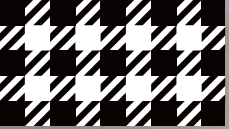




CSR Report 2023  
Kohberg Bakery Group A/S



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[www.kohberg.dk](http://www.kohberg.dk)  
[www.kohberg.com](http://www.kohberg.com)

As well as being Kohberg's annual corporate responsibility report, the report also constitutes our statutory corporate responsibility statement, as required by Section 99a of the Danish Financial Statements Act.

The report is also our annual Communication on Progress (CoP) report to the UN Global Compact programme.



*Kohberg*

SØREN BENDER EGESBORG  
CEO, KOHBERG BAKERY GROUP A/S

*Kohberg*

SOLSIKKE  
SOLSIKKE

# We have happy employees!

2023 was an exciting and eventful year for Kohberg. We have embarked on new and exciting export markets, and at the end of the year, we sent the first shipment of Danish Pastry to US retailers. The export market offers many new and exciting opportunities for Kohberg, and we are experiencing an ever-increasing interest in our bread, buns and cakes from foreign customers.

Naturally, we want to expand and strengthen this position.

However, even though other countries are calling, Kohberg is and will always be Denmark's largest Danish and family-owned bakery, and we will never forget our roots. We will continue to maintain and strengthen our solid position in the Danish market and, in close collaboration with our customers, deliver good, innovative bread to the Danes.

When we at Kohberg are able to create success both nationally and internationally, it is only because we have skilled, highly qualified and loyal employees at all levels. As a newcomer to Kohberg - because even though I'll have been here for 2 years this summer, I'm still a newbie when you look at the average length of service (11 years and 9 months) - I'm struck time and time again by the dedication of my colleagues. As CEO, it's my job to take good care of each and every one of them.

The well-being survey we conducted at the end of 2023 showed that Kohberg employees are among the most satisfied in the industry, and well-being has improved in almost all areas, which we are proud of.

At Kohberg, we have always had intense focus on occupational health and safety, and we will strengthen and develop this focus in the coming period. Because it shouldn't just be good working at Kohberg - it should also be safe and secure.

In our CSR report, you can meet many of our dedicated employees. They are the ones who ensure that our bread not only tastes great, but also fulfils the very high-quality requirements of consumers, authorities, our customers, and ourselves. They are the ones who work to ensure that every part of our bakery functions optimally, that all our packaging is recyclable, and that by 2023 we could reduce our gas consumption by 18%. They are the ones who give a high five when the person next to them has a great idea, or a hug when it's just one of those days. It's because of them that I look forward to coming to work every day.

Every company has values, we at Kohberg live ours.

Yours sincerely,

Søren Bender Egesborg

CEO, Kohberg Bakery Group A/S





# About Kohberg

Kohberg Bakery Group is the largest Danish bakery. We are a well-known brand among Danes, who have Kohberg bread on the table for breakfast, lunch, dinner, and for snacks in between.



## ABOUT KOHBERG

# A diverse, Danish-owned company

Kohberg Bakery Group A/S is Denmark's largest Danish and family-owned bakery, and almost all Danish consumers know us. Our Foodservice provides delicious bread and baked goods to professional kitchens, cafés, schools and hotels all over Denmark, and our export team ensures the supply and development of new products to an increasing number of international customers.

Kohberg is a diverse company with many different nationalities, and German, Arabic, English, Ukrainian, Swedish and Danish are all spoken around the lunch table in the canteen.

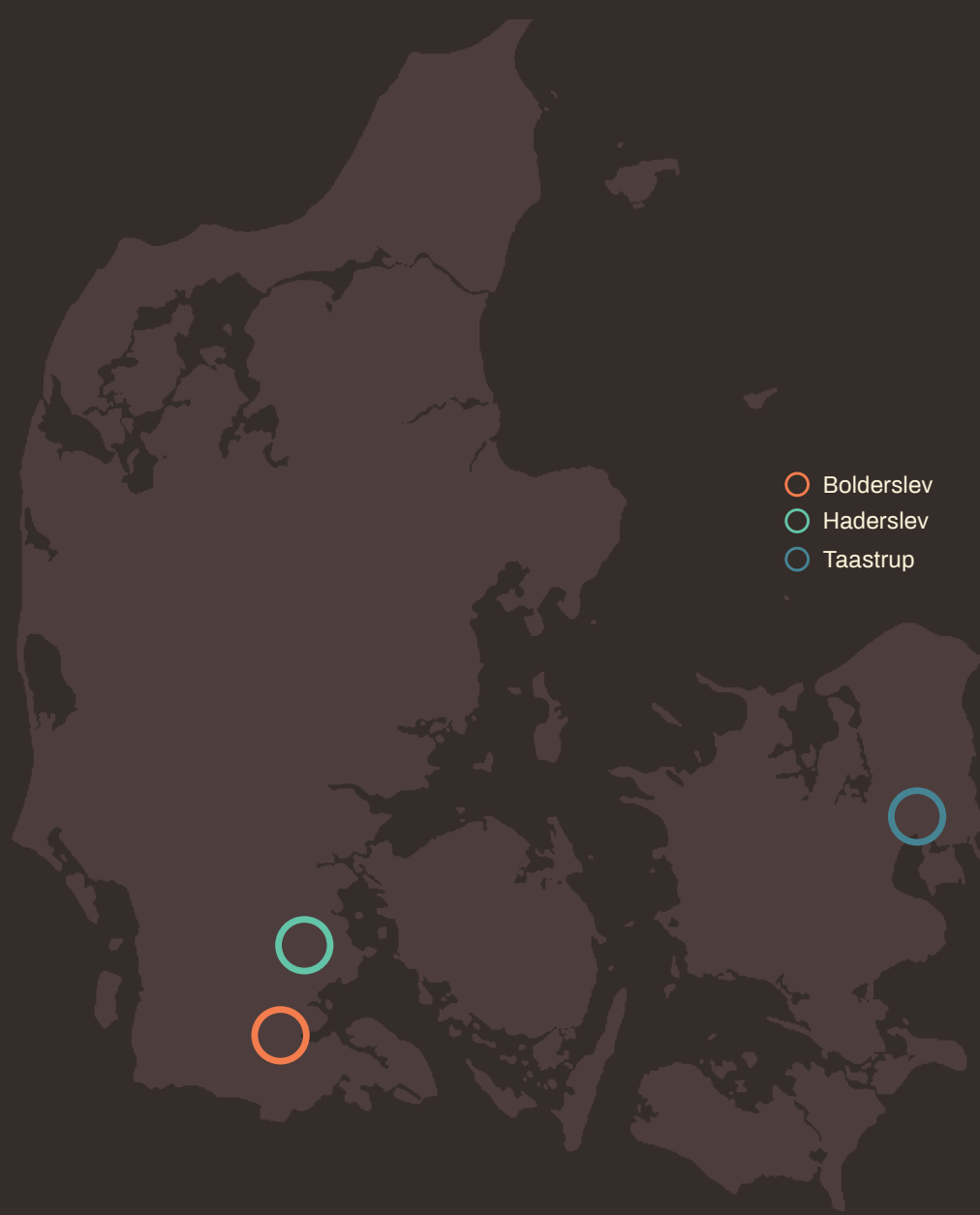
Our 500 employees\* - including 82 trained bakers - work in our three bakeries in Bolderslev, Haderslev and Taastrup.

Whatever our background, we all share a strong passion for good bread.

### \*Employees:

501 employees  
(average 443 full-time employees)





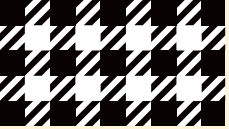
2023:

Turnover

966.6  
DKK million

Equity

157.3  
DKK million



## ABOUT KOHBERG

# Denmark's largest family-owned bakery

Kohberg was founded by Alfred Kohberg, who in 1955 took over his father's artisan bakery on Østergade in the small southern Jutland town of Bolderslev. However, the bakery quickly became too small for Alfred, and in 1969 he moved the bakery to Kernesvinget 1 in Bolderslev, laying the foundation for the Kohberg we know today.

In 1989, Alfred Kohberg sold his life's work to the South Jutland entrepreneurial couple Inga and Preben Fogtmann. Inga and Preben promised Alfred that they would continue Kohberg's proud traditions and bake good bread for the Danes. They've kept that promise.

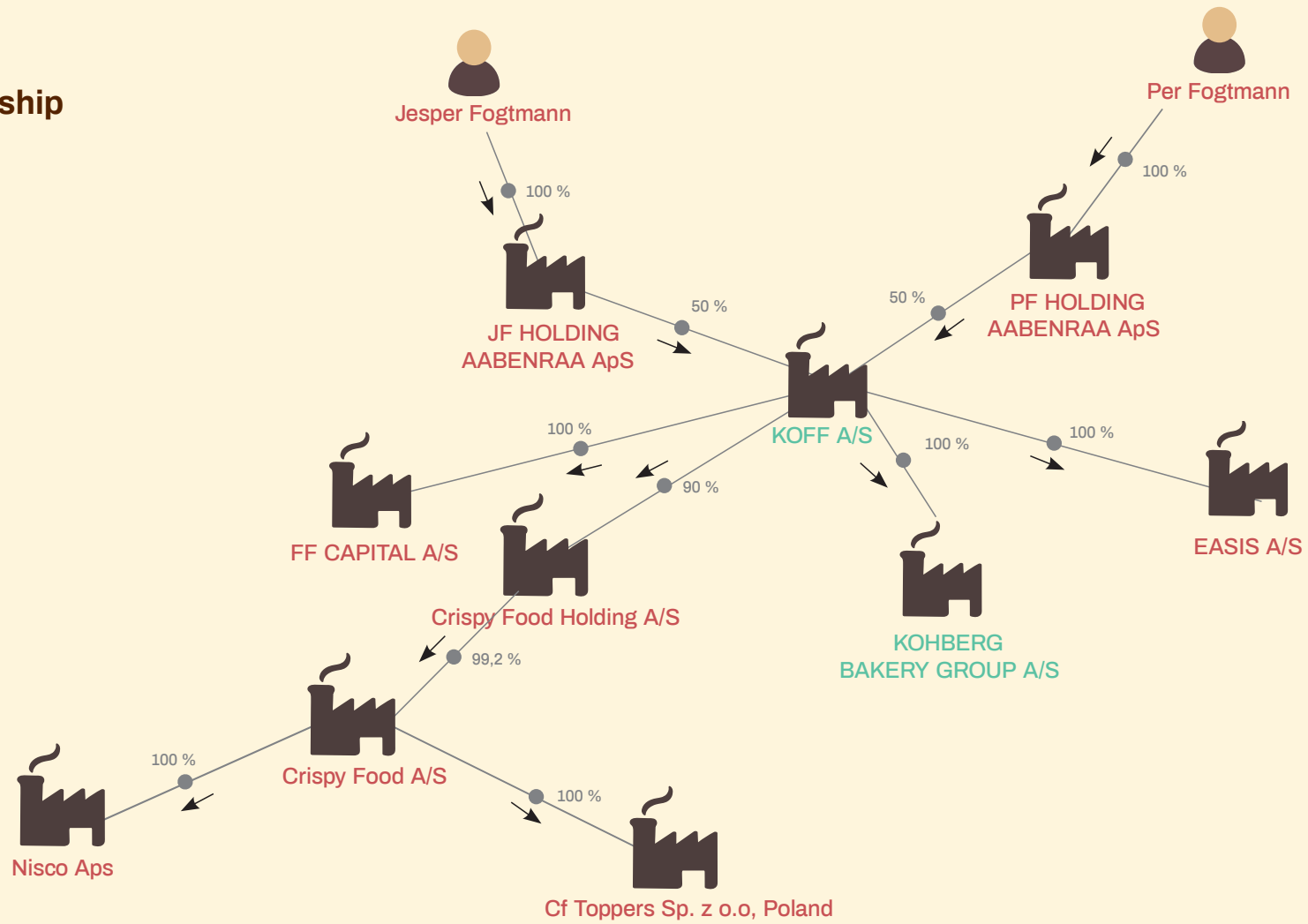
Today, sons Jesper and Per Fogtmann head the family-owned and family-run holding company KOFF A/S, of which Kohberg Bakery Group A/S is a part. Kohberg Bakery Group A/S is the largest of the food companies owned by KOFF A/S.

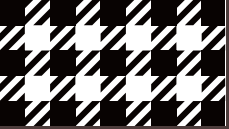
This CSR report covers Kohberg Bakery Group A/S.

The Fogtmann family: Jesper Fogtmann, Inga Fogtmann, Preben Fogtmann and Per Fogtmann



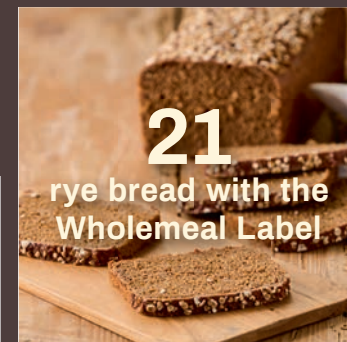
## Ownership





ABOUT KOHBERG

## Selected facts and key figures



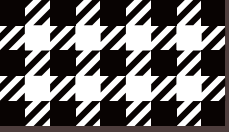
## ABOUT KOHBERG

# Kohberg and its surroundings

Kohberg is a food company, which means that we interact with the world around us in many different ways - from the authorities and the legislation in force at any given time, to the employees who work in our bakeries on a daily basis, to the customers and consumers who sink their teeth into our bread and cakes.

It is crucial to us that, regardless of the context, we always do our best to create a positive difference for all our stakeholders:





ABOUT KOHBERG

## Products and services

At Kohberg, we bake a wide variety of breads that we supply to the retail and professional markets in Denmark, and the rest of the world. In both the Danish and international markets, the development of new and existing products often takes place in close collaboration with our customers.

Several of our product categories include organic and vegan varieties, and we also offer gluten- and lactose-free bread for professional kitchens.

Our range consists of the following product categories:





**RYE BREAD &  
MULTIGRAIN BREAD**



**LUNCH &  
WHITE BREAD**



**BREAKFAST  
BUNS**



**BUNS**



**SANDWICH &  
BURGER**



**DANISH PASTRY &  
SWEET SNACKS**



**SNACKS**



**FASTFOOD**

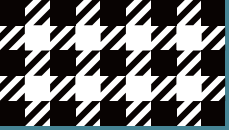


# CSR strategy and focus areas

We are bakers, and delivering great bread to all our customers will always be at the heart of Kohberg's business and our mission as a bakery. But we want more than that.







## CSR STRATEGY AND FOCUS AREAS

# We act responsibly

The core of Kohberg's business is, and always will be, to deliver great bread to all our customers. But it's also important for us to act responsibly and, to the extent possible, to influence the world around us to do the same.

Acting responsibly is one of our five values and the cornerstone of our CSR work. This report contains descriptions of our actions and our objectives.

### CSR STRATEGY

Our "CSR house" describes the strategy behind our CSR work. The house's foundation is our mission and our desire to run Kohberg responsibly. The columns are our three focus areas:

## CLIMATE - HEALTH - PEOPLE

We set objectives each year under each column, while measuring our progress and development.

The roof over our CSR strategy is an overarching goal to contribute to the UN Sustainable Development Goals and our vision to be a value-adding and attractive bakery.

