Our Responsibility 2019

Non-financial annual reporting 2019
for Toms Gruppen A/S

2019
About this report

In this report, we outline our approach to corporate social responsibility and report on our performance in 2019.

Corporate social responsibility statement

This report covers the financial year 1 January 2019 – 31 December 2019 and represents the corporate social responsibility statement of Toms Group A/S as required by Sections 99a and 99b of the Danish Financial Statements Act.

It forms part of Toms Group’s annual reporting, along with the 2019 annual reports of Gerda & Victor B. Strands Fond, Gerda & Victor B. Strand Holding A/S and Toms Group A/S, respectively, which present detailed information about our operating and financial results. The financial annual report can be downloaded at tomsgroup.com.

Material issues

In order to give a balanced report on corporate responsibility issues related to our business, we assess and report on material issues.

Guided by the UN Global Compact principles, we focus on the issues representing a significant risk or opportunity for us, our business partners or society. This report is structured according to the material issues identified in our continuing materiality assessments.

Terms used

In this report, “Toms Group A/S”, “Toms Group”, “Toms Confectionery Group”, “Toms Gruppen”, “Toms” and “the Company” are used interchangeably in referring to Toms Gruppen A/S and its subsidiaries.

We welcome and value your feedback

If you have any feedback and suggestions on how we can improve our reporting, please contact Lea Holm, Toms Group CSR and Communications Manager, at lsh@tomsgroup.com.

This report was published by Toms Group A/S digitally in English on 24 March 2019 and can be downloaded at tomsgroup.com.
Letter from our CEO

Our long term success depends on creating value for both the Toms Group and for society.

As we look back at 2019 and forward to 2020, we are keenly aware of our responsibility to act. The planet is getting warmer and resources are becoming scarcer. Tackling climate change and developing responsible supply chains are therefore critical for achieving a sustainable future.

We believe that the Toms Group will be successful in the long term by creating value for both the company and for society. Our activities must make a positive difference to humans along our value chain and for the climate we all depend on, while contributing to the ongoing success of the Toms Group.

While 2019 highlighted the problems and the need for action it also showed paths towards solutions. It showed for us a still increasing interest from consumers and customers in sustainable business conduct. And it showed willingness from industry partners, organizations and the political sphere to promote and partner up in initiatives for sustainable development.

At the Toms Group we support this positive development and we are dedicated to be part of the solutions. That is why we are integrating sustainability in our business conduct with UN’s Sustainable Development Goals (SDG) as our guiding framework. We strive to directly affect the SDGs where we have the greatest possibilities to make a positive difference along our supply chain.

In this report we describe this approach and report on the initiatives and results we have focused on in 2019. We would like to highlight a few initiatives and achievements. These examples, among others, make us confident that we will succeed in this important task and manage to further develop our business sustainably:

- Our successful engagement in Ghana continued in 2019 with our Toms Sustainable Cocoa Sourcing Program. Through education, training and support, we empower current cocoa farmers, their children and the young men and women in the smallholder societies to continue to improve their livelihood and end deforestation. The strong achievements in this program motivate us to keep fighting to achieve even more results. See more from page 12.

- In 2019, we continued our investments in energy optimization at our Danish production sites and we reached our goal of having 100% of our power consumption covered by energy from off-shore wind farms. See more from page 32.

- Finally, at page 40 we describe our initiatives for supporting our consumers to minimize their environmental food print. As a key part of this, we in 2019 set the ambitious target, that our packaging materials by 2025 will be 100% recyclable.

Developments and results like these make us proud to share this report with you. And when meeting our customers and observing trends of still more consumers demanding sustainable sourcing and responsible production, we believe that we are on the right track, and we look forward to continuing the development of the Toms Group in 2020.

We hope you will enjoy reading this report.

Carsten Lyngsø Thomsen
Chief Executive Officer, Toms Group A/S
What should we focus on to constantly improve social, environmental and financial sustainability along our value chain? How do we contribute to the fulfillment of the Sustainable Development Goals?

In this chapter, you can read about our approach to choosing and managing the primary focus areas of our corporate social responsibility.
Responsible business conduct at the Toms Group

Businesses have an increasingly important role to play in securing a sustainable future. We are all part of the challenges highlighted by the UN Sustainable Development Goals. And we all have the possibility to be part of the needed solutions.

At the Toms Group, we strive to realize the opportunities we along our value chain have to be part of the solutions. Our approach span from the origin of our raw materials, via our own operations to the final consumer product and how we directly or indirectly affect our consumers’ knowledge and possibilities to consume and act sustainably.

