental Series 2016</b>			
GRI 301 Materials	103-1	Explanation of the material topic and its Boundaries	Pages 15, 17	7, 8
	103-2	The management approach and its components	Pages 15, 17	7, 8
	103-3	Evaluation of the management approach	Pages 12-13, 15, 17	7, 8
	301-1	Materials used by weight or volume	Page 27 Further breakdown of numbers commercially sensitive	7, 8
	301-2	Recycled input materials used	Due to food safety regulations, we cannot use recycled input materials in production	
	301-3	Reclaimed products and their packaging materials	Due to food safety regulations, reclaimed input materials are not added to our products	7, 8
GRI 302 Energy	103-1	Explanation of the material topic and its Boundaries	Pages 8, 16	7, 8, 9
	103-2	The management approach and its components	Page 16	7, 8, 9
	103-3	Evaluation of the management approach	Page 16	7, 8, 9
	302-1	Energy consumption within organisation	Page 27	7, 8, 9
	302-2	Energy consumption outside of the organisation	We currently do not measure this. Information not available	7, 8, 9
	302-3	Energy intensity	Page 27 We define energy intensity as kWh per kg finished product	7, 8, 9
	302-4	Reduction of energy consumption	Pages 16, 27	7, 8, 9
	302-5	Reduction in energy requirements of sold products/ services	Calculations not available	7, 8, 9
GRI 303 Water	103-1	Explanation of the material topic and its Boundaries	Page 8	
	103-2	The management approach and its components	Page 17	
	103-3	Evaluation of the management approach	Page 27	
	303-1	Water withdrawal by source	Page 27 We use only ground water at our Denmark facilities. In our subsidiaries, we use water that complies with required food quality and safety regulations	
	303-2	Water sources significantly affected by withdrawal of water	Water consumption per production unit is relatively small. No water sources are significantly affected	
	303-3	Water recycled and reused	Due to food safety regulations, water is not recycled within our production facilities	
GRI 305 Emissions	103-1	Explanation of the material topic and its Boundaries	Pages 8, 16, 26	7, 8, 9
	103-2	The management approach and its components	Page 16	7, 8, 9
	103-3	Evaluation of the management approach	Page 16	7, 8, 9
	305-1	Direct GHG emissions (scope 1)	Pages 26, and page 27 for gross and net CO <sub>2</sub> -emissions	7, 8, 9
	305-2	Energy indirect GHG Emissions (scope 2)	Page 26, and page 27 for gross and net CO <sub>2</sub> -emissions (Company cars are excluded)	7, 8, 9
	305-3	Other indirect GHG emissions (scope 3)	Currently not measured	7, 8, 9
	305-4	GHG emissions intensity	Pages 16, 26	7, 8, 9
	305-5	Reductions of GHG emissions	Pages 16, 26-27	7, 8, 9
	305-6	Emissions of ozone-depleting substances	Not applicable	7, 8, 9
	305-7	NO <sub>x</sub> , SO <sub>x</sub> and other air emissions	We do not currently measure NO <sub>x</sub> and SO <sub>x</sub>	7, 8, 9