### KOHBERG AND THE UN'S SUSTAINABLE DEVELOPMENT GOALS

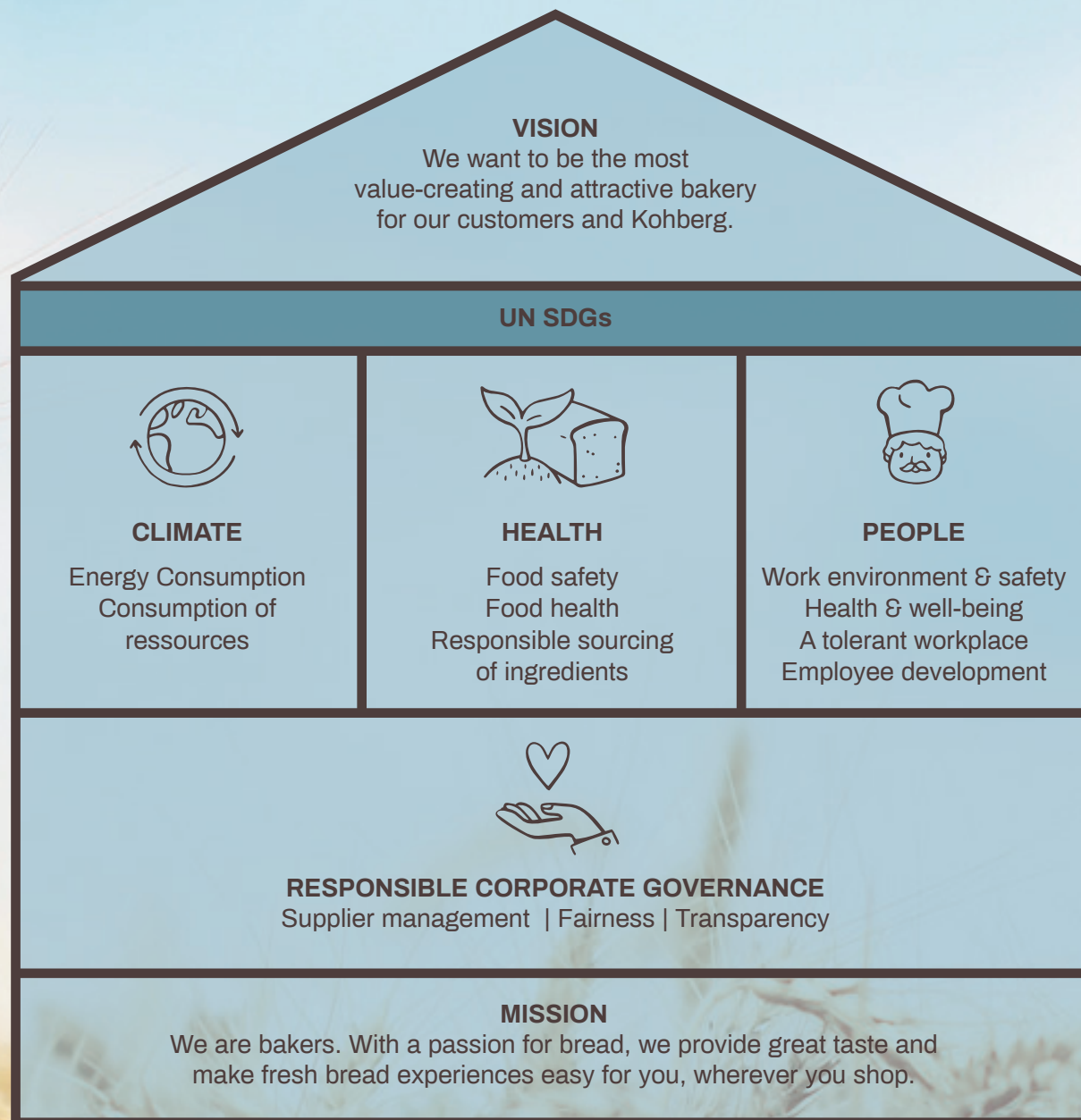
As a modern food company, it is natural for Kohberg to focus on SDG 12: "Responsible consumption and production".

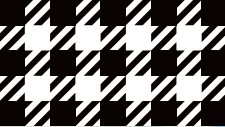
SDG 12 commits us to avoiding pollutants and ensuring the least possible impact on climate and the environment throughout our production. This focus runs like a common thread through our entire value chain - from the ingredients sprouting in the field to the finished bread being bought by our customers.



### UN GLOBAL GOALS

*In 2015, the UN member states adopted 17 Sustainable Development Goals (SDGs) - committing 193 countries to work towards more sustainable development.*



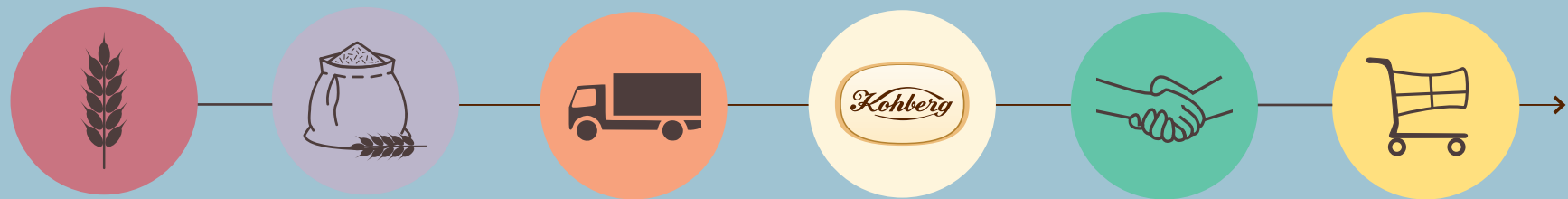


## CSR STRATEGY AND FOCUS AREAS

# Value chain and risk factors

We have analysed and mapped Kohberg's value chain to identify where we risk negatively impacting our environment. It is crucial to us that we act responsibly at every stage of the value chain as far as possible.

The model is part of our strategic work on CSR and hence part of our continuous work to minimise negative impact.



	INGREDIENTS AND GROWERS	SUPPLIERS	TRANSPORT	KOHBERG	CUSTOMERS	CONSUMERS
CLIMATE	Chemicals Water consumption Waste and food waste Biodiversity Animal welfare CO <sub>2</sub> e	Chemicals Water consumption Waste CO <sub>2</sub> e	Particulate pollution CO <sub>2</sub> e	Waste and food waste Water consumption CO <sub>2</sub> e	Waste and food waste	Waste and food waste
HEALTH	Food safety	Food safety	Food safety	Noise Food safety Odours	Food safety	Food safety
PEOPLE	Child labour Forced labour Indigenous people Remuneration Working conditions Bribery	Child labour Forced labour Indigenous people Remuneration Working conditions Bribery	Traffic safety Working conditions	Data Wages Working conditions	Marketing	Marketing



# Consumption of resources

We work to minimise waste and incorporate energy and resource-saving solutions throughout our value chain - from the ingredients being grown in the field to the finished bread being purchased by our customers.



# CLIMATE



## CONSUMPTION OF RESOURCES

# Less energy consumption saves CO<sub>2</sub>e

Baking bread requires energy, which is why at Kohberg we work continuously and focused to constantly improve and streamline all the processes in our bakeries.

In 2024, we will prepare a new climate strategy with a focus on defining Kohberg's CO<sub>2</sub>e targets in relation to the national targets for 2030 and 2050.

Bread has a relatively low CO<sub>2</sub>e footprint compared to other foods, but there is, of course, a correlation between Kohberg's CO<sub>2</sub>e emissions and how many loaves we bake. As we want to bake more and more bread for our customers at home and abroad, we don't just want to focus on reducing our overall CO<sub>2</sub>e emissions: We will also measure ourselves on how much CO<sub>2</sub>e we emit per kilo sold.

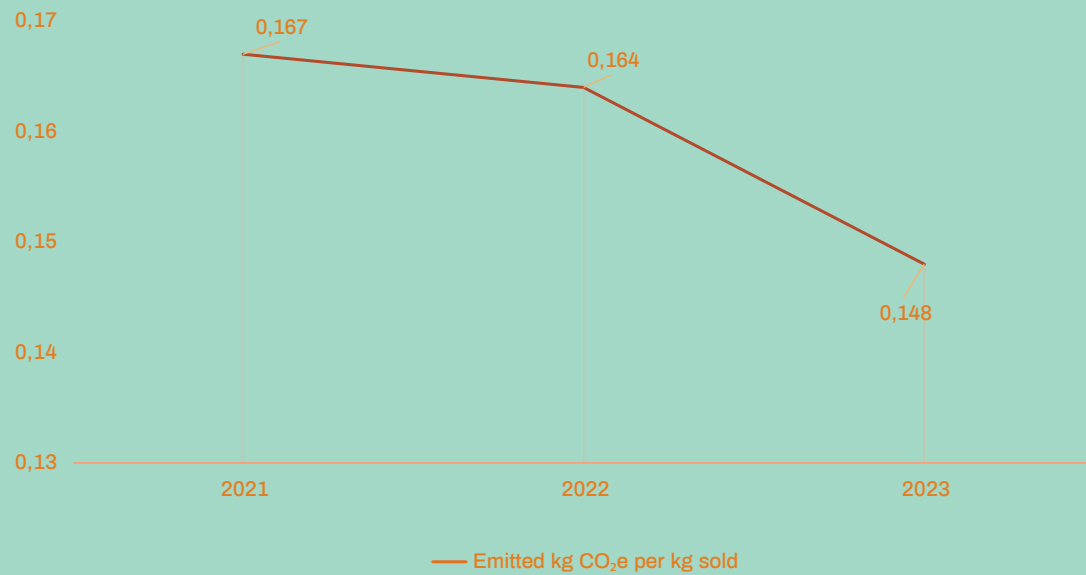
In this way, we can ensure that not only do we collectively emit less CO<sub>2</sub>e, but also that we reduce the CO<sub>2</sub>e footprint of every single loaf of bread we bake and sell.

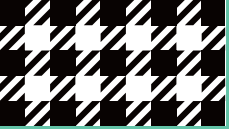
### FROM GAS TO ELECTRICITY

We will continue to reduce our overall energy consumption through energy screening, design and implementation of energy-efficient projects. An essential element of this is a reduction in our natural gas consumption, including through increased electrification, where we replace gas with electricity.

In 2023, we reduced our gas consumption by 17.97% compared to 2022.







## CONSUMPTION OF RESOURCES

# Danish flour saves CO<sub>2</sub>e

Our calculation of how much CO<sub>2</sub>e we emit per kilo sold is measured from the moment the ingredients are delivered to us until the finished bread leaves our bakery. But of course, this is not a picture of the bread's total CO<sub>2</sub>e emissions.

A significant part of the bread's carbon emissions occurs when the ingredients are transported from the mills to the bakeries.

This is one of the reasons why we at Kohberg have chosen to bake with flour grown and milled in Denmark.

Studies by the Danish Centre for Food and Agriculture show that bread baked with Danish flour emits about 20% less CO<sub>2</sub>e because the flour does not have to be transported here from abroad.



## IOT CAN SAVE ENERGY AND RESOURCES

Another important element in our efforts to ensure energy and resource-efficient production is the ability to collect and utilise data from across our bakery. Therefore, in 2023, we entered into a new project collaboration between the Danish Technological Institute and DigitalLead, supported by the Danish Board of Business Development.

The purpose of the collaboration is to find new ways of utilising digital technologies such as IoT technology. IoT (Internet of Things) is an interconnected network of physical objects. The objects are integrated with sensors, software and other technologies to connect and exchange data with other devices and systems over the internet.

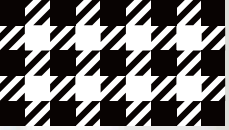
IoT makes it possible to perform highly accurate data collection and processing, thereby leveraging digitalisation to reduce waste and resource consumption in our production, reduce our CO<sub>2</sub>e emissions and at the same time establish a strong foundation for future climate calculations and ESG reporting.

# 6 out of 10

**Six out of ten Danes would like to eat in a more climate-friendly manner.**

*Source: Food culture*





## CONSUMPTION OF RESOURCES

## Bread with a low CO<sub>2</sub>e footprint

Compared to other foods, bread has a low CO<sub>2</sub>e footprint. In fact, according to the Danish Veterinary and Food Administration, the carbon footprint of a kilo of rye bread is around 30 times smaller than the carbon footprint of a kilo of beef. That is why bread - especially wholemeal bread - is also a key part of the Danish Veterinary and Food Administration's official dietary advice, which focuses on both health and climate.

### TOGETHER ON THE CLIMATE LABEL

The Danish government has decided to introduce a state-controlled climate label for food in supermarkets. At Kohberg, we are excited about the development of a climate label, and when it is introduced, it will naturally be found on all products under the Kohberg brand.

The Danish Veterinary and Food Administration has drawn up a preliminary timetable for the launch of the Climate Label in mid-2025.

# 45%

can reduce your carbon footprint by 45% by following the dietary guidelines

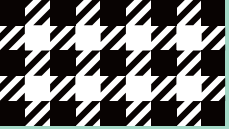
According to the green think tank Concito, the average Dane can reduce their carbon footprint from food consumption by between 31 and 45% by following the official dietary guidelines.

*Source: Concito - Denmark's Green Think Tank*

# 3 out of 4

consumers find it difficult to understand the climate footprint of food products.

*Source: The Danish Consumer Council.*



## CONSUMPTION OF RESOURCES

# Focus on minimising waste

We are bakers and proud of the bread we bake, which is why it's important to us that as little as possible goes to waste. Of course, our bread is baked to be eaten! As a bakery, we work with fresh ingredients every day, and once our bread is baked, it has a limited shelf life.

Therefore, it is important that we always and throughout our value chain focus on optimising our processes and minimising waste at every stage and all the way from the farmer's field to the shops and consumers' stomachs.

### PROCESS WASTE

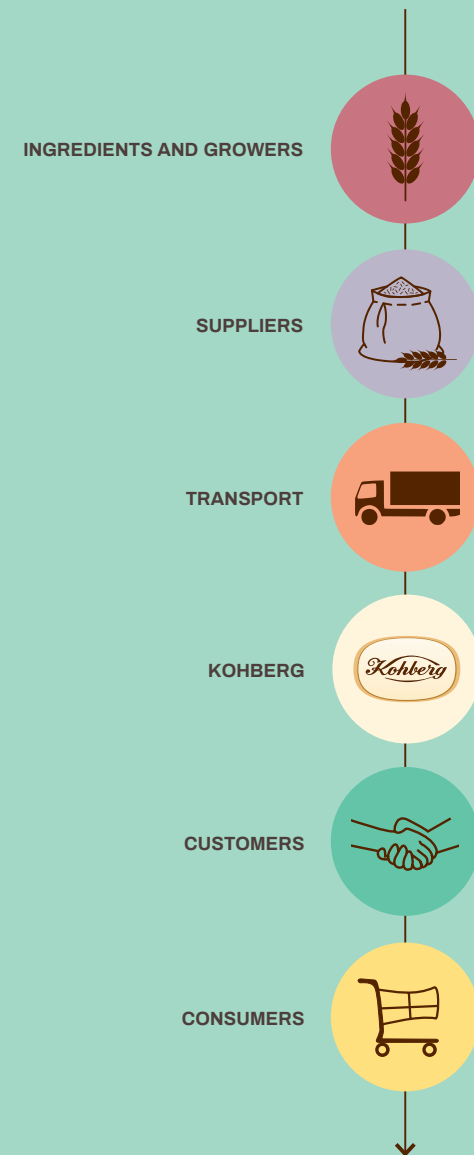
In a bakery as large as Kohberg, it is impossible to completely avoid process waste, but we work purposefully and continuously to optimise all our processes to keep waste to a minimum. In 2023, the process waste of ingredients from procurement to pre-packed product was 6.6%, slightly above our target of maximum 6.5%. In 2024, we will continue to focus on waste on a daily basis.