Where we have the greatest impact
To prioritize the most important focus areas, we investigate where we along our supply chain have the greatest impact possibilities.

We are met with very different aspects of responsibility:
- We must deal with the broad responsibilities following from our supply chains starting for instance in Ghana’s smallholder cocoa farms or in Malaysian palm oil plantations
- We need to be aware of the climate and environmental responsibilities which follow from our ownership of factories in Denmark and Poland
- We are humble towards the social responsibilities following from our role as employer of 1,200 people
- We must deal with the multifaceted expectations of customers and consumers all over the world.

To define the focus areas of our sustainability strategy, we conducted an extensive stakeholder, risk and materiality assessment, including comprehensive research, interviews and workshops involving both internal and external stakeholders.

Inherent to the risk and materiality assessment were the areas, where the Toms Group has the largest impact on society, as well as the areas imposing the greatest risks to the Toms Group.

Going forward, we will continually revisit the materiality and risk assessment to ensure that our priorities and approach to our corporate responsibility constantly address the right issues for our business, our stakeholders and society in a local and a global perspective.

United Nations’ Sustainable Development Goals
The UN Sustainable Development Goals (SDG) is a universal call for action. They are the blueprint to achieve a better and more sustainable future for all. They address the global challenges all societies face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice.

The 17 goals recognize that development must balance social, economic and environmental sustainability and that everyone must contribute to the fulfillment of the goals if they are to be met.

That is why we at Toms Group are integrating the SDGs in our business conduct. We strive to directly affect the SDGs where we have the greatest opportunities to make a positive difference along our supply chain.

The Sustainable Development Goals form a framework and a compass for the sustainable development of the Toms Group. Together with the three pillars of our sustainability strategy they guide us in the choices, prioritization of initiatives and development of partnerships that are key towards a sustainable future for both the company and our surroundings.

At the next page we have illustrated the risks identified along our value chain and how we actively strive to mitigate these and make a positive difference contributing to the fulfillment of the SDGs which are most relevant for Toms.

Governance
We aspire to good corporate governance, ensuring implementation and continued development of our Corporate Responsibility Strategy.

To accomplish this goal, we redefined our governance structure in 2017. Local ownership of the strategy’s focus areas have been enhanced with the development of a “CSR Team” working across the organization to ensure that the development of each strategy track is aligned.

Also, our top management’s role as our “CSR Steering Committee” has been specified. Together with a clear annual cycle for discussions, decisions and internal KPI development and reporting, this structure will help us implement our business-driven Corporate Responsibility Strategy, continuously adapting it to the ever-changing needs of our stakeholders and our business.

Our Responsibility Policy
Our Responsibility Policy sets the overall framework for our work with responsibility throughout our value chain. Read the full policy here.
Our Corporate Responsibility Strategy

**Value creation**

We integrate respect for the environment and for human rights along our supply chain by:
- Carefully selecting suppliers
- Demanding responsible supplier behavior aligned with Toms Group Supplier Code of Conduct
- Collaborating with suppliers for continuous, responsible development

We persistently fight for sustainable raw materials by:
- Continuous and impactful development of a sustainable cocoa supply chain
- Supporting leading international partnerships driving sustainable development across the cocoa industry
- Sourcing responsible palm oil (RSPO) and supporting the global development towards making sustainable palm oil the norm

We develop, produce and market a consistently high product quality and mitigate food safety risks in our value chain by:
- Carefully selecting all raw materials
- Following rigorous procurement and auditing processes
- Mitigating risks connected to sabotage

We take care of our employees by:
- Increasing employee skills
- Supporting our employees to live healthy, balanced lives
- Constantly developing a safer workplace with a strong safety culture
- Tracking and maintaining high work motivation

We minimize our use of resources by:
- Implementing comprehensive energy saving projects
- Maximizing utilization of raw materials, minimizing energy and water consumption
- Optimizing reuse and recycling through entire production chain

We base our business conduct on fairness, honesty and high ethical standards by:
- Demanding all suppliers to live up to our ethical standards
- Training all employees in our Employee Code of Conduct
- Providing externally hosted, anonymous Whistleblower scheme

**Challenges & risks**

- Sourcing from >1,000 suppliers around the world constantly poses potential sustainability issues
- Responsible sourcing must take into consideration all – sometimes contradictory – aspects of sustainability
- Sustainability issues in supply chain must be resolved in responsible manner focusing holistically and on the long run
- Full control of suppliers more than one link away can be challenging
- Developing sustainable, lasting production practices in less developed, rural communities is highly complex
- Structural, political and cultural conditions and norms in rural communities can challenge sustainability initiatives
- Demand for non-palm oil products challenges the responsible, global transition to making sustainable palm oil the norm