# GRI content index – material topics

Topic	Disclosure	Disclosure description	Page, comment or omission	UNGC principle
GRI 306 Effluents & waste	103-1	Explanation of the material topic and its Boundaries	Pages 17, 26	7, 8, 9
	103-2	The management approach and its components	Page 17	7, 8, 9
	103-3	Evaluation of the management approach	Pages 12-13, 17	7, 8, 9
	306-1	Water discharge by quality and destination	Page 27	7, 8, 9
	306-2	Waste by type and disposal method	Page 27 Reuse is waste for reuse Recycling is waste for recycling Recovery, including energy recovery and incineration is waste for energy generation Landfill is waste for landfill The disposal method is determined by regulations and waste regulations set by the authorities	7, 8, 9
	306-3	Significant spills	No incidents in 2020	7, 8, 9
	306-4	Transport of hazardous waste	No hazardous waste is transported, imported, exported or treated. Hazardous waste is removed by licensed waste management company (licensed by the authorities to transport, handle and treat hazardous waste). Waste fractions are converted to weight on calibrated weights of single units (n=3) and the average weight is found	7, 8, 9
GRI 307 Environmental compliance	306-5	Water bodies affected by water discharges and/or runoff	We comply with legal requirements for waste water treatment and discharge and have not detected impacts on water bodies and related habitats	7, 8, 9
	103-1	Explanation of the material topic and its Boundaries	Pages 16-17	7, 8
	103-2	The management approach and its components	Pages 16-17	7, 8
	103-3	Evaluation of the management approach	Pages 12-13, 16	7, 8
	307-1	Non-compliance with environmental laws and regulations	No incidents in 2020	7, 8
GRI 308 Supplier environmental assessment	103-1	Explanation of the material topic and its Boundaries	Page 14	7, 8, 10
	103-2	The management approach and its components	Pages 12-15	7, 8, 10
	103-3	Evaluation of the management approach	Pages 12-13	7, 8, 10
	308-1	New suppliers that were screened using environmental criteria	Page 14	7, 8, 10
	308-2	Negative environmental impacts in the supply chain and actions taken	Pages 13-14	7, 8, 10
<b>GRI 400 Standard: EMPLOYEES series 2016</b>				
GRI 401 Employment	103-1	Explanation of the material topic and its Boundaries	Pages 8, 20-21	1, 6
	103-2	The management approach and its components	Pages 20-21	1, 6
	103-3	Evaluation of the management approach	Pages 12-13, 20-21	1, 6
	401-1	New employee hires and employee turnover	Page 21 Employee turnover rate is reported without breakdown of age and gender, Denmark: 10.36% Subsidiaries to Palsgaard A/S totally: 10.17% Subsidiaries per country: Malaysia: 12.7% Mexico: 3.9% Singapore: 5.9% Russia: 5.9% The Netherlands: 12.1% China: 5.6% Poland: 12.5% South Africa: 50% Kenya: 0% Iran: 0% USA: 0% Brazil: 17.8% France: 0% Germany: 0% Turkey 11.1%	1, 6
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 20-21	1, 6
	401-3	Parental leave	Employees returning to work after taking parental leave remained employed 12 months later: 16 employees totally had parental leave in 2019 and are still employed in 2020, except one man in Denmark. Denmark (4 females/4 males), Malaysia (4 males), Mexico (1 female/ 3 males)	1, 6