### DISCARDS

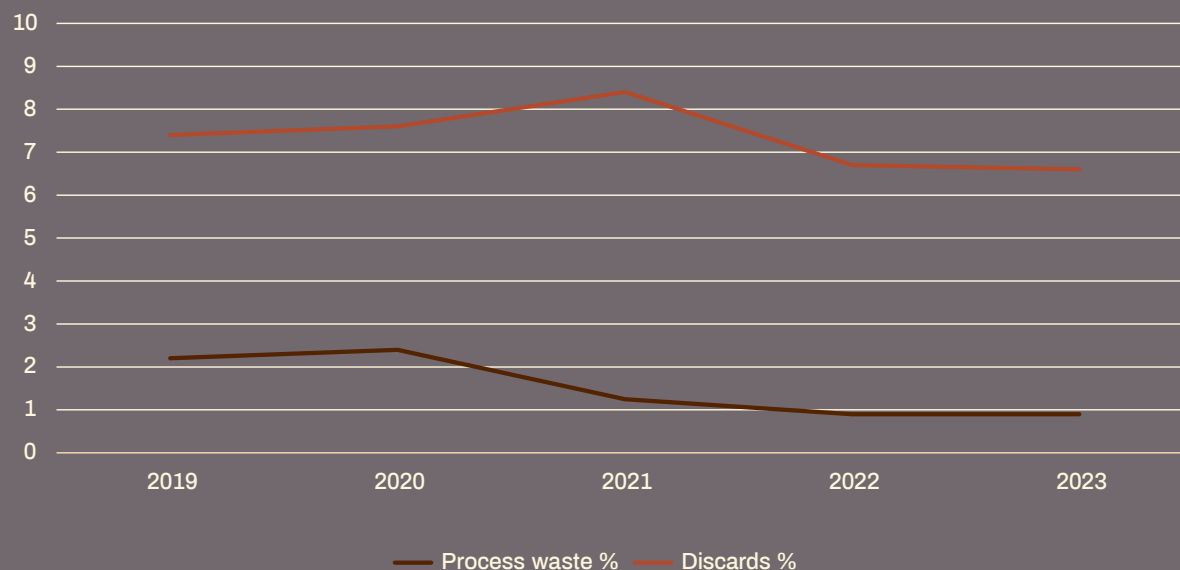
It takes time to bake a good bread product, and at Kohberg we often have to start the baking process even before the bread products are ordered. That is why we work with forecasts to predict which and how many bread products our customers will demand. The forecasts are a vital tool because the vast majority of our bread has a short shelf life and cannot simply be sold at a later date.

In 2023, we had 0.9% discards, measured in sales units (all products). The goal for 2024 is to maintain this level.

Whether it's process waste or finished product discards, our work with local farmers ensures that nothing ends up as waste, but instead becomes an important resource in their production.



### Process waste and discards in %, 2019-2023



**SØREN BENDER EGESBORG**  
 CEO KOHBERG BAKERY GROUP

In a food business like ours, there will inevitably be days when the dough fails or we bake more bread than we can sell. However, instead of just discarding the dough or leftover bread, we work closely with local farmers who take all our discards and use it as feed for their animals.

This way, we ensure that as little of our products or the ingredients we use end up as food waste as possible.”



## CONSUMPTION OF RESOURCES

# We work to avoid food waste

In a Danish survey conducted in 2022 for Stop Wasting Food and the Danish Agriculture & Food Council, one in four say that the biggest food waste challenge in their household is food that has passed its best before date. Of course, there are many reasons for this, but at Kohberg, we want all the bread we bake to be eaten before it gets too old. That is why we work continuously and purposefully to ensure the shelf life of our products - also by making it possible to buy our bread in smaller portions that are also suitable for small households. Today, for example, you can buy several of our popular sandwich breads in 400g packs, so you can be sure that the bread is fresh, even if you only eat a few slices a day.

Another way is by ensuring that a bread has multiple uses. In 2023, we relaunched our Stone Oven Baked Ciabatta Rolls in a smaller version with more applications, such as tapas or soup bread.

Finally, there are the special features, such as the fact that the vast majority of our rye bread is baked in very long moulds. The very long rye loaves are then cut into smaller loaves. This means that the rye bread does not have end slices because experience shows that it is the end slices that are the first to end up in the rubbish bin at home or in the professional kitchen.

### FOOD WASTE AT KOHBERG

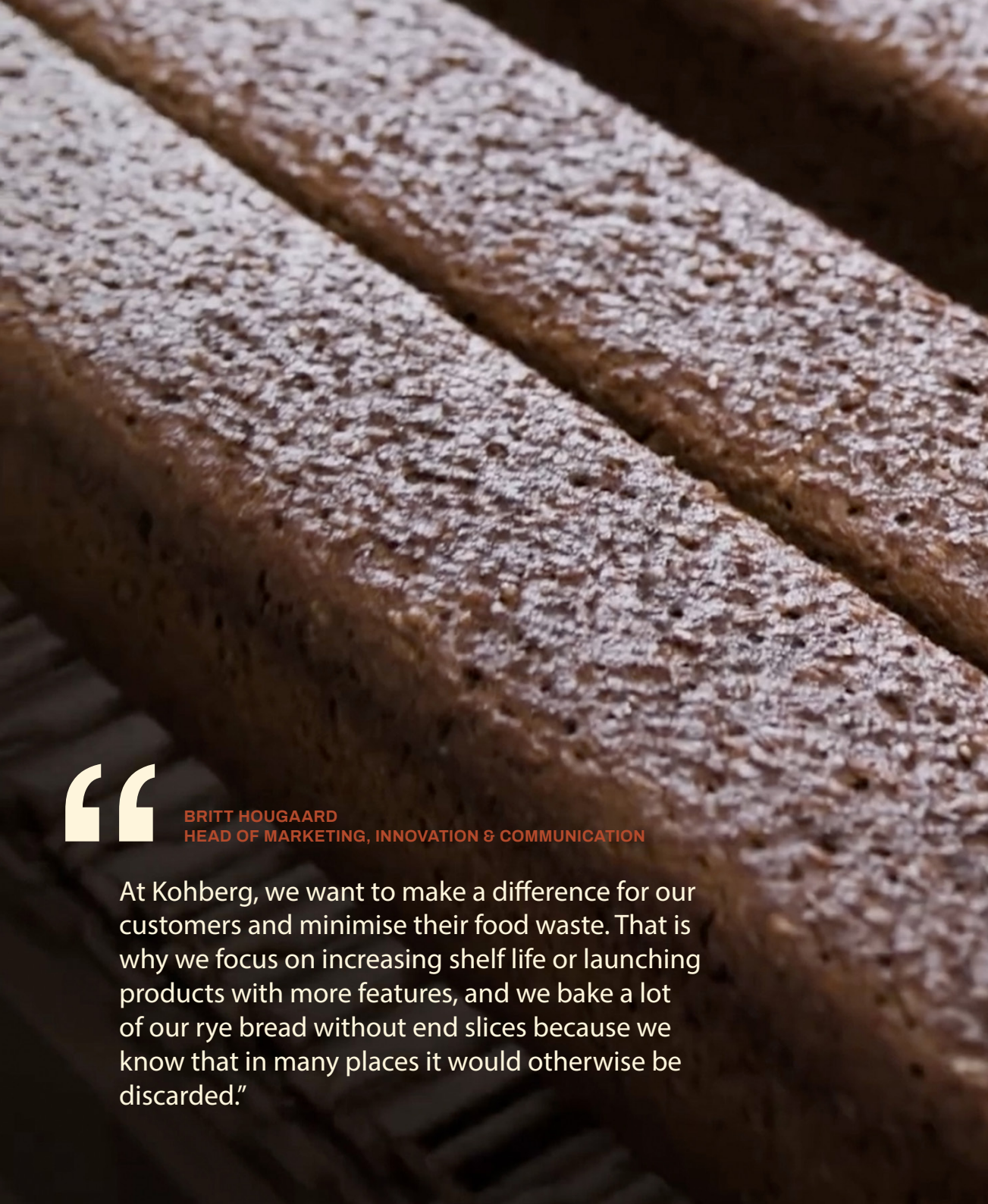
Although Danish households discard a lot of food, food manufacturers - like Kohberg - are also a very significant factor in the overall Danish food waste accounts. It is very important for us at Kohberg to minimise our share of food waste as much as possible. All other discards from our bakeries go to local farmers who can use the bread, buns and pastries to feed their animals.

In this way, we keep the food waste from our own production to an absolute minimum.

### NATIONAL COLLABORATION ON FOOD WASTE

At national level, Kohberg is part of the Danish think tank ONE THIRD, where 55 food companies, interest groups, public authorities and researchers work to reduce food waste. The common goal is to halve food waste by 2030 and to reduce food losses in the Danish food industry.





“

BRITT HOUGAARD  
HEAD OF MARKETING, INNOVATION & COMMUNICATION

At Kohberg, we want to make a difference for our customers and minimise their food waste. That is why we focus on increasing shelf life or launching products with more features, and we bake a lot of our rye bread without end slices because we know that in many places it would otherwise be discarded.”

# 71%

of people will discard date-stamped bread or cake during a month

A study conducted in 2022 for Stop Wasting Food and the Danish Agriculture & Food Council showed that almost half of Danish households throw out food at least once a week.

At the top of the list are items that have passed their sell-by date, and 71% of respondents in the survey said they would discard date-stamped bread or cake during a month for this very reason.

Source: [www.madspildsindeks.dk](http://www.madspildsindeks.dk)

# 814,000 tonnes

of food per year ends up as food waste

According to figures from the Danish Environmental Protection Agency, Denmark's annual food waste in the entire value chain from farm to fork is 814,000 tonnes, corresponding to 3.8% of the total CO<sub>2</sub>e emissions emitted from Denmark each year.

Source: [www.madspildsindeks.dk](http://www.madspildsindeks.dk)

# Sourdough

One of the most important ingredients in our rye bread is sourdough, and every day we “feed” our sourdough with rye bread that was made during production.



## CONSUMPTION OF RESOURCES

# The materials need to be used again and again and again...

As a food company, when choosing packaging for our products, we always consider factors such as food safety, food waste and storage. Here, plastic packaging is still one of the best solutions to avoid food waste for our customers and consumers - precisely because plastic packaging keeps bread and buns fresh for a long time. Compared to other packaging, plastic packaging is also lightweight, which reduces the environmental impact of transport.

As a food manufacturer, we are only allowed to use virgin plastic - plastic that has not been used before - for our packaging to ensure the quality and safety of our bread. That is why it's important for us to ensure that, as far as possible, we only use recyclable plastics.

### EVERYONE LOVES OUR BREAD BOXES

For more than 20 years, the classic Kohberg transport boxes have been made of recycled plastic. The boxes are very robust and therefore have a long shelf life, ensuring that our products reach our customers safely.

However, we are not the only ones who love plastic boxes - in fact, the waste we have on transport boxes is often due to them simply not being returned. That is why we run social media campaigns a couple of times a year to get the boxes returned, and in our day-to-day work we work hard to get all our boxes back from our customers in good condition.



SØREN BENDER EGESBORG  
CEO, KOHBERG BAKERY GROUP

In 2022, we completed a major project where we reduced our consumption of plastic for our packaging by 28 tonnes.

We will continue to focus on optimising our packaging so that we use as little plastic as possible, but first and foremost, we will work to ensure that as much of the plastic we use in our packaging is recyclable.”

### YES TO RECYCLED CARDBOARD

Much of our bread is transported in our recycled plastic transport boxes, but sometimes, for example, long distances or special delivery conditions mean that it makes more sense to use cardboard boxes.

It is important for us to ensure that the cardboard boxes are made from recycled cardboard as much as possible.

# 89%

of the plastic we used for packaging in 2023 was recyclable. Our target is to use at least 95% recyclable plastic in our packaging in 2024.

# At least 60%

of the cardboard units we use at Kohberg will be made from 100% recycled cardboard in 2024.

# Max. 10%

of the cardboard units we use at Kohberg must be made from less than 66% recycled cardboard in 2024.

### Strong fibres mean recycling up to seven times



Making new cardboard from recycled cardboard instead of trees saves about a third of the energy consumption. Cardboard can be recycled up to seven times before the fibres become too weak to be used anymore.

Source: [www.affald.dk](http://www.affald.dk)





MEET PACKAGING COORDINATOR LAILA JEPSEN

## Laila has our packaging under control

As packaging coordinator at Kohberg's bakery in Bolderslev, Denmark, Laila Jepsen is responsible for the development and operation of our packaging.

"If we have a product that is being redeveloped or has new packaging, I ensure that the packaging is designed and can run in the packing centre. The design can be developed in collaboration with our advertising agency or, in the case of private label, directly with the retail chains. Our purchasing department buys the materials, and we clarify things like sizes with production," explains Laila Jepsen.

### ANNUAL PLASTIC CONSUMPTION SAVINGS OF 28 TONNES

In 2022, Laila Jepsen spearheaded a major project where Kohberg reviewed a total of 40 packaging designs across departments. The project reduced Kohberg's total plastic consumption by 28 tonnes, equivalent to 5.5%. And new projects are pending:

"In 2023, we didn't reduce the amount of plastic in the same way as we did in 2022, but in collaboration with our suppliers, we have initiated testing of new recyclable film types. We have reached our target for the vast

majority of our fresh bread packaging, so now we are working hard to find a replacement for our fast food packaging, which is currently made from a non-recyclable type of plastic," says Laila Jepsen.

The challenge for fast food packaging is that the products are gas-packed, and to ensure that the gas remains in the packaging, plastics with special properties must be used. That is why Laila Jepsen, in collaboration with colleagues from the purchasing, packaging and maintenance departments, are now testing entirely new types of recyclable plastic.

"Of course, the first and foremost requirement we place on suppliers is that the new material must be recyclable. However, at the same time, it is crucial that it works in our packing centre, especially in terms of speed and shelf life," explains Laila Jepsen and continues: "So, we are running tests, and so far, we have found a new recyclable plastic type for our Porridge Rolls and Ciabatta, which is a crucial step in the right direction."

In addition to introducing recyclable plastics on all Kohberg packaging, work is underway to eliminate the so-called "metal clips" used to close the packaging. Metal clips are made of both metal and plastic and can be difficult to recycle.

"Metal clips are being phased out in favour of closure clips made from pure recyclable plastic. We are working to reach the target by 2024," says Laila Jepsen.



**LAILA JEPSEN**  
**PACKAGING COORDINATOR**

**The great thing about Kohberg as a workplace is that you are allowed to wonder.”**

For Laila Jepsen, the path to becoming a packaging coordinator at Kohberg started with a Bachelor’s Degree in Health and Nutrition, in addition to training as a sports masseuse and then a career in the kitchen industry.

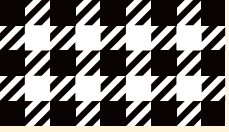
“I have always been interested in food, the joy of food, production and, not least, the quality of food - both flavour and processing,” says Laila Jepsen, who became a single mother to a son in 2016.

With long working days and late-night meetings in the kitchen industry, Laila Jepsen was no longer able to cope, so she sought new ways to work in areas such as food quality and packaging. In 2021, she joined Kohberg.

“At Kohberg, I have encountered colleagues and managers who have lifted me up in a completely different way than I have experienced before. I’ve been allowed to be myself and show what I can do, not least what I want to do, and then work with it. There will always be operational tasks, but there is also the opportunity to pursue something you discover and find interesting. It makes you grow and motivates you,” says Laila Jepsen.

As a packaging coordinator, Laila Jepsen works with colleagues from other departments every day, which is one of the things she appreciates most about her job:

“I have a role where I interact with many colleagues in order to combine all the professional competences in each individual packaging,” says Laila Jepsen and concludes: “The great thing about Kohberg as a workplace is that you are allowed to wonder. Is what we’ve done so far working or can we do it differently? I really like that, so it’s really liberating to have found a workplace where you can ask questions.”