- Large number of suppliers and complex supply chains generate potential risk of food fraud and contamination
- High number of suppliers and complex supply chains can challenge the optimal use of resources at production plants
- Food production requires high amounts of energy and resources
- Energy reducing projects often require big investments and might affect the efficiency of production while being implemented
- Demand for fast changes in product design and complexity can challenge the optimal use of resources at production plants
- Sourcing and engaging in business partnerships all around the world poses risks of meeting corruption and other unethical behavior
- Keeping an inclusive and respectful work environment across cultural, national and professional differences can be challenging

- A clear and professional distance between education and marketing for school children is important to maintain
- Honest and engaging dialogue with consumers poses potential risk of negative awareness too
- Current tax setup challenges initiatives to fight food waste
- Transition to responsible packaging requires structural changes and alignment in waste management across Denmark and EU
- Demand in retail for products with a very long shelf life left risks generating food waste before products reach the stores
- If not consumed as part of a balanced lifestyle our products have potential to be unhealthy
- Supporting balanced life styles must be done respectfully balancing the individual consumers’ wish to choose for themselves
We persistently fight for sustainable production of our most critical raw materials and for the integration of respect for the environment and for human rights along our supply chain.

Read in this chapter about our 2019 initiatives and achievements with the cocoa farmers in Ghana and the international partnerships we are active in.
OUR SOURCING

Central aspects of our corporate responsibility are located at the beginning of our value chain. We must protect and ensure sustainable use of the earth’s resources and act with respect for human rights along our supply chain, ensuring responsible procurement practices.

Our responsibility
Many of our goods contain critical raw materials, which production poses a potential risk to humans or the environment along their often complex supply chains.

Being a manufacturer, this leaves us with great responsibility to stay on top of developments in the supply chains of our critical raw materials and to ensure responsible, risk-based procurement practices for all of our approximately 1,300 suppliers.

Our fight for sustainable cocoa
For more than a decade, the primary focus of our sustainable sourcing efforts have been our most important raw material, cocoa beans.

Our long-standing engagement and commitment in Ghana build on cooperation with the approximately 5,000 farmers who grow all of our West African cocoa. Over the last decade, we have worked closely with competent partners such as Danida, Oxfam IBIS, Ecom and local NGOs. The public-private cooperation has shown strong results, proving that it is indeed possible to create changes if you are humble, patient and persistent.

Effort is required to ensure respectful and impactful cooperation with the farmers. We want to empower the farmers by assisting them today and supporting them with the knowledge they need to take the lead in the continued sustainable development of their own farms and their communities.

By taking this approach, our projects have wider scope and are able to support a larger segment of the Ghanaian farming communities – reaching our shared goal of sustainable, efficient production.

Toms Sustainable Cocoa Sourcing Program
To further the positive development achieved during the last decade, we continued our Toms Sustainable Cocoa Sourcing Program with Ecom Sustainable Management Service as a partner in 2019.

The program is being implemented in two cocoa growing regions of Ghana, Western and Brong Ahafo, in close cooperation with the 5,000 farmers who live in the 112 communities located in these districts.

In continuation of the former projects’ scope and results, our Toms Sustainable Cocoa Sourcing Program in 2019 reached minimum 4,800 farmers through three program components including:

1. Improving farmers’ efficiency and resilience to changes in climate, cocoa crop or structural conditions:
   We provided free education, training and coaching in good agricultural practices, climate smart agriculture and business management and initiate farm development plans to ensure lasting results. Furthermore we provided guidance and support to start up additional livelihoods, incl. micro loan opportunities, which reduce farmers’ overdependence on cocoa income.

2. Enabling the farmers to improve their livelihoods and develop their cocoa production social and environmental sustainably:
   We developed nursery sites where we educate farmers to produce high-quality cocoa seedlings and shade trees with lower mortality rates to be distributed to the cocoa farmers. This supports the farmers to end deforestation and reinforce reforestation.

Our approach
Our Policy for Human Rights and our Supplier Code of Conduct provide the framework for our initiatives on responsible sourcing.

Policy for Human Rights
Our main responsibilities towards human rights concern non-discrimination, employee rights, occupational health and safety and risks of human rights violations within our supply chain.
This is described in our Policy for Human Rights, which was prepared in consultation with our law firm validating that it complies with the UN Guiding Principles. The policy can be downloaded here.