Topic	Disclosure	Disclosure description	Page, comment or omission	UNGC principle
GRI 403 Occupational health and safety	103-1	Explanation of the material topic and its Boundaries	Pages 20-21	1
	103-2	The management approach and its components	Pages 20-21	1
	103-3	Evaluation of the management approach	Pages 20-21	1
	403-1	Workers representation in formal joint management-worker health and safety committees	Pages 21, 27 Work environment committee covers 100% of workers, across all sites. The definition of workers extends to those who are employed directly by Palsgaard including its subsidiaries	1
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 27 There were 7 work related accidents (4 in Denmark, 1 in Malaysia, 1 in China and 1 in Brazil) with no fatalities. Absenteeism monitored in Denmark. Days absent with sick leave 3.24% Aiming to monitor in all production sites without reporting on ODR types of injuries or occupational diseases	1
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Pages 10, 20	1
	403-4	Health and safety topics covered in formal agreements with trade unions	Page 21	1
GRI 404 Training and education	103-1	Explanation of the material topic and its Boundaries	Pages 8, 20-22	1
	103-2	The management approach and its components	Pages 20-22	1
	103-3	Evaluation of the management approach	Pages 12-13, 20-21	1
	404-1	Average hours of training per year per employee	1.24% of work hours was related to education (Denmark, Brazil, Malaysia, Mexico & The Netherlands) without breakdown of gender or employee category. The number is reduced since last year because of the pandemic.	1
	404-2	Programs for upgrading employee skills and transition assistance programs	Pages 12-13, 20-22	1
	404-3	% of employees receiving regular performance and career development reviews	100% of employees receive reviews yearly	1
GRI 405 Diversity and Equal Opportunity	103-1	Explanation of the material topic and its Boundaries	Pages 20-21 Palsgaard A/S Board has one woman and two men	1, 6
	103-2	The management approach and its components	Pages 20-21, 6 (Figure 2)	1, 6
	103-3	Evaluation of the management approach	Pages 12-13, 20-21	1, 6
	405-1	Diversity of governance bodies and employees	Page 21 and Annual report Palsgaard A/S Board has one woman and two men. Schou Foundation Board has two women and three men	1, 6
	405-2	Ratio of basic salary and remuneration of women to men	Remuneration monitored for production employees through Danish Industry's (DI) gender specific salary statistics for Palsgaard's production operators in Denmark. The latest data available is from 2019. In 2019, the remuneration ratio for men and women was 100.83/95.86	1, 6
GRI 406 Non-discrimination	103-1	Explanation of the material topic and its Boundaries	Pages 12-13	3
	103-2	The management approach and its components	Pages 12, 20	3
	103-3	Evaluation of the management approach	Pages 12-13	3
	406-1	Incidents of discrimination and corrective action taken	One incident in 2020. The reported case was not approved according to Palsgaard whistleblowing policy and the Compliance team. It was handled and closed by local management and HR. Ethical hotline has been established Q4 2019	3
GRI 407 Freedom of Association and Collective Bargaining	103-1	Explanation of the material topic and its Boundaries	Pages 12-13, 15	3
	103-2	The management approach and its components	Pages 12-14, 15	3
	103-3	Evaluation of the management approach	Pages 12-13	3
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pages 12-13, 15, 20-21	3
GRI 408 Child Labour	103-1	Explanation of the material topic and its Boundaries	Pages 12-13	1, 4, 5
	103-2	The management approach and its components	Pages 12-13, 15	1, 4, 5
	103-3	Evaluation of the management approach	Pages 12-13	1, 4, 5
	408-1	Operations and suppliers at significant risk for incidents of child labour	Pages 12-15	1, 4, 5
GRI 409 Forced or compulsory labour	103-1	Explanation of the material topic and its Boundaries	Page 13	1, 4, 5
	103-2	The management approach and its components	Pages 12-13, 15	1, 4, 5
	103-3	Evaluation of the management approach	Pages 12-13	1, 4, 5
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Pages 13-15	1, 4, 5