CONSUMPTION OF RESOURCES

# Energy consumption

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Climate policy</p> <p><b>Risks</b> CO<sub>2</sub>e</p>	<p><b>CO<sub>2</sub>e per kilo sold</b> In the future, we will calculate how much CO<sub>2</sub>e we emit per kilo sold.</p> <p>In 2022, we emitted 0.146 kg CO<sub>2</sub>e /kg bread sold.</p> <p>The calculations will ensure that we don't just reduce our overall CO<sub>2</sub>e emissions - we can also do so by simply baking less bread. We want to ensure that we also reduce the CO<sub>2</sub>e emissions of every single loaf of bread we bake and sell.</p>	<p><b>CO<sub>2</sub>e per kilo sold</b> In 2023, Kohberg emitted 0.131 kg CO<sub>2</sub>e for every kg of bread sold.</p> <p>Our CO<sub>2</sub>e emissions per kg of bread sold decreased by 10.3% from 2022 to 2023.</p>	<p><b>CO<sub>2</sub>e per kilo sold</b> In 2024, we will prepare a new climate strategy with a focus on defining Kohberg's CO<sub>2</sub>e targets and strategy in relation to the national targets for 2030 and 2050.</p> <p>In this context, we will set the future target for CO<sub>2</sub>e emissions per kilo sold.</p>

# Food waste

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Environmental policy Climate policy</p> <p><b>Risks</b> Chemicals Water consumption Waste and food waste Biodiversity Animal welfare CO<sub>2</sub>e</p>	<p><b>Process waste</b> Maximum 6.5% process waste of ingredients from purchase to finished packaged product.</p> <p><b>Discards</b> By 2023, discards in sales units (all products) must not exceed 1.0%.</p>	<p><b>Process waste</b> 6.6% process waste of ingredients from purchase to finished packaged product.</p> <p><b>Discards</b> In 2023, we had 0.9% discards, measured in sales units (all products).</p>	<p><b>Process waste</b> Maximum 6.5% process waste of ingredients from purchase to finished packaged product.</p> <p><b>Action:</b> Ongoing process optimisation and weekly meetings with a focus on waste.</p> <p><b>Discards</b> By 2024, discards in sales units (all products) must not exceed 1.0%.</p> <p><b>Action:</b> Focus on and optimise forecasting and planning to reduce discards and close dialogue with core customers.</p>

## CONSUMPTION OF RESOURCES

# Materials

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<b>Policies</b> Environmental policy Climate policy  <b>Risks</b> Chemicals Water consumption Waste and food waste Biodiversity Animal welfare CO <sub>2</sub> e	<b>Recyclable plastic</b> 95% of our plastic packaging must be made of recyclable plastic in 2023.	<b>Recyclable plastic</b> 89% of our plastic packaging was made from recyclable plastic in 2023.	<b>Recyclable plastic</b> Minimum 95% of our plastic packaging must be made of recyclable plastic in 2024.  <b>Action:</b> The “Monoplastic” project, launched in 2022 with the switch to recyclable mono-plastics in fast food packaging, continues.
	<b>Transport boxes</b> 100% of our plastic transport boxes will be made from recycled plastic in 2023.	<b>Transport boxes</b> 100% of our plastic transport boxes were made from recycled plastic in 2023.	<b>Transport boxes</b> 100% of our plastic transport boxes were made from recycled plastic in 2023.
	<b>New purchase of transport boxes</b> 5% reduction compared to 2022 in the purchase of new transport boxes made of recycled plastic.	<b>New purchase of transport boxes</b> In 2023, we achieved an 8% reduction in the purchase of new transport boxes made from recycled plastic compared to 2022.	<b>New purchase of transport boxes</b> The target for 2024 is a minimum 8% reduction in the purchase of new transport boxes made from recycled plastic compared to 2023.  <b>Action:</b> Continuous optimisation of the recycling process in Kohberg, optimising and securing the return of boxes from customers and minimising damage to the boxes during washing and transport.
	<b>Recycled cardboard</b> From 2023, we will set targets for the proportion of the cardboard units we use at Kohberg to be made from 100% recycled cardboard.  At the same time, we set a limit on the proportion of cardboard units that can be made from less than 66% recycled cardboard.	<b>Recycled cardboard</b> <ul style="list-style-type: none"> <li>◦ 57.6% of all cardboard units used by Kohberg in 2023 were made from 100% recycled cardboard</li> <li>◦ 13.7% of all cardboard units used by Kohberg in 2023 were made from less than 66% recycled cardboard</li> </ul>	<b>Recycled cardboard</b> <ul style="list-style-type: none"> <li>◦ Minimum 60% of all cardboard units used by Kohberg in 2024 must be made from 100% recycled cardboard</li> <li>◦ Maximum 10% of all cardboard units used by Kohberg in 2024 must be made from less than 66% recycled cardboard</li> </ul> <b>Action:</b> Dialogue with suppliers of cardboard units regarding the proportion of recycled cardboard in their products.



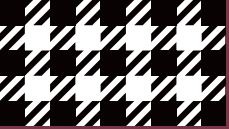
# Food

**All our ingredients and suppliers are carefully selected and proven to meet our high standards for food safety and quality.**





# HEALTHY



## FOOD

# Food safety

Baking great baked goods with good quality ingredients is Kohberg's main mission. We carefully select ingredients and suppliers that meet our high standards for food safety and quality.

As a food company, we must meet high standards of food safety and quality assurance, and both internal and external audits continuously ensure that we meet all regulatory requirements.

Our continued focus on food safety and hygiene is reflected in our work with food authorities, and the Danish Veterinary and Food Administration is an important partner for Kohberg.



**LINE RANSBY OLSEN**  
GROUP QUALITY MANAGER

With the annual audits from our certifying body, we are continuously working to become even sharper on our processes and reduce the number of deviations. And it's yielding positive results."

## CERTIFICATION AND AUDITS

Certifications are important benchmarks both for us, at Kohberg, and for our customers and partners.

Our three bakeries have for several years been certified with the BRC Food Certificate from the British Retail Consortium - a certification that sets some of the highest standards for food manufacturers in terms of management, product safety, hygiene, authenticity and employee training. The requirements include detailed descriptions of all procedures and work processes, which are checked annually by a certifying body, and all BRC requirements are reviewed in our internal audits.

With the BRC Food Certificate, we ensure a very high level of food safety for all our products. Three out of three locations had a valid BRC food safety certification in 2023:

- Taastrup: AA
- Haderslev: AA
- Bolderslev: A





### CONTROL BY THE DANISH VETERINARY AND FOOD ADMINISTRATION

As a food company, Kohberg is regularly inspected by the Danish Veterinary and Food Administration, whose controls are based on EU rules and Danish laws and executive orders, as well as a joint control strategy for the Ministry of Food, Agriculture and Fisheries.

### THREE TIMES HAPPY SMILEYS

The Danish Veterinary and Food Administration's inspections are carried out at four sites: Our bakeries in Bolderslev, Haderslev and Taastrup, as well as our frozen food warehouse in Haderslev.

In 2023, three out of three of our sites received the Danish Veterinary and Food Administration's happy smiley. The smiley scheme informs consumers and increases the compliance of food companies with rules and regulations, thus increasing food safety.

The results of the latest inspections will always be available on our website.



MEET QUALITY MANAGER KARINA ABSALONSEN

# Karina ensures the quality of our products

Karina Absalonsen is a qualified laboratory technician and has worked with food safety, audits and food quality since 2005. In 2019, she was headhunted to Kohberg and today works as the Quality Manager in Kohberg's product assurance. Here she ensures that all our products fulfil the requirements of food legislation.

"Once our product developers have developed a new recipe, we look at all the ingredients in the product assurance to ensure they comply with current legislation. If the ingredients are approved, they are combined into a recipe and a declaration is made for the product," Karina explains and continues: "All ingredients on the declaration must be listed in a specific order, and we also ensure that there is nothing on the packaging that could mislead consumers. For example, we can only call a rye bread 'Carrot rye bread' if it contains a certain amount of carrots."

## **CONTROL - FROM INGREDIENTS TO PRE-PACKED BREAD**

In product assurance, Karina Absalonsen also works with the creation of customer specifications, which can take up to 30 pages on one recipe number. Specifications can contain a wide range of information about the product, such as where the grain was grown and where it was processed.

As responsible for Kohberg's product safety, Karina Absalonsen is also part of our quality department, where her role includes HACCP team leader in our two rye bread bakeries in Bolderslev.

"As a HACCP team leader, you are responsible for day-to-day food safety, ensuring that all the products we send to the market are in order. This is done partly through hygiene control and partly through line control, where we check that all Kohberg's requirements, as well as all requirements from the Danish Veterinary and Food Administration and BRC are met," says Karina.

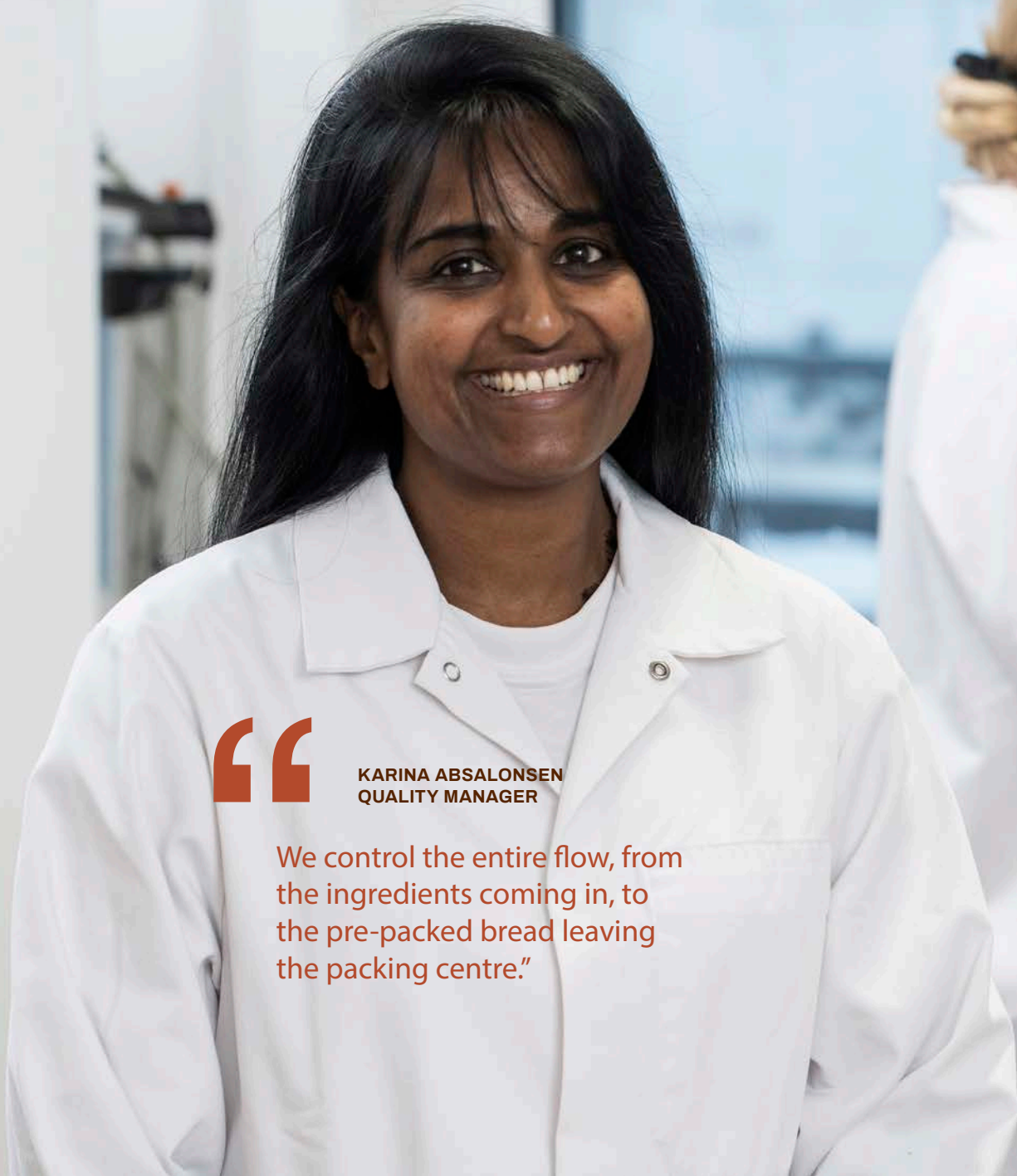
During the line checks, the quality employee reviews the entire baking line together with the bakery manager and an employee from Kohberg's maintenance department.

"We control the entire flow from the moment the ingredients arrive until they leave the packing centre. This could be inspections of small components, possible risk of contamination or control of quality requirements, such as special labelling of buckets used for food," says Karina Absalonsen and concludes: "At the same time, we review all the so-called CCPs, i.e. Critical Control Points. This is a crucial part of the flow because this is where we ensure that there are no foreign objects in the products, for example, by using X-ray or metal detectors."



**KARINA ABSALONSEN**  
QUALITY MANAGER

We control the entire flow, from the ingredients coming in, to the pre-packed bread leaving the packing centre."





FOOD

## Good ingredients - grown with care

Good bread requires good ingredients - there's no doubt about that. However, in addition to being good and of high quality, the ingredients we use at Kohberg must also be grown with care for the environment. It is important for us to be able to say that the grain and seeds we use a lot of are grown without the use of glyphosate or plant growth regulators. And it is important that the eggs we use in our pastry don't come from caged hens.

In 2023, all our purchased flour and cereal products were free of glyphosate and plant growth regulators.

### DANISH CROPS

The main ingredient in our bread since 2019 has been flour from grain grown, harvested and milled in Denmark. We bake with Danish flour because the control of the Danish crops is incredibly thorough, and this means that with Danish flour we are guaranteed a high food safety, which we can pass on to our customers.

### NO EGGS FROM CAGED HENS

At Kohberg, we take responsibility for our choice of ingredients, and we set high standards on behalf of our customers. We are not afraid to go beyond the rules and statutory requirements of the authorities, which is why we have a firm policy that eggs from caged hens are not part of Kohberg's bread and cakes. It is an absolute requirement for our ingredient suppliers that the eggs they deliver to us are either barn or organic eggs.

### CERTIFIED PALM OIL

Since 2014, Kohberg has been certified by RSPO - the Round Table on Sustainable Palm Oil - and the requirement to use only RSPO-certified palm oil applies throughout our supply chain.

The RSPO is a non-profit membership organisation and certification scheme made up of NGOs, institutions, buyers and producers. The RSPO was established in 2004 to address the negative impacts of the massive global demand for palm oil, including in Indonesia and Malaysia, where palm oil was the primary cause of tropical rainforest deforestation.

The RSPO certification guarantees that palm oil complies with environmental and social principles and criteria.

See KOFF's membership of the Round Table on Sustainable Palm Oil

### CLEAN LABEL

With the decision to bake with Danish flour, we at Kohberg have long since set a firm course where we buy locally with a focus on quality and the climate. At the same time, more consumers are demanding foods with clean ingredients - Clean Label.



4-1368-21-100-00



### WHAT EXACTLY IS “GOOD BREAD”?

Does “a good loaf of bread” taste the same, or does it taste like something new and exciting? Is it low in fat, or should it be high in grains? There are many questions that arise when you want to develop consumers’ new favourite bread.

At Kohberg, we work with sustainable innovation, constantly ensuring that the development of new products is based on knowledge and facts about the latest trends and exciting developments. This ensures that our new products start with a unique position in the market, and we avoid spending resources on developing products that no one will buy.

Many of our products for the export market are developed in close collaboration with our customers. Here, products see the light of day in an exciting exchange of customers’ wishes and knowledge of their national market, and our many years of experience.



LONE ANDERSEN  
HEAD OF INNOVATION

For consumers, it’s about credibility - getting an understandable ingredient list with natural ingredients and no mysterious E numbers. Naturally, we want to meet this demand, which is why the Clean Label concept is at the heart of our innovation.”

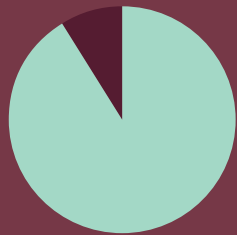


## FOOD

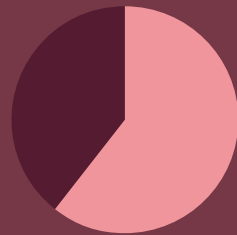
# Making healthy choices easy

Of course, when our bakers develop new recipes, the goal is always first and foremost that the finished bread tastes great and has a good texture. However, it's also important for us to develop breads that make healthy choices easy.

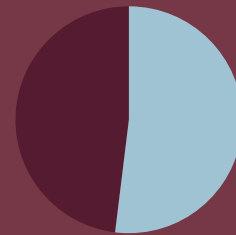
In the Official Dietary Guidelines, the Danish Veterinary and Food Administration recommends eating 75 grammes of whole grains a day. That is why we aim for a large proportion of both our rye and wheat bread products to have a high content of dietary fibre and whole grains.



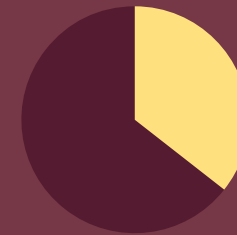
**91,3%**  
of all fresh, packaged  
**RYE BREAD**  
under the Kohberg brand contained  
at least  
**7 % dietary fibre**  
in 2023.