Supplier Code of Conduct
Our pledge to respect human rights, labor standards, the environment and anti-corruption is reflected at an operational level too, as it forms a significant part of our Supplier Code of Conduct. Read the Code of Conduct here.
Inherent in our farmer education is knowledge and cultural discussions about workers’ rights, children’s rights, equality and environmental sustainability. Finally we support rehabilitation of the farms in special need for extra support and build up simple community-based banks groups providing access to responsible savings and loans locally.

3. Fighting child labor and support the youths in cocoa communities:
We continued the important fight against child labor also by developing still more community-based committees for child labor monitoring and remediation. In addition we supported primary schools with teaching and school materials. Finally our 2019 program included youth-focused initiative supporting the youth to stay in the local communities as change ambassadors.

No sourcing from protected areas
Another important milestone reached in 2019 as a result of CFI (see info next page) was the long waited publication of forest maps from the Government of Ghana. The maps enabled our sourcing partners to analyze to what extend farms in our program overlap with forest reserves.

The assessment concluded that none of the farms under our program overlap with national parks. A total of 112 farms equivalent to 4.18% of the hectares overlap with forest reserves though. These 112 farmers are therefore no longer allowed to produce cocoa at these hectares, which naturally raises huge challenges for them. As part of our 2020 program we will therefore help these farmers with knowledge and support to start up alternative livelihoods.

Fighting deforestation
Toms Group is signatory to the cross-industry Cocoa Forest Initiative, CFI. CFI gathers the world’s leading cocoa and chocolate companies and the governments of Côte d’Ivoire and Ghana in the important fight to end deforestation and restore forest areas in the cocoa sector.

In March 2019, we reached an important milestone with CFI, when all signatories in CFI released action plans that spell out concrete steps to end cocoa-related deforestation. The action plans focus on:
1. Forest protection and restoration
2. Sustainable cocoa production and farmers’ livelihoods
3. Community engagement and social inclusion.

These combined actions will play a crucial role in sequestering carbon stocks in West African forests and addressing global and local climate change, in line with the Paris Climate Agreement.

Our Sustainable Cocoa Sourcing Program is aligned with our obligations as CFI signatory. In line with our CFI Action Plan, we in 2019 succeeded with a wide range of strong initiatives. Please see the table below for info on each target.
Together we are stronger

Ghana produces approximately 20 per cent of the world’s cocoa — and Toms buys less than 0.5 per cent of the cocoa produced in Ghana. Changes that reach the whole cocoa production industry therefore require action by the leading cocoa and chocolate manufacturing companies and call for broad cooperation across the industry in different associations.

To fulfill our responsibility in making this happen, we actively take part in a range of national and international cooperation initiatives:

- **International Cocoa Initiative (ICI)**
  Since 2009, we have been a partner in the initiative ICI. ICI drives important efforts to improve the lives of children and contribute to the elimination of child labor in cocoa-growing communities and in the cocoa supply chain. Read about the impressive results here.

- **World Cocoa Foundation (WCF)**
  Since 2011, we have been supporting the WCF to help achieve our shared goal of cocoa sustainability. WCF supports cocoa communities, education, field programs and scientific research. For more information, visit the WCF website.

- **Cocoa Livelihoods Program**
  The Toms Foundation supports WCF’s Cocoa Livelihoods Program Part 2 running from 2014 to 2019. The program has worked to increase farm-level productivity of cocoa and food crops of 200,000 smallholder cocoa-growing households in Cameroon, Côte d’Ivoire, Ghana and Nigeria. For more information on the program and its impressive results, click here.

- **German Initiative on Sustainable Cocoa**
  Our group company Hanseatische Chocolade is member of The German Initiative on Sustainable Cocoa (GISCO), which is a joint initiative of the Federal Government, the German sweets and confectionary industry, the German retail grocery trade, and civil society. Jointly, the multi-stakeholder initiative aims to improve the livelihood of cocoa farmers and their families as well as to increase the proportion of sustainably produced cocoa. For more information, click here.

- **CEN/ISO standard**
  The European Committee for Standardization (CEN) and the International Organization for Standardization (ISO) have for the last five years been driving the development of a joint standard for traceable and sustainable cocoa. This with the intent to align industry efforts and bring sustainably improved cocoa production into the mainstream. Toms has been an active participant in the development of this standard from the beginning. The standard was finalized in 2019. Read about the standard here.