# GRI content index – material topics

Topic	Disclosure	Disclosure description	Page, comment or omission	UNGC principle
GRI 412 Human Rights Assessment	103-1	Explanation of the material topic and its Boundaries	Page 13	1, 2
	103-2	The management approach and its components	Pages 12-13, 15	1, 2
	103-3	Evaluation of the management approach	Pages 12-13	1, 2
	412-1	Operations that have been subject to human rights reviews or impact assessments	Pages 12-13 SMETA audits focus on labour, Health and Safety, Environment and Business Ethics and include interviews with employees on employment and workers rights.	1, 2
	412-2	Employee training on human rights policies or procedures	All employees receive Code of Conduct. We do not measure training Whistleblowing policy was introduced Q4 2019	1, 2
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 14 Production sites are considerable investments. We go above and beyond local human rights standards	1, 2
	412-2	Employee training on human rights policies or procedures	All employees receive Code of Conduct. We do not measure training Whistleblowing policy was introduced Q4 2019	1, 2
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 14 Production sites are considerable investments. We go above and beyond local human rights standards	1, 2
GRI 413 Local communities	103-1	Explanation of the material topic and its Boundaries	Pages 12-13, 15, 23	1
	103-2	The management approach and its components	Pages 15, 22-23	1
	103-3	Evaluation of the management approach	Pages 12-13	1
	413-1	Operations with local community engagement, impact assessments, and development programs	Pages 15, 20-21 We consider differentiation in culture and socioeconomic status in our subsidiaries, and local communities where we operate. We have assisted 7 people at our sites in Denmark and 1 in the Netherlands to further their education or keep their job under special circumstances	1
	413-2	Operations with significant actual and potential negative impacts on local communities	We do not consider any operations at our sites to have a negative impact on local communities	1
GRI 414 Supplier Social Assessment	103-1	Explanation of the material topic and its Boundaries	Page 14	1, 4, 5, 6, 10
	103-2	The management approach and its components	Pages 12-13, 15	1, 4, 5, 6, 10
	103-3	Evaluation of the management approach	Pages 12-13	1, 4, 5, 6, 10
	414-1	New suppliers that were screened using social criteria	Page 14	1, 4, 5, 6, 10
	414-2	Negative social impacts in the supply chain and actions taken	Pages 14-15 No further breakdown of data	1, 4, 5, 6, 10
GRI 416 Customer Health and Safety	103-1	Explanation of the material topic and its Boundaries	Pages 13, 19	10
	103-2	The management approach and its components	Pages 12-13, 15, 19	10
	103-3	Evaluation of the management approach	Pages 12-13	10
	416-1	Assessment of the health and safety impacts of product and service categories	Pages 13, 19	10
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no food recall incidents in 2020	10
	FP5	% of production volume audited by 3rd party to food safety compliance	100% of our products are manufactured in FSSC 22000/ISO 9001-certified factories, except for China, which is ISO 22000 certified	10
	FP6	% of total sales volume of consumer products by product category that are lowered in saturated fat, trans-fats, sodium and added sugars	Page 18 and www.palsgaard.com	10
GRI 417 Marketing and Labelling	103-1	Explanation of the material topic and its Boundaries	Pages 8, 18	10
	103-2	The management approach and its components	Page 18	10
	103-3	Evaluation of the management approach	Page 18	10
	417-1	Requirements for product and service information and labelling	100% of our products conform to EU legislation on labelling and we respond to customer requests for additional labelling	10
	417-2	Incidents of non-compliance concerning product and service information and labelling	No incidents in 2020	10
	417-3	Incidents of non-compliance concerning marketing communications	No incidents in 2020	10
GRI 418 Customer privacy	103-1	Explanation of the material topic and its Boundaries	Page 13	
	103-2	The management approach and its components	Page 13	
	103-3	Evaluation of the management approach	Page 8	
	418-1	Complaints concerning breach of customer privacy	No complaints in 2020	
GRI 419 Socioeconomic compliance	103-1	Explanation of the material topic and its Boundaries	Pages 12-13	10
	103-2	The management approach and its components	Pages 12-13	10
	103-3	Evaluation of the management approach	Pages 12-13	10
	419-1	Non-compliance with laws and regulations in the social and economic area	No incidents in 2020	10

# Legal requirements

Reference to sections 99a and 99b of Act no. 738 regarding changes to the Danish Financial Statements Act, June 1, 2015

Section 99a Reference	Page and/or comment
Sustainability definition Section 99a	See "Welcome" on page 3
Business model Section 99a §2.1	See Figure 2 on page 6
Governance Section 99a §2.2	See "Our governing culture" pages 12-13
Systems & due diligence processes Section 99a §2.4	See "A responsible approach" on page 13
Key risks Section 99a §2.5	See "Value chain" on pages 10-11. Specific risks and challenges for each CSR focus area are identified within each section of the CSR report
KPIs Section 99a §2.6	See Figure 1 on page 5
Means of reporting Section 99a §4.1 and §4.2	Palsgaard provides a separate CSR report, which is available online <a href="http://www.palsgaard.com">www.palsgaard.com</a>

Section 99b reference	Page and/or comment
Policy for increasing the share of the underrepresented gender Section 99b §2	We have a policy that addresses the underrepresented gender in management roles. Our policy sets out our commitment to, among other things, ensure that our recruitment and recruitment procedures help to make female leadership talent visible so that both female and male candidates are represented by internal as well as external recruitment; to work purposefully with competence and leadership development and promote effective internal recruitment and mobility in Palsgaard for the benefit of the individual employee's competence and career development and for Palsgaard's pipeline of leadership candidates; and to actively motivate more women in the organisation to take and maintain managerial jobs, including, for example, support for education, development in the job and internal management training. See also Figure 2 on page 6 and Internal governance on page 12
Target figure for the top management team Section 99b §3	Status of the underrepresented gender within top management: see Figure 2 on page 6 and Internal governance on page 12

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# Tell us what you think

Send your feedback to  
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**Front page photo**

The 800+ solar panels installed in the parking area of Palsgaard Netherlands helped make the production CO<sub>2</sub>-neutral in 2018.

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