**60,7%**  
of all fresh, packaged  
**WHEAT BREAD**  
under the Kohberg brand contained  
at least  
**3 % dietary fibre**  
in 2023.



**52,2%**  
of all fresh, packaged  
**RYE BREAD**  
under the Kohberg brand contained  
at least  
**35 % whole grain**  
in 2023.



**35,7%**  
of all fresh, packaged  
**WHEAT BREAD**  
under the Kohberg brand contained  
at least  
**35 % whole grain**  
in 2023.

### PART OF THE WHOLE GRAIN PARTNERSHIP

As part of the Danish Whole Grain Partnership, we share the vision of ensuring that Danes have access to wholemeal foods, and so the opportunity to choose a healthy and varied diet. That is why we always assess whether a new Kohberg bread is suitable for either the Wholemeal Label and/or the Nordic Keyhole Label.

The Whole Grain Partnership is a public-private partnership that works to improve public health by getting Danes to eat more whole grains. An important tool here is to maintain and increase awareness of the orange whole grain logo.

Another key objective of the Whole Grain Partnership is to spread the knowledge that grain products are among the most climate-friendly foods.





**BRITT HOUGAARD**  
 HEAD OF MARKETING, INNOVATION & COMMUNICATION

In a busy world, the Wholemeal and Nordic Keyhole Labels are important benchmarks for consumers who want to eat healthily. So, a natural goal for us is that many of Kohberg's breads and buns carry one or both brands, so it's easy for consumers to navigate."



#### THE WHOLEMEAL LABEL

Whole grain means that all parts of the grain are included - including the seed and husk, where most of the fibre, vitamins and minerals are. The orange Wholegrain Label sets requirements for the whole grain content of products, as well as additional requirements for the content of fat, sugar, salt and dietary fibre. In 2023, 41.2% of our fresh, packaged, own-brand bread had the orange Wholemeal Label. Our goal is to maintain this level in 2024.

#### THE NORDIC KEYHOLE LABEL

To get the Nordic Keyhole label, a food must be high in fibre and whole grains, and lower in fat, unsaturated fat, sugar and salt - making it easy to choose healthy products without reading the entire label. At Kohberg, we aim for 60% of the total number of fresh, packaged bread under the Kohberg brand to carry the Nordic Keyhole Label.



#### THE GREEN HEART

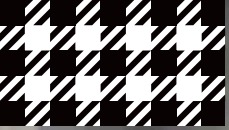
Kohberg is affiliated with the Vegetarian Society of Denmark's labelling scheme, and 102 of the products under the Kohberg brand carry The Green Heart.

The Green Heart is the consumer's guarantee that the products do not contain any animal products - such as milk, eggs and honey.

#### PREFERABLY ORGANIC

Denmark has been a leader in organic food for many years, and organic food plays a major role for many consumers and in professional kitchens. For Kohberg, organic is near to our heart, and we work with specially selected ingredients to bake the best organic bread. Our organic bread is labelled with the national Danish organic Ø-logo, which is controlled by the Danish government, while the green EU organic logo shows that the bread complies with EU organic rules.



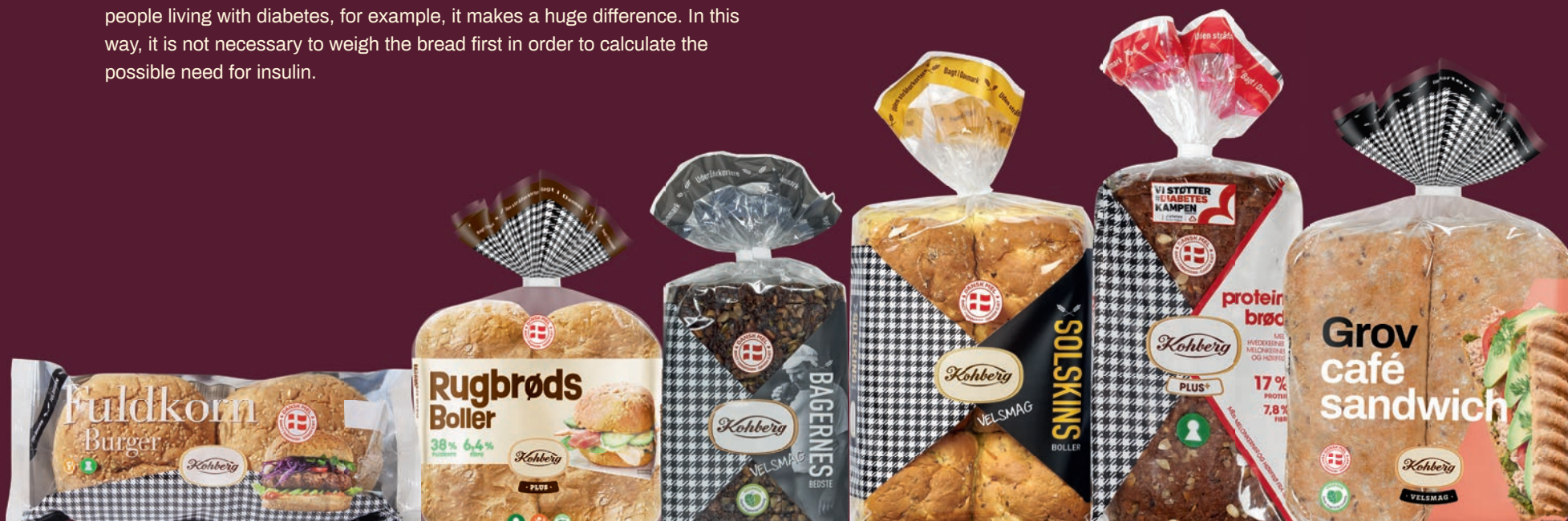


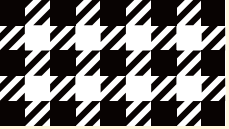
## FOOD

## Simple declaration makes everyday life easier

Since 2022, Kohberg has partnered with the Danish Diabetes Association, which receives a donation every time we sell one of our popular Protein products. But in addition to contributing, we also want to help make life a little easier for the more than 350,000 Danes living with diabetes.

That is why on all products under the Kohberg brand you can find an overview of the nutritional content of one piece of the bag's contents, e.g. a slice of bread or a bun. It may seem like an insignificant gesture, but for people living with diabetes, for example, it makes a huge difference. In this way, it is not necessary to weigh the bread first in order to calculate the possible need for insulin.





FOOD

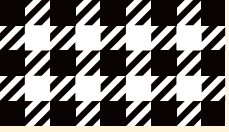
# Food safety

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Human rights policy</p> <p><b>Risks</b> Food safety</p>	<p><b>BRC certification</b> By 2023, three out of three sites must maintain BRC grade.</p>	<p><b>BRC certification</b> Three out of three sites had a valid BRC food safety certification in 2023:</p> <ul style="list-style-type: none"><li>- Taastrup: AA</li><li>- Haderslev: AA</li><li>- Bolderslev: A</li></ul>	<p><b>BRC certification</b> In 2024, three out of three sites must maintain the BRC grade.</p> <p><b>Action:</b> Maintaining Kohberg's high standards of food safety and quality.</p>
	<p><b>The Danish Veterinary and Food Administration's Smiley</b> Three out of three sites must have the Danish Veterinary and Food Administration's happy smiley in 2023.</p>	<p><b>The Danish Veterinary and Food Administration's Smiley</b> In 2023, three out of three sites received the Danish Veterinary and Food Administration's happy smiley:</p> <ul style="list-style-type: none"><li>- Taastrup: Happy smiley</li><li>- Haderslev: Happy smiley</li><li>- Bolderslev: Happy smiley</li></ul>	<p><b>The Danish Veterinary and Food Administration's Smiley</b> Three out of three sites must have the Danish Veterinary and Food Administration's happy smiley in 2024.</p> <p><b>Action:</b> Maintaining Kohberg's high standards of food safety and quality.</p>
	<p><b>Internal audits</b> 12 internal audits planned, reviewing both BRC and RSPO requirements at own sites.</p>	<p><b>Internal audits</b> In 2023, 12 internal audits were conducted to review BRC and RSPO points at our own sites.</p>	<p><b>Internal audits</b> 12 internal audits planned, reviewing both BRC and RSPO requirements at own sites.</p> <p><b>Action:</b> Maintaining Kohberg's high standards of food safety and quality.</p>
	<p><b>External audits</b> Two supplier audits to be conducted in 2023.</p>	<p><b>External audits</b> In 2023, two supplier audits were conducted.</p>	<p><b>External audits</b> In 2024, two supplier audits will be conducted.</p> <p><b>Action:</b> Conduct audits of selected suppliers.</p>

## FOOD

# Procurement of ingredients

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<b>Policies</b> Human rights policy	<b>Glyphosate</b> 100% of all purchased flour and grain products must be grown without the use of glyphosate in 2023.	<b>Glyphosate</b> 100% of all purchased flour and grain products were grown without the use of glyphosate in 2023.	<b>Glyphosate</b> 100% of all purchased flour and grain products must be grown without the use of glyphosate in 2024.  <b>Action:</b> Requirement for all suppliers to ensure that ingredients are grown without the use of glyphosate.
	<b>Risks</b> Food health Chemicals Pollution		
<b>Policies</b> Environmental policy	<b>Plant growth regulators</b> 100% of all purchased flour and grain products must be grown without the use of plant growth regulators in 2023.	<b>Plant growth regulators</b> 100% of all purchased flour and grain products were grown without the use of plant growth regulators in 2023.	<b>Plant growth regulators</b> 100% of all purchased flour and grain products must be grown without the use of plant growth regulators in 2024.  <b>Action:</b> Requirement for suppliers that ingredients must be grown without the use of plant growth regulators.
	<b>Risks</b> Child labour Forced labour Terms of employment Remuneration Biodiversity Animal welfare Chemicals		
<b>Policies</b> Environmental policy	<b>Palm oil</b> 100% of purchased ingredients containing palm oil must contain only RSPO-certified palm oil in 2023.	<b>Palm oil</b> In 2023, 100% of purchased ingredients containing palm oil contained only RSPO-certified palm oil.	<b>Palm oil</b> 100% of ingredients purchased containing palm oil must only contain RSPO-certified palm oil in 2024.  <b>Action:</b> Requirements for ingredient suppliers on RSPO (Round table of Sustainable Palm Oil) certified palm oil.
	<b>Risks</b> Child labour Forced labour Terms of employment Remuneration Biodiversity Animal welfare Chemicals		
<b>Policies</b> Environmental policy	<b>Eggs</b> 100% of all eggs purchased in 2023 must be barn or organic eggs.	<b>Eggs</b> 100% of all eggs purchased in 2023 were either barn or organic eggs.	<b>Eggs</b> 100% of all eggs purchased in 2024 must be barn or organic eggs.  <b>Action:</b> Requirements for ingredient suppliers to supply barn and organic eggs.
	<b>Risks</b> Child labour Forced labour Terms of employment Remuneration Biodiversity Animal welfare Chemicals		



FOOD

# Danish ingredients

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Human rights policy</p> <p><b>Risks</b> Food health Chemicals Pollution</p>	<p><b>Rye, conventional</b> 100% of all conventional rye and rye flour purchased by 2023 must be grown in Denmark.</p> <p><b>Rye, organic</b> At least 75% of all organic rye and rye flour purchased in 2023 must be grown in Denmark.</p>	<p><b>Rye, conventional</b> 100% of all purchased conventional rye and rye flour was grown in Denmark in 2023.</p> <p><b>Rye, organic</b> 100% of all organic rye and rye flour purchased in 2023 was grown in Denmark.</p>	<p><b>Rye, conventional</b> In 2024, at least 95% of all purchased conventional rye and rye flour must be grown in Denmark.</p> <p><b>Rye, organic</b> At least 95% of all organic rye and rye flour purchased in 2024 must be grown in Denmark.</p> <p><b>Action:</b> Requirements for suppliers on the Danish origin of conventional and organic rye and rye flour.</p>
	<p><b>Wheat, conventional</b> In 2023, at least 75% of all conventional wheat and wheat flour purchased must be grown in Denmark.</p> <p><b>Wheat, organic</b> In 2023, at least 50% of all organic wheat and wheat flour purchased must be grown in Denmark.</p>	<p><b>Wheat, conventional</b> 75% of all conventional wheat and wheat flour purchased in 2023 was grown in Denmark.</p> <p><b>Wheat, organic</b> 75% of all organic wheat and wheat flour purchased in 2023 was grown in Denmark.</p>	<p><b>Wheat, conventional</b> In 2024, at least 60% of all conventional wheat and wheat flour purchased must be grown in Denmark.</p> <p><b>Wheat, organic</b> In 2024, at least 60% of all organic wheat and wheat flour purchased must be grown in Denmark.</p> <p><b>Action:</b> Requirements for suppliers on the Danish origin of conventional and organic wheat and wheat flour.</p>
	<p><b>Oats</b> In 2023, at least 75% of all oats, oat flour and oatmeal purchased must be grown in Denmark.</p>	<p><b>Oats</b> 75% of all purchased oats and oat flour and oatmeal were grown in Denmark in 2023.</p>	<p><b>Oats</b> In 2024, at least 75% of all oats, oat flour and oatmeal purchased must be grown in Denmark.</p> <p><b>Action:</b> Requirement for suppliers of Danish origin of oats and oat flour and oatmeal.</p>

## FOOD

# Food and health

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<b>Policies</b> Human rights policy  <b>Risks</b> Food health	<b>The Nordic Keyhole Label</b> 60% of the total amount of fresh, packaged bread under the Kohberg brand will carry the Nordic Keyhole Label in 2023.	<b>The Nordic Keyhole Label</b> 52.9% (27 out of 51) of the total number of fresh, packaged bread under the Kohberg brand had the Nordic Keyhole Label in 2023.	<b>The Nordic Keyhole Label</b> 60% of the total number of fresh, packaged bread under the Kohberg brand should have the Nordic Keyhole Label in 2024.  <b>Action:</b> Recipe control and focus on product development.
	<b>The Wholemeal Label</b> As an active part of the Whole Grain Partnership, we at Kohberg want to support the use of the easily recognisable orange Wholemeal Label, and our customers' ability to choose products with a high content of whole grain and fibre.	<b>The Wholemeal Label</b> 41.2% (21 out of 51) of the total number of Kohberg-branded fresh packaged breads had the Wholemeal Label in 2023.	<b>The Wholemeal Label</b> In 2024, we will maintain the level of fresh, packaged bread under the Kohberg brand that carries the Wholemeal Label.  <b>Action:</b> Recipe control and focus in product development.
	<b>Dietary fibre</b> It is important for us to develop breads that make healthy choices easy. That is why we aim for a large proportion of our bread to have a high dietary fibre content.	<b>Dietary fibre</b> 91.3% (21 out of 23) of all fresh, packaged rye bread under the Kohberg brand contained at least 7% dietary fibre in 2023.  60.7% (17 out of 28) of all fresh, packaged wheat bread under the Kohberg brand contained at least 3% dietary fibre in 2023.	<b>Dietary fibre</b> At least 90% of all fresh, packaged rye bread under the Kohberg brand must contain at least 7% dietary fibre in 2024.  At least 50% of all fresh, packaged wheat bread under the Kohberg brand must contain at least 3% dietary fibre in 2024.
	<b>Whole grain</b> According to official dietary guidelines, whole grains are an important part of a healthy and varied diet. That is why we aim for a large proportion of our bread to have a high whole grain content.	<b>Whole grain</b> 52.2% (12 out of 23) of all fresh, packaged rye bread under the Kohberg brand in 2023 contained at least 35% whole grain.  35.7% (10 out of 28) of all fresh, packaged wheat bread under the Kohberg brand contained at least 35% whole grains in 2023.	<b>Whole grain</b> At least 50% of all fresh, packaged rye bread under the Kohberg brand must contain at least 35% whole grains in 2024.  At least 30% of all fresh, packaged wheat bread under the Kohberg brand must contain at least 35% whole grains in 2024.
	<b>The Green Heart</b> It should be easy to choose vegan products. That is why we aim to have a wide range under the Kohberg brand carrying The Green Heart.	<b>The Green Heart</b> 64.6% (102 out of 158) of all products under the Kohberg brand had The Green Heart in 2023.	<b>The Green Heart</b> Our goal in 2024 is to maintain the same level of products under the Kohberg brand with The Green Heart.