**Responsible procurement**

We require all our suppliers to follow our Supplier Code of Conduct. This has been the case since 2009. In 2018, we strengthened the commitment by adding a signature form to the Code of Conduct for each supplier to sign when initiating or renewing its contract with Toms Group.

As part of our general work for responsible sourcing, we also use supplier questionnaires to assess all our suppliers.

We have not in these mechanisms registered cases from our suppliers or other business partners related to corruption, violation of human rights or environmental issues. In the event of any such cases, they will be taken very seriously and we will act according to our Code of Conduct.

**Our 2020 initiatives**

In 2020, we continue our fight for a sustainable cocoa supply chain through Toms Sustainable Cocoa Sourcing Program and through our engagement in the leading international organizations and initiatives WCF, ICI and CFI.

In order to ensure that our efforts result in continued sustainable development, we always follow closely the progress and lasting value of our initiatives through third party evaluations. By end 2020 / start 2021, we will conduct a thorough third party evaluation of the results, effects and key learnings from our own program from 2017 to 2020.

Meeting customer demands for certified, sustainable cocoa, we will in 2020 conduct UTZ certifications of our two chocolate manufacturing sites.

**Palm oil**

Even though cocoa will always be the most important raw material for the Toms Group, we have specific focus on other raw materials too, for example palm oil. With a highly complex supply chain, the transition to sustainable production and use of palm oil requires dedicated efforts from a huge number of players in the industry.

Therefore, Toms Group is using 100% RSPO-certified* palm oil and works through a membership of RSPO to make sustainable palm oil the norm.

*RSPO: Roundtable for Sustainable Palm Oil. For more information, click here.
Naturally, the part of our value chain that offers the greatest possibilities for affecting the social and environmental impact of our business is our own operations. Therefore, we are focusing on the areas Product Quality, Our Employees, Environment and Climate and Business Ethics.

In this chapter, you can read about how these focus areas help us ensure that the right processes, framework conditions and initiatives are in place in order to continue the responsible production of high-quality products.
Food safety and product quality

The safety and quality of our products are our top priority. We aim to develop, produce and market a consistently high product quality that meets the expectations of the consumers, customers and comply with regulatory requirements.

Integrated in supply chain

We have an important responsibility to ensure high product quality and to mitigate food safety risks in our value chain.

As a consequence, food safety (HACCP) and quality assurance cover our entire supply chain. It is integrated into the design of new products, new machinery, into our processes and insurance of competent staff.

We carefully select our raw materials and follow rigorous procurement and auditing processes to ensure safe, high-quality raw materials. All our suppliers are required to demonstrate food safety (HACCP) performance equivalent to ours preferably certified according to food safety management or food safety product standards. We have special focus on suppliers outside EU to ensure compliance to EU-regulations. And we have processes in place to identify and act upon negative food safety or quality impact in our supply chains.

Education and training

Through training and education, we ensure that all employees in the Toms Group are aware and take responsibility for our product quality and food safety.

Particularly in relation to personal behavior and hygiene, maintenance, cleaning, sanitation and food safety practices and awareness, where we follow certified procedures in every step of the production.

Risk assessment

We have stringent procedures in place to ensure proper risk mitigation. We do this within the lines of the HACCP and GMP principles. In case risks are identified, a multi-disciplinary team evaluates any potential hazards. This evaluation leads to a risk assessment and to the subsequent implementation of mitigating actions and controls.

Mitigation of intentional risks

Unfortunately, the food industry also faces intentional food safety risks such as sabotage and food fraud. To mitigate any risks connected to sabotage, we are continuously improving our Food Defense Program. The goal is to prevent intentional contamination of our products. The program includes security and access control to our facilities. The control covers all ingoing and outgoing personnel, guests, goods transports, etc.

Our comprehensive program for approval of suppliers plays a significant role in mitigating risk of food fraud. All our suppliers are approved through questionnaires, risk assessments and audits. During this risk assessment, suppliers are screened on the aspect of food fraud and the authenticity of the supplied products.

Our approach

Our policy for food safety and quality describes our approach to ensure product food safety and quality. It describes the goals and principles, which guide our ongoing work to ensure high food safety and quality along our entire supply chain. We have established measurable Key Performance Indicators that we are following up on continuously, which help us to ensure continuous improvement.

It is an objective that Toms’ employees take ownership of the food safety and quality management system that is integrated in our manufacturing processes. Training of staff and focus on supplier management are amongst the highest prioritized focus areas in our aim to be our customers preferred choice.

Certified production plants

All of our production plants have been certified to meet internationally recognized standards of food safety such as FSSC22000 and IFS. These certifications help us to secure an adequate level of food safety and good manufacturing practice (GMP).