# Workplace

It is important for us to be a safe, responsible and inclusive workplace for all our employees. Because at Kohberg, values aren't just on the coffee cups...





# PEOPLE



## WORKPLACE

# Working environment and safety

At Kohberg, employee safety and a good working environment are top priorities. We strive to improve the working environment and safety across the organisation.

Our target is that no employee experiences accidents at work, and by recording all accidents and injuries, as well as the precursors to accidents, we gain crucial insight into where we need to take new measures.

### WE LEARN FROM OUR MISTAKES

In our work with near misses, it is important for us to ensure transparency because only then can we ensure we learn from the mistakes we make. Sometimes it's about specific physical changes, but often it's about changing bad habits to avoid inappropriate behaviour.

A good working environment will be prioritised in Kohberg's upcoming strategic plan, which will be developed in the first half of 2024. Through communication and information, we want to further strengthen the

awareness and behaviour of our employees to ensure a zero-accident culture. We will introduce a proactive risk-based approach to preventing potential risk scenarios, and we will focus on structured root cause analysis and the identification and implementation of corrective actions.

Our target is zero accidents at work with long-term absence and a maximum of 15 accidents at work with long-term absence per one million production hours.



**BRIAN VESTERGAARD OLESEN**  
HEALTH AND SAFETY COORDINATOR

Our ongoing work on safety is paying off. Safety is the first item on our daily whiteboard meetings, where we review what has happened and try to learn from it. Thereafter, follow-up is done at all CEO meetings to ensure that the continuous focus on safety is embedded throughout the organisation."





## MEET WAREHOUSE MANAGER AHMAD EL-HAJJ AND WAREHOUSE EMPLOYEE ROBERT DUE JENSEN

# At Kohberg, values aren't just on the coffee cups - they are lived out and acted upon every single day

Ahmad El-Hajj started as a temporary replacement at Kohberg in 2013, and today he is the Warehouse Manager at our bakery in Taastrup. For Ahmad El-Hajj, values-based management is important for creating a good working environment.

"You need to have an open and trusting relationship with your colleagues in order to work with the physical work environment, and in our team meetings and our whiteboard meetings there is a very clear openness. We are genuinely present, and we listen to each other. Other companies work with health and safety as a process. We don't. We create engagement so we get the lowest common denominator on board. The commitment has to come from the bottom up, otherwise we won't achieve our goal," says Ahmad El-Hajj.

### A QUESTION OF CULTURE

When Ahmad El-Hajj ended up pursuing a career at Kohberg, it was largely due to the fact that his manager showed him trust and gave him new challenges and opportunities.

"When I see Kohberg's values, I just think of my boss. He has taught us to live by Kohberg's values and think ahead in a broader perspective. If we make mistakes, we don't just let it slide. We stop and figure out what happened, what we can learn and how we can improve. Constant follow-up and corrective actions. That's how we were trained, and it's an important

part of the culture at Kohberg," says Ahmad El-Hajj, and continues: "Occupational health and safety, BRC - it's culture, and it can't just be on the surface. We shouldn't just be ready for an audit or unannounced visit from the Danish Working Environment Authority. We need to live by it, so we act the same way during an unannounced visit as we do every day.

And it's important to share your knowledge with the rest of the organisation:

When we review near misses in our meetings, we also think about the big picture. Is there anything we're changing now that could make a difference in other departments? Something we can inspire others with? So, we can share our experiences instead of having to screw up in every department before the organisation learns from it," concludes Ahmad El-Hajj.

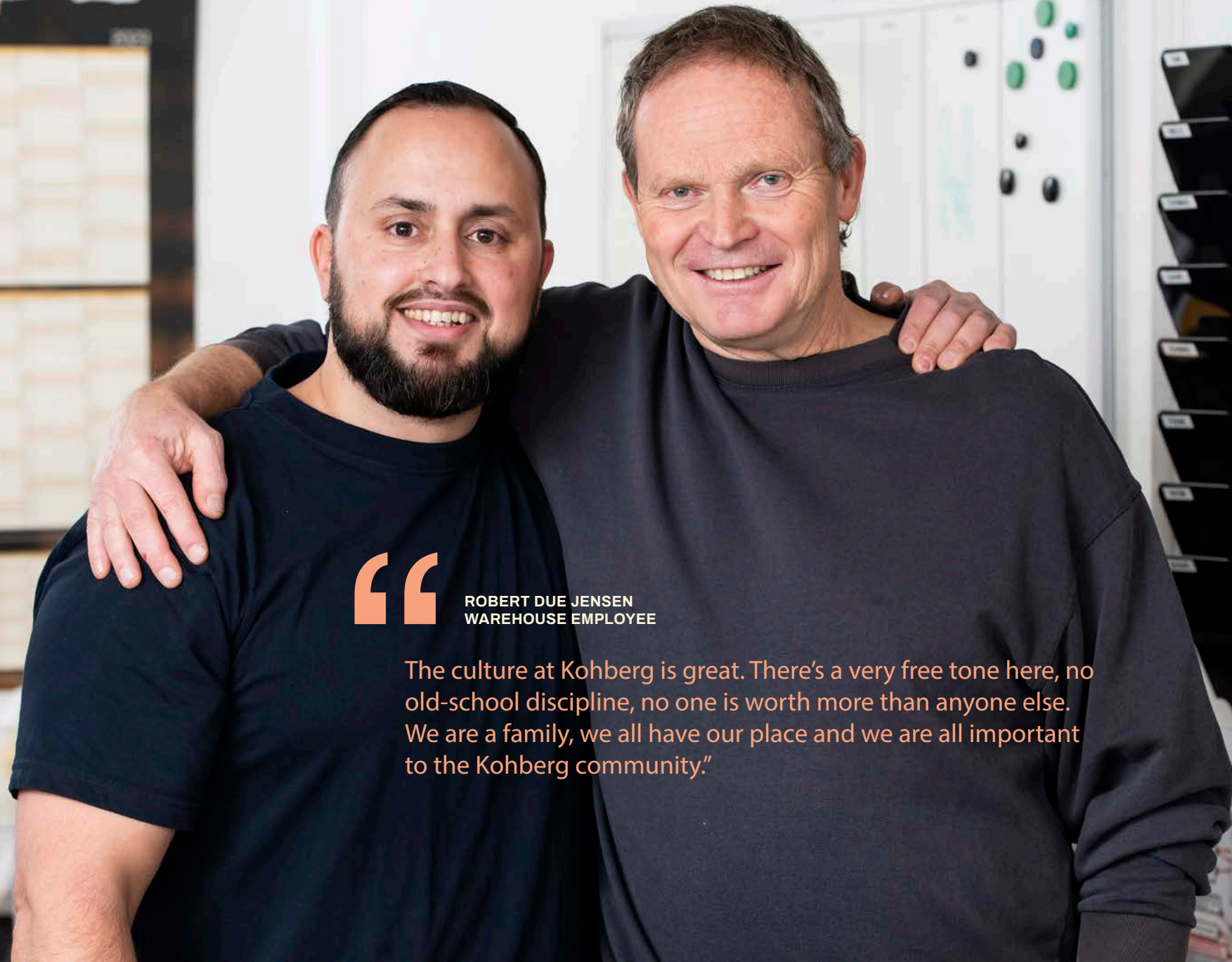
### WE ARE ALL IMPORTANT TO THE KOHBERG COMMUNITY

Robert Due Jensen has been employed at Kohberg's bakery in Taastrup for more than 35 years - he is 66-years-old and will retire next year. As part of Kohberg's senior scheme, Robert currently works three days a week.

"The culture at Kohberg is great. There's a very free tone here, no old-school discipline, no one is worth more than anyone else. We are a family, we all have our place and we are all important to the Kohberg community. It's not just empty talk," says Robert, who is also chairman of the Taastrup division's staff association and works ten hours a week as one of five health and safety representatives at the bakery in Taastrup.

Before joining Kohberg, Robert worked as a manager in the freezer industry, among other things, with responsibility for many employees. However, it wasn't the life he wanted.

"Not everyone wants to pursue a career, and I realised I had a different set of life values. My free time and hobbies are important to me, so it's been essential for me to be 100% focused when I'm at work, but also to be able to walk out the door and take time off. I've had the opportunity to do that at Kohberg," concludes Robert Due Jensen.



“

ROBERT DUE JENSEN  
WAREHOUSE EMPLOYEE

The culture at Kohberg is great. There's a very free tone here, no old-school discipline, no one is worth more than anyone else. We are a family, we all have our place and we are all important to the Kohberg community.”



## WORKPLACE

# Equal opportunities for all

At Kohberg, all employees should have equal opportunities to build a career and a successful working life. It is important for us to create a tolerant workplace that is attractive to everyone regardless of personal circumstances or cultural identity. Only in this way can we pull together and all contribute to Kohberg's success.

We have a diverse workforce that reflects the community Kohberg is part of. Our largest bakery is in Bolderslev, close to the Danish-German border, and here Danish, German, English, Polish and - of course - "South Jutlandic" are spoken in the changing rooms.

### SPECIAL CONDITIONS

We are not all the same, and many of us may require our needs to be taken into account. Sometimes the need is part of our living conditions, but it can also be a sudden need that requires some extra flexibility for a limited period. It could be the possibility to change working hours and create a better work-life balance, or a special assistive device to make our working day easier.

At Kohberg, we can and will accommodate employees with special needs, and we have a number of employees on special conditions. In 2023, 10 of our employees were employed in flexijobs and 11 in positions with individual consideration. We don't have any positions that are essentially sheltered employment or flexijobs, but we are always positive about exploring the possibilities and creating the best possible framework in each case.

What matters to us is that every employee is treated fairly and with respect.



NANNA P. NOE  
HR MANAGER

It's important for us to ensure a good and safe working environment where all our employees thrive and can develop, and where everyone, regardless of background or job function, works together constructively.

At Kohberg, we take pride in treating each other with respect and communicating openly and with trust. We do not accept abusive or derogatory behaviour under any circumstances - even if it was just "for fun". Because it's never fun to have your boundaries crossed, and we encourage all employees to speak up if they experience or witness inappropriate behaviour.

If an employee wishes to speak anonymously, they have the option to use our whistleblower scheme."

### EQUAL PAY FOR EQUAL WORK

All our hourly-paid employees receive the same pay, and we are working to create more transparency for our administrative staff. This means that during 2024, we will create salary bands for the employee groups in our administration, so that everyone can determine at any time whether their individual salary is in line with what colleagues with the same duties and functions earn.

## WORKPLACE

## Focus on well-being

Our target for 2023 was that illness at Kohberg should be a maximum of 3% of the total number of hours worked by all our employees. The result was 4.98%, which was partly due to the fact that since mid-2023 we have measured and calculated our illness absence in a different way than before. The target for 2024 is that with the new registration, we will have a maximum total illness absence of 4.5%.

### AABENRAA MUNICIPALITY'S HEALTH PROMOTION LABEL 2023

In 2023, Kohberg was one of a total of 13 companies in Aabenraa Municipality to receive the Health Promotion Label 2023. We know that our employees are our most important resource, which is why we have had health insurance, a massage scheme, a running club and a fitness committee for several years.

However, we want to do even more because it's not just the sometimes hectic workday at Kohberg that can create stress and unhappiness for individuals. It's also largely everything that happens outside of the workplace that can affect mental health and make it difficult to go to work.

With a focus on the whole person, we have therefore chosen to collaborate with Velliv and Blume Support to offer all our employees a preventive health and well-being scheme. At Blume Support, all programmes are individually tailored and therefore based on the individual's needs. Our employees have really embraced the scheme.

### EMPLOYEE SATISFACTION SURVEY 2023

In 2023, in collaboration with Ennova, we conducted a well-being and engagement survey for all Kohberg employees. The survey is conducted every two years to ensure that our employees are happy and to gain insight into whether there are individual departments or specific areas where we can do better. The survey used makes it possible to compare results both internally within Kohberg departments and against general industry figures.

The response rate was 79%, and measured on a scale of 0-100, employees' overall job satisfaction was 77, which is well above the industry average (73). Loyalty was measured at 82, which is also high and above the industry average (80).

Overall, the 2023 well-being and engagement survey results had largely improved on all parameters compared to the previous survey. In 2024, we will follow up and implement a number of initiatives in the areas where the results were lower than expected.



One in eight of our employees (12.4%) have been with Kohberg for more than 20 years.



## MEET OEE ADVISOR KAJ VILLADSEN

# 1, 2, 3 ... on an average day, many, many loaves of bread are baked at Kohberg, and Kaj knows exactly how many

Kaj Villadsen is responsible for our OEE system, which counts all the finished units from our bakery. He originally trained as an electronics mechanic, but his curiosity and passion for new technology sent him all over the world. Kaj has held positions at large international companies in Belgium and the USA, among others, and has also been self-employed with his own company. In 2012, however, there was too little to do at his own company, so Kaj started working as a weekend temp at Kohberg's packing centre in Bolderslev,

"I had to put food on the table, but I quickly realised that Kohberg was a great place for me. There were lots of machines and equipment I could learn about," says Kaj, who later became a permanent employee. And one day, his boss reached out to him:

"My boss is good at pushing us to do our best, and when some new IT equipment arrived in our department, she asked if I wanted to take responsibility for it. I wanted to, and I quickly realised that something was wrong with the structure. So, I started all over again. Once that was in place, my boss asked if I wanted to be responsible for the entire OEE system." Kaj Villadsen has worked with IT and IT structure throughout the years,

and even though the development has been rapid, he has never been on a course.

"I don't need courses. I start by reading the manual, and it's often something like 289 pages in English. Then I get started, play with the system for a while, and then I'm ready. I learn by using it."

### NO THANK YOU TO RETIREMENT

He is actually a pensioner, but 67-year-old Kaj Villadsen has always been curious about the world, which is why he thrives like a fish in water when he turns up 21 hours a week as OEE manager at Kohberg's bakery in Bolderslev.

"I've always been curious to understand why. When you turn that thing, what happens? How should it be set? I think it's exciting to go in, see a problem and then find a solution. Or have a new technology and think, what can I use it for? Just like doing sudoku or crossword puzzles," says Kaj, and continues:

"I really enjoy my work at Kohberg. We have a flat structure where it's rarely far from when you have a great idea to when you can act on it. I really like that. At home, I have notepads everywhere, so if I get an idea, and I do all the time, I'm quick to write it down. Otherwise, I'll just forget about it again."

Life as a pensioner is not something Kaj Villadsen finds appealing. The state pension is supplemented with his salary from Kohberg, which is an excellent agreement that Kaj is happy with. In fact, there's only one problem:

"I could spend more time at Kohberg because the tasks are so much fun," laughs Kaj, who also enjoys spending time with his grandchildren:

"My youngest granddaughter is 3-years-old and one day she got hold of one of these bag clips. Then she sat engrossed in researching, how do you open it and close it again? It's so important to be allowed to be curious about the world."





# 45-years-old

The average age of employees at Kohberg is 45.

# 9 years & 11 months

On average, our employees have worked at Kohberg for 9 years and 11 months.

# 56.1%

More than half of our employees have been with us for more than 5 years.



**KAJ VILLADSEN**  
OEE MANAGER AT BOLDERSLEV

I really enjoy my work at Kohberg. We have a flat structure where it's rarely far from when you have a great idea to when you can act on it. I really like that."



## MEET LOGISTICS MANAGER ALEX ELMHORST

# It's a natural part of our DNA as a company to recruit internally and grow our talent

Alex Elmhorst joined Kohberg in 2008, and although he started out as an unskilled labourer on the night shift at Kohberg's warehouse in Taastrup, he quickly found more and exciting challenges:

"I was 21-years-old when I started as a picker on the night shift. I guess I've always shared my ideas, opinions and beliefs honestly, and that was something that was noticed by my boss at the time. He must have seen potential in me, even though I was young and had a lot to learn. After a few months, I was appointed team leader with responsibility for night-time operations," says Alex.

Working with goal setting, shared values and a good work culture have become central to Alex's career at Kohberg. Since accepting the position as team leader for the night shift, it's only gone one-way, and today he's the head of all logistics at Kohberg and a talent spotter himself.

"When I started at Kohberg, I didn't have a long-term plan by any means.

I hadn't thought about it, but I guess it's up to me to take charge if I get the opportunity, but for me, being the boss has never been important. It has always been to help develop and influence the organisation and make a difference," says Alex.

### TALENT HAS NOTHING TO DO WITH AGE

The fact that Alex Elmhorst himself was given opportunities at a young age is the foundation for his work today. He wants to give something back.

"As a manager, you need to recognise a small seed and then fertilise and water it by sparring and challenging, giving feedback and, most importantly, listening and learning yourself. It's your job to support them and help broaden their own horizons where they may not have realised their skills and inspire them on how they can do the job themselves. Don't give them the answer, but give them hints so they can find it themselves," says Alex and continues:

"Talent has nothing to do with age. It's simply a question of when in life you uncover a special ability, skill or talent that provides a foundation for development that doesn't require extreme effort. It's also a natural part of being human to make mistakes – whether you're young or older. It should be acceptable as long as we learn from them and find solutions to avoid repeats. The word "responsibility" may seem daunting to some, but for most people, it's more about "being accountable" if something goes wrong, for example, and that can be anxiety-provoking. It shouldn't be because life is one long learning curve. In the learning curve, the mistakes we've made are often the ones with the steepest learning curve, and we need to use that constructively. We don't scold but work with learning and solutions."



“

ALEX ELMHORST  
LOGISTICS MANAGER

... Life is one long learning curve. In the learning curve, the mistakes we've made are often the ones with the steepest learning curve, and we need to use that constructively”.

As a manager, Kohberg's values mean a lot to Alex in his daily work.

“We must look at Kohberg's values, we must identify with them, and then we must pass them on to those around us. That's our most important role as managers,” says Alex Elmhurst and continues: “To see how you can help make a positive difference to another person is amazing. Opening a new door and helping to create the framework for a good working life. There are different stages in life, and when we as managers are close to our employees, we should try to adapt their work wherever possible based on the changing circumstances they may have in their lives. This is a prerequisite for retaining and developing employees.”

#### AT KOHBERG, THERE ARE PLENTY OF OPPORTUNITIES FOR TRAINING AND EDUCATION

Alex Elmhurst himself has taken up several offers to further his education. Most recently, he has started the Graduate Diploma in Business Administration programme at SDU, which he plans to complete in 2026:

“At Kohberg, there are plenty of opportunities to train if that's what you want, and as a manager, it's important to reach out to your employees and offer to empower them with training. Even those who hadn't necessarily thought that education was an option or a desire,” concludes Alex.



## WORKPLACE

# From unskilled to skilled

At Kohberg, we are committed to providing employees with training and upskilling. We do this because it's obvious that professional and personal development creates happy employees who add value to the working day at Kohberg, and at the same time, well-trained employees help secure our company's future.

In 2023, more of our unskilled workers were in the process of becoming skilled, and the goal is that even more will take up the offer to make the leap from unskilled to skilled.

### KOHBERG LEADERSHIP ACADEMY

In recent years, all our managers have received leadership training and essential management tools by completing the Kohberg Leadership Academy, which we offer in collaboration with external consultants from Learn2lead. In 2023, we didn't meet our target of sending ten new managers and key employees to the Kohberg Leadership Academy, but that was due to a positive issue. In 2023, there was not the same need to train new managers, as many of the managers we have already trained have fortunately chosen to stay with us at Kohberg. Naturally, we are delighted about that.

In 2024, we will take stock and therefore repeat our target of ten new managers and key employees completing the Kohberg Leadership Academy in 2024. Every year, all our production employees have the opportunity for two weeks of self-selected training at the IKUF industrial skills development scheme.

# 10 trainees

In 2023, Kohberg had 10 trainees employed

**7 automation technicians,  
1 process operator,  
1 retail baker and  
1 accounting trainee.**



**NANNA P. NOE**  
HR MANAGER

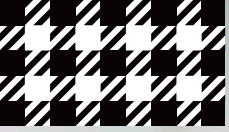
In the future, we will continue to focus on ensuring that all employees are continuously trained and educated to ensure a high level of skills throughout Kohberg”.



## Employees of the future can start here!

It is a very high priority for Kohberg to employ trainees and apprentices. We are very conscious of our responsibility to train the next generation of qualified employees and give them relevant skills and useful experience - whether these skills will eventually benefit us or other companies. At the same time, our apprentices and trainees give us new input and ensure that we don't always just do business as usual.

Throughout the year, we also have work placements - both trainees and apprentices from relevant educational institutions and people who, for various reasons, need a hand to get back on the labour market.



MEET AUTOMATION TECHNICIAN APPRENTICE LAUGE LUND NISSEN

## Apprentice at Kohberg - an exciting working day with many different tasks and great colleagues

Lauge Lund Nissen is 18-years-old and is training to be an automation technician in the maintenance department at Kohberg's bakery in Bolderslev.

"I played around with mopeds and realised that I liked working with machines and stuff like that. I was doing a work placement as an electrician, but I realised that I would be bored to death if I only had to do one thing all the time. So, I looked for a more varied education and came across the automation technician programme," says Lauge.

### A WORKING DAY WHERE NO TWO DAYS ARE THE SAME

As an automation technician, you work with optimisation, maintenance and repairing machines. However, as an automation technician apprentice at Kohberg, Lauge finds that he and the other apprentices get the opportunity to try out many other tasks.

"For example, we get to do metal work and all sorts of other things. I think it's great, and I can also see that this is how my colleagues work. I have colleagues who have been at Kohberg for 15-20 years, and they can still say "this is my first time trying this" when we come to a new job. No two days are the same," says Lauge, and continues:

“There’s always something to do in the maintenance department, which is nice. If there happens to be a day with no jobs, you can practise welding or anything else you fancy.”

When asked which tasks he likes best, Lauge Lund Nissen hesitates for a moment.

“It’s hard to say, because it actually changes a bit from day to day. Some days it’s nice to sit quietly with an electrical panel, and other days you can get out and change an electric motor and it’s a lot busier. It’s great. The worst thing is changing the belts on the machines, but it has to be done,” says Lauge, who enjoys working with his colleagues and feels that they have a very high level of trust in him, but it also requires some initiative.

“If you want the exciting jobs, don’t just stand around and watch. Then you have to show you want to. But as soon as your colleagues realise you’re interested in something, they’ll come and ask you to join them on a job. If you want responsibility, you’ll get it.”

### AN EDUCATION WITH MANY OPPORTUNITIES

In the maintenance department, there are currently four apprentices and two more on the way.

“Some of my friends are apprentices at places where it’s just them, which can be a bit annoying. I think it’s nice that there are so many apprentices here because we have a lot in common. There’s a great tone in the department. Everyone gets on well with each other and we have a good time,” says Lauge Lund Nissen.

The programme means that Lauge alternates between college and Kohberg.



LAUGE LUND NISSEN  
AUTOMATION TECHNICIAN APPRENTICE

Being at college is great, but you’re also mostly sitting at a desk. When I’m at Kohberg, I get to do something all the time. It’s great.”

“Being at college is great, but you’re also mostly sitting at a desk. When I’m at Kohberg, I get to do something all the time. It’s great,” says Lauge, who finds that teaching makes more sense after he started at Kohberg:

“It has become easier to understand because there is a connection between what we learn at school and what I do at Kohberg.”

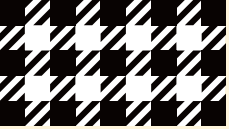
Lauge has been an apprentice for seven months, and overall, the automation technician programme takes 4½ years. When he finishes his training, Lauge would like to stay at Kohberg. At least for a while.

“It’s important to get some experience, but I might also like to travel. There are many opportunities as a skilled automation technician, including abroad. I know someone who has their CV on a job portal. He receives 20 enquiries a day from companies that want to employ him, so there is a big shortage in the area,” says Lauge Lund Nissen.

### AND THEN THERE'S THE HAIRNET THING...

Kohberg is a food company, so the working day involves lots of hand and shoe washing, and hairnets. But Lauge has long since gotten used to that:

“At first it was a little strange to wear a hairnet, but you quickly get used to it. Today, I completely forget that I’m wearing it,” concludes Lauge.



## WORKPLACE

# From the digital notice board - a working day at Kohberg





**Kohberg Bakery Group A/S**  
8.418 følgere  
8md. • Redigeret

Sådan! Vores dygtige Boris Ivolga har bestået svendeprøven og er nu uddannet industrioperatør 🥳 Vi er naturligvis meget stolte og samtidig rigtig glade for, at Boris fortsætter med at være en del af teamet i vores hvedebrødspakkeri - stort tillykke til Boris 🥳



**Kohberg Bakery Group A/S**  
8.418 følgere  
8md. • Redigeret

Hos Kohberg er vi meget stolte af at have modtaget **Aabenraa Kommunes Sundhedsfremmearbejde 2023** 🏆 Vi ved, at vores medarbejdere er vores vigtigste ressource, og derfor har vi i flere år haft sundhedsforsikring, massageordning, løbeklub og et motionsudvalg. Men vi vil gerne gøre endnu mere. For det er ikke kun en til tider hektisk hverdag på Kohberg, der kan skabe stress og mistrivsel for den enkelte. Det er også i høj grad alt det, der foregår uden for arbejdspladsen, der kan påvirke det mentale helbred og forårsage, at det bliver svært at gå på arbejde. Derfor valgte vi i samarbejde med **Velliv, Lone Blume** og **Blume Support** at tilbyde alle vores medarbejdere en sundheds- og trivselserordning. Ved Blume Support er alle forløb særligt tilrettelagt efter den enkeltes behov - og vores medarbejdere har taget rigtig godt imod ordningen. Vi modtog Sundhedsfremmearbejdet sammen med 12 andre lokale virksomheder - og vi vil gerne takke Aabenraa Kommune for det gode initiativ 🥳



**Kohberg Bakery Group A/S**  
8.418 følgere  
4md. • Redigeret

Da DHL-stafetten besøgte Aabenraa, var Team Kohberg naturligvis på pletten 🏃‍♂️🏃‍♀️ Det blev til en rigtig god aften - med masser af hygge og intern konkurrence holdene imellem 🥳 Tak for et godt arrangement! #vierbagere - og vi kan også løbe 🥳



**Kohberg Bakery Group A/S**  
8.418 følgere  
8md. • Redigeret

Den 27. april fik Bjarne Olsen og Salif N'diaye begge den Kongelige Bejlingsmedalje og er nu gået på velfortjent pension efter tilsammen mere end 90 års tjeneste i Kohberg. Vi er glade for og stolte af at have så dedikerede medarbejdere - stor tak til Bjarne og Salif og endnu en gang stort tillykke 🥳



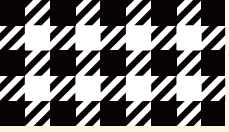
Dedikeret indsats - kan fejre 90 års tjeneste hos kendt bageri  
3md. • 3 min. læsetid

**Kohberg Bakery Group A/S**  
8.418 følgere  
4md. • Redigeret

I dag var vores HR-konsulent **Janne Rasmussen** sammen med bager ved vores bageri i Haderslev, **Rene Larsen**, på besøg hos **EUC Syd** i Aabenraa 🥳 Eleverne på GF1 - Mad og Service fik en masse at vide om arbejdet som bager - og vi håber naturligvis, at det gav dem lyst til og mod på en fremtid som lærling hos Kohberg 🥳 Vil du vide mere om, hvordan du kan komme i lære hos os, kan du læse mere her:



Fremtidens medarbejdere kan begynde her!  
kohberg.dk • 1 min. læsetid



WORKPLACE

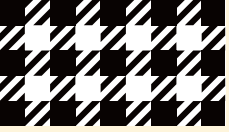
# Working environment and safety

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Labour rights policy</p> <p><b>Risks</b> Occupational safety Occupational health</p>	<p><b>Accidents at work</b> A further 25% reduction in accidents and injuries compared to 2022, equivalent to a maximum of 12 reported accidents with absence in 2023.</p> <p>The target for accidents per million production hours in 2023: maximum 19.1.</p>	<p><b>Accidents at work</b> In 2023, we had 15 reported accidents at work with absence. In 2023, the number of accidents at work was reduced by 6.3% compared to 2022.</p> <p>Number of accidents per million production hours in 2023: 18.2</p>	<p><b>Accidents at work</b> The target is a maximum of 12 reported accidents at work with absence in 2024.</p> <p>The target is to have a maximum of 15 accidents per million production hours in 2024.</p> <p><b>Action:</b> Focus on the work environment and minimising the number of accidents at work will be important in connection with the preparation of a new strategy in March 2024.</p>
	<p><b>Serious accidents at work with long-term absence</b> The target for 2023 is that no employee experiences an accident at work where the incident can be characterised as serious and results in at least 21 days of absence.</p>	<p><b>Serious accidents at work with long-term absence</b> In 2023, three employees experienced an accident at work where the incident can be categorised as serious and resulted in at least 21 days of absence.</p>	<p><b>Serious accidents at work with long-term absence</b> The target for 2024 is that no employee experiences an accident at work where the incident can be characterised as serious and results in at least 21 days of absence.</p> <p><b>Action:</b> Focus on the work environment and minimising the number of accidents at work will be important in connection with the preparation of a new strategy in March 2024.</p>

## WORKPLACE

# Health and Well-being

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Labour rights policy</p> <p><b>Risks</b> Terms of employment Occupational safety Occupational health</p>	<p><b>Employee Job Satisfaction survey</b> To maintain the focus on well-being and job satisfaction, an Employee Job Satisfaction survey will be conducted before the end of 2023.</p>	<p><b>Employee Job Satisfaction survey</b> The well-being and engagement survey was conducted in 2023.</p> <p>Response rate: 79 Job satisfaction: 77 Loyalty: 82</p> <p>Industry figures from Ennova show that our score is significantly above the industry, with job satisfaction at 73 and loyalty at 80.</p>	<p><b>Employee Job Satisfaction survey</b> In 2024, we will work on action plans until a new measurement is taken in 2025.</p>
	<p><b>Illness absence</b> Our target was a maximum of 3% illness absence of hours worked among our employees.</p>	<p><b>Illness absence</b> The calculation method for illness absence at Kohberg was changed during 2023. This meant that the target for the year is not comparable to the result achieved.</p> <p>Illness absence in 2023 was 4.98%.</p>	<p><b>Illness absence</b> The target for 2024 is a maximum illness absence of 4.5% of hours worked among all our employees.</p>



WORKPLACE

# A tolerant workplace

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Labour rights policy Human rights policy</p> <p><b>Risks</b> Discrimination Terms of employment</p>	<p><b>Special positions</b> In 2023, we will at least maintain the level of the number of special positions in 2022:</p> <p>10 flexijobs 2 light duty jobs 10 apprenticeships</p>	<p><b>Special positions</b> The number of special positions in 2023:</p> <p>10 flexijobs 11 positions with individual consideration 10 apprenticeships</p>	<p><b>Special positions</b> Minimum maintenance of 2023 level with:</p> <p>10 flexijobs 10 apprenticeships</p> <p>Action: Encourage all staff managers to consider creating special positions and to continue training apprentices.</p>
<p><b>Gender balance on the Board</b> Kohberg's target is to have at least 25% women on the company's Board.</p>	<p><b>Gender balance on the Board</b> Kohberg's target is to have at least 25% women on the company's Board.</p>	<p><b>Gender balance on the Board</b> As of 31 December 2023, Kohberg's Board consisted of:</p> <p>1 woman, corresponding to 25% 3 men, corresponding to 75%</p>	<p><b>Gender balance on the Board</b> Kohberg's target is to have at least 25% of each gender on the company's Board in 2024.</p> <p>However, Kohberg will always appoint Board members on the premise that the most suitable person(s) should be appointed regardless of gender.</p>
<p><b>Gender distribution in the management team</b> Kohberg wants to promote gender balance in the overall management team. The proportion of each gender in the overall management team must always be at least 25%.</p>	<p><b>Gender distribution in the management team</b> Kohberg wants to promote gender balance in the overall management team. The proportion of each gender in the overall management team must always be at least 25%.</p>	<p><b>Gender distribution in the management team</b> Kohberg's management team as of 31 December 2023 consisted of:</p> <p>7 women, corresponding to 27% 19 men, corresponding to 73%</p>	<p><b>Gender distribution in the management team</b> Kohberg wants to promote gender balance in the overall management team. The proportion of each gender in the overall management team must always be at least 25%.</p> <p>However, Kohberg will always recruit/appoint managers on the premise that the most suitable person(s) should be recruited/appointed regardless of gender.</p>