How we monitor our progress

We have identified two key performance indicators to help monitor the results of our work on product quality and food safety:

1. Number of major non-conformities from authorities, customers or certifying body. In 2019 this target was: No major non-conformities from certifying bodies, authorities or customers. Result: The target was met.

2. Number of consumer and customer complaints per 100 MT of sold product. In 2019, the target at group level was max. 6.0 consumer and customer complaints excluding heat damages and max, 8.0 including heat damages. Each factory had individual goals for this KPI, and they are subject to monthly follow-up.

Result: The target was not entirely met. Group level complaints excluding heat damages was 7.9 per 100 MT of sold product and group level complaints including heat damages was 10.4 per 100 MT of sold product.

Food safety and product quality

The safety and quality of our products are our top priority. We aim to develop, produce and market a consistently high product quality that meets the expectations of the consumers, customers and comply with regulatory requirements.
Toms has processes in place to safeguard against non-compliant products. Further, we use the complaints to actively address the root causes and to conduct corrective actions. Despite these initiatives, the targets set for 2019 were not met for the total number of complaints. However, it is very positive that complaints connected to food safety, are significantly reduced. We have managed to reduce such complaints by more than 35 % from 2018 to 2019.

This decrease is the result of especially these initiatives:

• Introduction of Sortex equipment on the production lines
• Manual sorting where required
• Improvements of the quality and food safety of our raw materials by executing supplier management according to Toms’ sourcing principles.

Initiatives and results 2019
In 2019, we have worked on several other food safety and quality improving initiatives.

The most important ones are:

• The production landscape of Toms is under reconstruction. Our chocolate factory in Bremen Germany has been closed at the end of 2019. The newly established production site in Nowa Sol, Poland has facilities and production lines of high food safety and quality standards.

• A part of the reconstruction of the supply chain has also impacted the chocolate production factory in Ballerup, Denmark. Here, we have had strong focus on reducing the supply chain complexity and on consolidating production lines which also decreases the food safety risks.

• We have established additional preventive measures such as sieves and filters on the two Danish sites to minimize the risk of contamination of products with foreign bodies.

• Cross organizational GMP-training has been conducted to improve understanding of food safety measures and hygiene behavior.

• E-learning for all employees at the Toms Group has in 2019 included three e-learning modules in GMP, IT-safety and Code of Conduct.

Our 2020 initiatives
In 2020, we are going to continue the food safety and food defense initiatives in line with Toms’ values.

There will be a large focus on alignment and mutual learning across production sites within the Toms Group.

We will continue reducing complexity and food safety risks in the supply chain by strategic sourcing initiatives.
Employee

“We strive to be an inclusive workplace where each employee thrives and has the opportunity to develop. We believe in the importance of our employees having a good work-life balance, and we want to support employees having a healthy and active life.”

This is from our Corporate Responsibility Policy, where we describe how we aim to make a positive contribution along our value chain. This applies in particular to our 1,200 employees who, as the key to our long history and success, have developed Toms into the company it is today.

Below, we describe how we have continued our efforts in 2019 to ensure our employees’ engagement, health, safety and opportunities to develop at Toms.

Our approach

Besides our described Corporate Responsibility Policy, our approach to ensure that Toms is a good and safe workplace is supported by a number of more specific policies that focus on different areas, communicating how we define the conditions and expectations.

These include primarily elements of:
- the well-being, safety and development of our employees
- the terms and conditions of employment for different employee categories

To mention a few examples of relevant policies, we have defined policies for: Personal relations in the workplace; recruitment processes; how we create more equality and diversity; health/nutrition/substance abuse; and how to handle sickness absence.

Our diversity policy also describes our approach and initiatives for gender equality in our management and among employees in general. In 2019 we established a new anti-mobbing, anti-harassment policy that determines what behavior is unacceptable, and accordingly a grievance procedure.

The aim is to capture as many aspects of the mutual obligations and responsibilities incorporated in the collaboration between managers and employees. With these initiatives we will ensure common understanding of how we both develop and protect the employees and create the best working conditions possible.

All policies that regulate our approach to our employees’ health and well-being are approved by our works council. Our externally available policies are available for download here.

Employee engagement survey

Every year we conduct an employee engagement survey. We do this to highlight any challenges and potential for improving our employees’ engagement and work environment. Through the employees’ anonymous responses, the survey measures how employees evaluate their work at Toms on a range of parameters covering job satisfaction, motivation and dedication as well as a number of “drivers” for these: reputation, management, cooperation, job content, wages, working conditions and opportunities for learning and development.

The 2019 survey was launched across the Group, i.e. administrative colleagues in Germany were included for the first time. 707 employees gave feedback through the survey, equal to 92% of those invited.

Employee engagement in numbers

Results for the two measures of engagement, Satisfaction & Motivation and Loyalty are displayed below. On a Group level, we see a small decrease in Satisfaction & Motivation from 2018 to 2019, driven by a significant drop in Poland and lower scores in Germany. For Germany, the results reflect well the situation of significant changes made in the organization.

Loyalty is generally at a high level across the Group, particularly in Denmark and Sweden. The differences across countries can partly be explained by general variation in satisfaction levels related to different national cultures – it is e.g. typical that Satisfaction & Motivation is lower in the Polish (benchmark 66), German (67) and Swedish (68) labor market than in the Danish (74). We continuously work on improving the follow-up process, both at country level and at team level, to ensure identified challenges are handled properly.

Satisfaction & Motivation

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Loyalty

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Diversity
We strongly believe that a diverse workforce improves our performance potential, strengthens our competitiveness and makes Toms a better place to work.

In all recruitment processes for both employee and management positions, we always strive to have at least one male and one female candidate in the final candidate pool. Likewise, we generally also strive to maintain a diverse workforce in terms of other diversity parameters.

Other examples of how we put action behind the words of our diversity policy are:

- **People development:** In the annual personal development dialogues, we discuss our employees’ needs for training and development. The purpose is to ensure a continued match between employee competences and the future requirements of the organization.

- **Language teaching:** In addition to the training and educational opportunities we offer our employees within their own specific job area, we offer classes in Danish and English to employees who, for various reasons, need to improve their language skills.

- **Systematic engagement survey:** Annual employee engagement survey. (See details and results of recent survey in the previous section “Employee engagement survey”).

- **Flexible working conditions and wage subsidies:** As far as possible, we meet the needs for arrangements with flexible jobs and wage subsidies to help employees stay connected to the labor market.

These initiatives help us in our efforts to meet our employees’ diverse and changing needs for training, support and development, and strengthen the benefits of a diverse workforce for Toms.

Occupational health and safety
We acknowledge the fact that ongoing adjustment and adaptation to market and high demands for efficient and fast production present potential risks for employee safety and well-being.

As a consequence, we have a general duty to ensure the safety and health of our employees in every aspect of their daily work. Below, we describe the efforts implemented at each of our sites.

Denmark
Our health and safety organization at our two factories in Denmark is structured in 15 safety groups, each responsible for a workplace area and the people employed in that area.

In 2016, all safety groups made a complete workplace assessment of their work area and on this basis defined an action plan.

In 2018, we have implemented yearly workplace assessments. In order to ensure that we have reviewed all the topics relevant for our industry over a 3-year period, we each year go into depth with one third of the relevant topics. The topics for 2019 were Health & Safety Walks and solving the Health & Safety challenges at the level in the organization with the power to do so. This is part of our continued focus on accident prevention.

In addition to our workplace assessments, we continuously adjust our procedures and training whenever we observe situations in risk of causing any danger to the health and safety of our employees.

Gender distribution in management
The six Board Members on the Board of Toms Group A/S are elected by the general meeting and are up for election annually. The 100 per cent male gender distribution was maintained in 2019, where no members were up for election. There are, in addition, three staff-elected Board Members, one of whom is female. The Board of Directors aims to have at least one female board member elected by the general meeting by 2021.

The executive management group at Toms comprises seven members, two of whom are female. The group of managers below the executive management level comprises 68 members: 36 per cent women and 64 per cent men. This corresponds to a small increase in the share of women in middle management (28 % in 2018).

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Our approach
At our Danish and Polish facilities, our health and safety work is structured systematically and we aim to develop a new Health & Safety Policy in corporation with our working environment groups in 2020.

In this policy we will describe our approach for ensuring continuous improvement within health and safety by adequate plans and activities, which ensure implementation along our entire supply chain. In addition, the policy will describe our aim to continuously develop a proper HSE mindset and responsible behavior through training and guidelines for employees and contractors.
Poland

Our health and safety organization at our two Polish factories in Leszno and Nowa Sól are each responsible for a workplace area and the people employed in that area.

In 2019, we continued raising awareness on health and safety among employees. Additional we continued Health & Safety Walks and we focused on accident prevention. We continuously adjust our procedures and training to optimize the opportunities for achieving the goal of 0 work accidents.