## WORKPLACE

# Staff development

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Labour rights policy</p> <p><b>Risks</b> Terms of employment Occupational safety Occupational health</p>	<p><b>Education and training</b> We want to maintain the high level of training and upskilling of Kohberg's employees to ensure a high level of skills that meet the demands Kohberg faces.</p>	<p><b>Education and training</b> Many of our employees received further education or training in 2023.</p> <p>Examples include our quality employees, who in 2023, participated in courses on HACCP and internal audit - food products, among other things. Furthermore, a large number of our maintenance technicians have continuously participated in relevant continuing education activities.</p>	<p><b>Education and training</b> In 2024, we will continue to focus on ensuring that all employees are continuously trained to ensure a high level of skills throughout Kohberg.</p> <p><b>Action:</b> Maintain a high level of further training to ensure the right skills.</p>
	<p><b>Leadership training</b> The target for 2023 was for a minimum of ten new managers and key employees to complete the Kohberg Leadership Academy.</p>	<p><b>Leadership training</b> In 2023, we did not meet our target of training ten new managers and key employees. However, this was due to the fact that many of the managers who have already completed the Kohberg Leadership Academy are still part of our management team. Therefore, in 2023, there was no need to train managers through the Kohberg Leadership Academy.</p> <p>Instead, more managers have completed individual continuing education programmes such as Graduate Diploma in Business Administration, academy profession programmes and adult vocational training.</p>	<p><b>Leadership training</b> A minimum of 10 new leaders and key employees complete the Kohberg Leadership Academy.</p> <p><b>Action:</b> The next level of managers complete Kohberg Leadership Academy's leadership training with external consultants from Learn2lead.</p>



# Corporate governance

We work closely with our suppliers, who we also measure and evaluate on a number of parameters - both in accordance with our BRC certification obligations and because we actively want to develop and strengthen both our suppliers and our collaboration.





# Approval and evaluation of suppliers

Kohberg is a food company, so it's vital to us that our suppliers are reliable and responsible. We work closely with our suppliers, whom we also measure and evaluate on a number of parameters both in line with our BRC certification obligations and because we actively want to develop and strengthen the suppliers and our collaboration.

Kohberg does not have a due diligence process, but we do conduct ongoing checks and risk assessments of our suppliers of commodities/ingredients, packaging and wholesale goods. In 2023, 100% of this supplier group was risk assessed.

## ALL SUPPLIERS ARE EVALUATED

Kohberg's bakery operates 365 days a year, delivering daily to supermarkets, wholesalers and customers across the country. Many of our breads have a shelf life of only a few days, and our customers have high demands on freshness.

That is why we at Kohberg also place high demands on our suppliers, and all suppliers of commodities/ingredients, packaging and wholesale goods are evaluated every year.

## KOHBERG'S CODE OF CONDUCT

Kohberg's Code of Conduct commits our suppliers to a code of ethics for both management and employees in areas such as human rights, labour rights and corruption. At the same time, they commit to act responsibly in relation to the environment and the climate.

Our goal is that all our suppliers of commodities/ingredients, packaging and wholesale goods, cleaning and logistics are covered by Kohberg's CoC or have their own CoC that at least matches Kohberg's.

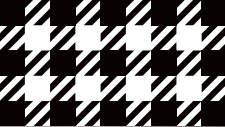


**ANDERS NYBORG**  
DIRECTOR OF GROUP PROCUREMENT

When we evaluate our suppliers, we give them a score from 1 to 5 on a wide range of parameters. If the overall score is too low, we work with the supplier to draw up a plan to correct the shortcomings, or we try to find another supplier. In this way, we achieve a very stable supply of ingredients of the right quality, and that is absolutely crucial for us".







## CORPORATE GOVERNANCE

# Responsible marketing

At Kohberg, we value responsibility and act both fairly and responsibly towards the world around us, and this naturally applies when we market Kohberg and our bread and cakes.

### **FAIR MARKETING AND COMPETITION**

Our marketing is always decent, honest and truthful. We comply with the law and respect the principles of fair competition.

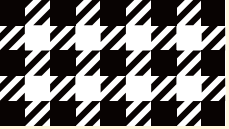
To meet our own requirements and standards, relevant employees are regularly trained in competition law compliance, and it is mandatory for new employees in the marketing department to undergo similar training.

### **WE LAY OUR CARDS ON THE TABLE**

This CSR report represents Kohberg's annual reporting on our corporate social responsibility in relation to the Danish Financial Statements Act. At the same time, it is a tool that helps us become sharper year by year.

We lay our cards on the table and describe how we act responsibly and sustainably in relation to our consumption, our food, our employees and as management -oth where we are doing well and where we can do even better, which is why you can read both in the 2023 report.

This report is also our annual CoP (Communication on Progress) report to the UN Global Compact programme.



CORPORATE GOVERNANCE

# Supplier management

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<p><b>Policies</b> Human rights policy Labour rights policy Climate policy Environmental policy Anti-corruption policy</p> <p><b>Risks</b> All risks</p>	<p><b>Approval and evaluation of suppliers - commodities/ingredients, packaging and wholesale goods</b> 100% of the purchase volume in DKK that is from commodities/ingredients, packaging and wholesale goods suppliers must be risk assessed.</p>	<p><b>Approval and evaluation of suppliers - commodities/ingredients, packaging and wholesale goods</b> 100% of the purchase volume in DKK from commodities/ingredients, packaging and wholesale goods suppliers was evaluated and approved in 2023.</p>	<p><b>Approval and evaluation of suppliers - commodities/ingredients, packaging and wholesale goods</b> 100% of purchasing volume in DKK from commodities/ingredients, packaging and wholesale goods suppliers must be evaluated and approved.</p> <p><b>Action:</b> Selecting suppliers for audit and conducting approval and evaluation. All suppliers are evaluated twice a year.</p>
	<p><b>Signing Kohberg's Code of Conduct - commodities/ingredients, packaging and wholesale goods, cleaning and logistics</b> 100% of purchasing volume in DKK from commodities/ingredients, packaging, wholesale goods, cleaning and logistics suppliers must have signed Kohberg's CoC or have their own CoC that at least matches Kohberg's CoC.</p>	<p><b>Acceptance of Kohberg's Code of Conduct - commodities/ingredients, packaging and wholesale goods, cleaning and logistics</b> 82% of Kohberg's total purchases from commodities/ingredients, packaging and wholesale goods, cleaning and logistics suppliers were covered by Kohberg's CoC or had their own CoC that at least matched Kohberg's by 2023.</p>	<p><b>Acceptance of Kohberg's Code of Conduct - commodities/ingredients, packaging and wholesale goods, cleaning and logistics</b> 100% of Kohberg's total purchases from commodities/ingredients, packaging and wholesale goods, cleaning and logistics suppliers must be covered by Kohberg's CoC or have their own CoC that at least matches Kohberg's by 2024.</p> <p><b>Action:</b> The CoC is an integral part of Kohberg's business agreement. Approval or re-approval of suppliers cannot therefore take place without acceptance of Kohberg's CoC, or alternatively the supplier's own CoC, which at least matches Kohberg's CoC.</p>

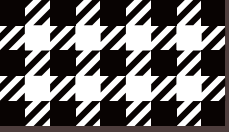
## CORPORATE GOVERNANCE

# Fairness

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<b>Policies</b> Anti-corruption policy Human rights policy	<b>Fair marketing</b> 0 court convictions for violations of marketing law conducted by or caused by Kohberg Bakery Group A/S.	<b>Fair marketing</b> 0 court convictions for violations of marketing law conducted by or caused by Kohberg Bakery Group A/S in 2023.	<b>Fair marketing</b> 0 court convictions for violations of marketing law conducted by or caused by Kohberg Bakery Group A/S in 2024.  <b>Action:</b> We have conducted legal, responsible, honest and truthful marketing campaigns.
<b>Risks</b> Unfair marketing Corruption Distortion of competition	<b>Fair competition</b> 0 court convictions for violations of competition law conducted or caused by Kohberg Bakery Group A/S.	<b>Fair competition</b> 0 legal convictions for violations of competition law conducted or caused by Kohberg Bakery Group A/S in 2023.	<b>Fair competition</b> 0 court convictions for violations of competition law conducted or caused by Kohberg Bakery Group A/S in 2024.  <b>Action:</b> We respect both national regulations and the principles of fair competition. Furthermore, competition law compliance training is conducted for relevant employees.
	<b>Anti-corruption</b> 0 court convictions for violations of anti-corruption law conducted or caused by Kohberg Bakery Group A/S.	<b>Anti-corruption</b> 0 legal convictions for violations of anti-corruption legislation conducted or caused by Kohberg Bakery Group A/S in 2023.	<b>Anti-corruption</b> 0 legal convictions for violations of anti-corruption legislation conducted or caused by Kohberg Bakery Group A/S in 2024.  <b>Action:</b> Focus on anti-corruption throughout the organisation.

# Openness

FOCUS AREAS	TARGETS 2023	RESULT 2023	TARGETS AND ACTION 2024
<b>Policies</b> All	<b>CSR report</b> Publication of the CSR Report 2023.	<b>CSR report</b> CSR report published for 2023.	<b>CSR report</b> Publication of CSR report for 2024.  <b>Action:</b> Collect CSR data and publish a CSR report.
<b>Risks</b> All risks			



UN'S GLOBAL COMPACT

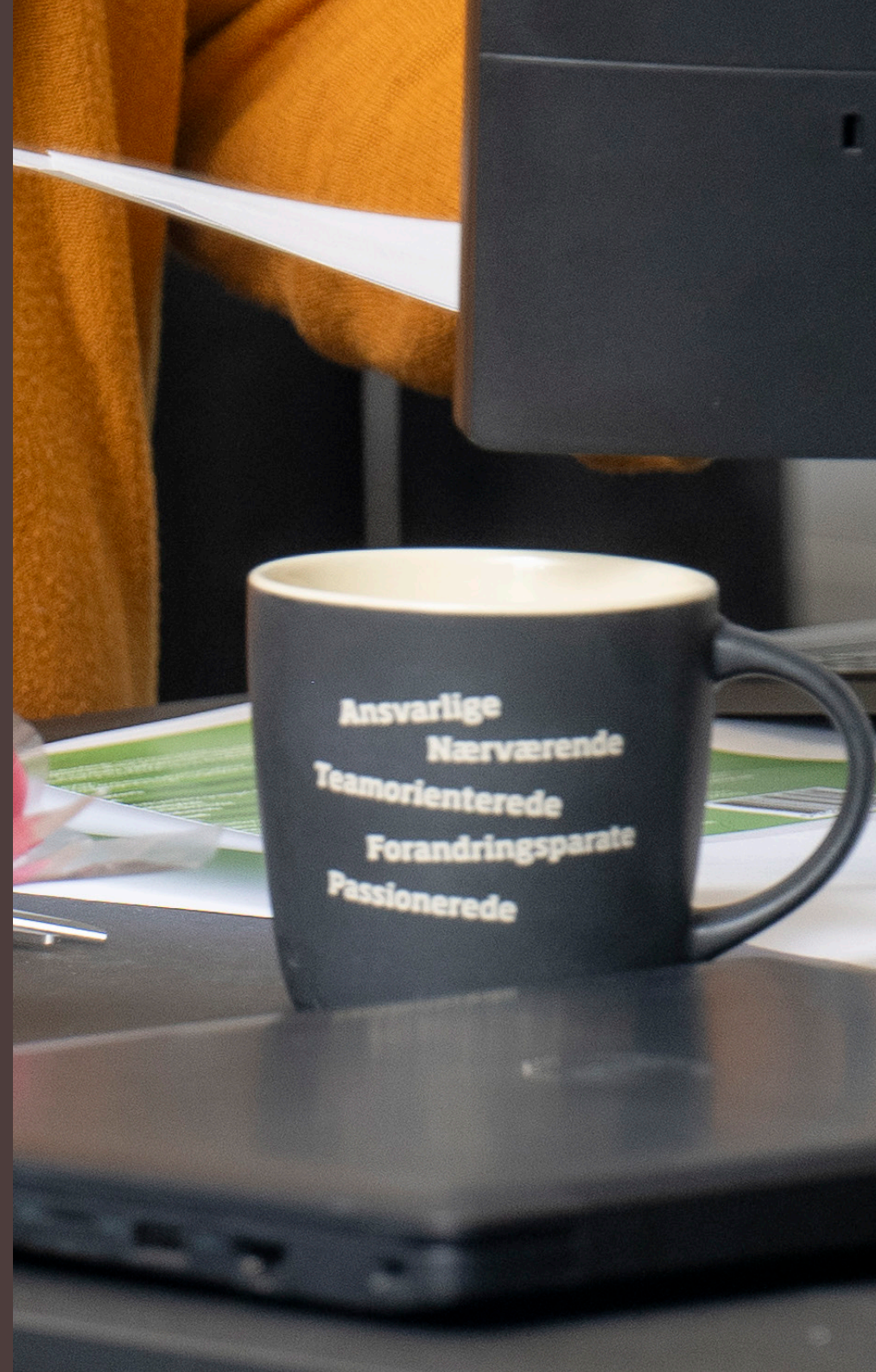
## UN's global compact

Kohberg Bakery Group has been part of the UN Global Compact for a number of years and supports the 10 principles.

All areas of Human Rights, Employee Rights, Environment and Anti-Corruption were assessed as satisfactory in 2023, as they are covered by our Code of Conduct, as well as the law in 'low risk countries'.

We work to reduce our impact on the environment and climate and consider our efforts to be mainly 'green' in this area.

We are aware of our responsibility towards the environment and believe that this area remains an important focus.



## UN'S GLOBAL COMPACT

# The UN Global Compact in this report

THE TREATMENT OF THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT IN THIS REPORT IS DIVIDED AS FOLLOWS:

**PRINCIPLE:**

- 1 The company should support and respect the protection of internationally declared human rights
- 2 The company should ensure that it does not contribute to human rights abuses
- 3 The company should uphold the freedom of association and effectively recognise the right to collective bargaining should support the elimination of all forms of forced and compulsory labour
- 4 The company should support the effective elimination of child labour
- 5 The company should eliminate discrimination in relation to employment and working conditions
- 6 The company should support a precautionary approach to environmental challenges
- 7 The company should take initiatives to promote greater environmental responsibility
- 8 The company should encourage the development and dissemination of environmentally friendly technologies
- 9 The company should combat all forms of corruption, including extortion and bribery
- 10 Virksomheden bør modarbejde alle former for korrupsion, herunder afpresning og bestikkelse

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# Company profile

## ORGANISATION

Company name: Kohberg Bakery Group A/S

Websites: [www.kohberg.dk](http://www.kohberg.dk) and [www.kohberg.com](http://www.kohberg.com)

Head office: Kernesvinget, 6392 Bolderslev, Denmark

Ownership: Koff A/S (90-99.99%)

Number of employees: 443

## REPORT

Reporting period: 1/1/2023 - 31/12/2023

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

Companies included in the report: All companies in Kohberg Bakery Group A/S

## GOVERNANCE

The contact person for this report and the person generally responsible for CSR is Søren Bender Egesborg, CEO ([sbeg@kohberg.com](mailto:sbeg@kohberg.com)).