KPI’s

In 2019 we have introduced key performance indicators to follow our development in our Health & Safety culture. We introduced KPI’s that tell us how many accidents have been extensively studied and on this basis has led to new procedures to prevent the same type of accident happening again.

Please see the graph below for info on the accident frequency for the past years at our sites. In 2019, we have had strong focus on prevention of accidents. One way to do this is our efforts for researching the root cause of the individual accidents. The majority of all accidents therefore have been researched and the plan for prevention has been described in our work place assessment, and communicated to the organization.

Another KPI is that our Work Environment Groups at our Danish sites have to perform 6 Health & Safety walks during 2019. As whole we have planned 81 Health and Safety walks and 64 % have been conducted.

Our 2020 initiatives

The main focus for 2020 will be to consolidate the broad span of people related initiatives established throughout the last 3 years to improve the conditions for each employee. Our focus will be at implementing these efficiently in every part of our organization. Hereby, we can improve common ways of working across the countries we are operating in.

Late 2019 we launched a new One Toms Leadership Training Program, consisting of 3 modules. The first module was completed in 2019, where the second and third module are planned for 2020 for all levels of management. The purpose of the program is to build a common understanding of good leadership behavior and create a strong leadership culture across functions and countries in the Toms Group.

To further enhance our safety culture, we will in 2020 work targeted on enhancing our accident prevention culture. We will do this with a strong focus on transferring from a safety culture to a preventive culture. The tools and procedures enable the identification and prevention of accidents. It will guide us on how best to carry out the work in our production. Additionally, it will inform us how to plan and schedule the production in the most safe and secure way possible.

Finally, at our Polish sites we have planned monthly awareness campaigns on health, safety and environment. This could for instance cover safety, accident prevention or health-issues as smoking.

Occupational accidents

We work systematically to continually improve workplace safety at our factories. Our focus in this work is both on optimization of the physical conditions and on creating a culture where safety is balanced against the company’s other goals.

We believe that our total efforts on health and safety at work are most accurate measured by the accident frequency, which is why this is the key indicator we measure our performance against.

The graph below shows the accident frequency for the past years at our two factories in Denmark, our German chocolate factory and our Polish packing facility.

**Occupational accidents per 1 m working hours**

The number of occupational accidents showed a strong decrease in 2019 for our candy confectionery factory. At our Danish chocolate factory we also had fewer accidents than in 2018, but due to fewer working hours, the number of accidents per 1 mio. working hours saw a small increase. In 2020, we intensify our efforts for accident prevention with our safety organizations.

At our Polish packing facility in Leszno the level increased a bit compared to 2018. In 2020, we intensify our efforts for accident prevention with our safety organizations.

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An accident is defined as a work-related accident involving lost working time, excluding those accidents in which time lost is restricted to the day of occurrence. It is worth mentioning that our statistics cover all accidents, but only count the working hours of the hourly workers.
Environment and climate

Environment and climate are the cornerstones of our approach to our responsibility. We have an objective to minimize our impact on both global climate and the local environment through targeted efforts within energy savings, support of green transformation and responsible use of resources in our supply chain.

Comprehensive energy savings
In 2009, the Toms Group entered a climate partnership with the energy supplier Ørsted (then DONG Energy). Since then the partnership has supported us achieving energy savings by reducing energy consumption and reduce our factories’ overall impact on the climate.

In 2018, we initiated a new project with Ørsted with the ambitious goal of generating comprehensive energy savings at our Danish factories. With financing and consulting services from Ørsted, we are looking forward to reducing our consumption of electricity, gas and district heating by approx. 20 %.

The first part of this project involves replacing approximately 6,000 lighting sources in our production and administration. This will produce annual savings of 1,377 GWh, which corresponds to more than 300 families’ consumption of power. As an added benefit, the indoor climate has been improved, benefiting our employees and our production. We have worked on this huge project during 2019 and are looking forward to getting the final lighting sources replaced by the beginning of 2020.

In 2019, we initiated another key sub-project on insulation of 1.3km of piping in our Danish chocolate production facility. This technical insulation will save more than 1.3 GWh annually and will improve the indoor climate as well. In 2020, we are looking forward to continuing this work, where additionally 700 meters of pipes will be insulated, saving additionally 0.8 Gwh.

Our approach
Our CSR policy describes our recognition of the fact that business activities have a crucial impact on the development of society. This is not least the case for manufacturing companies like Toms Group. With production and packaging facilities in Denmark and Poland, we have a great responsibility to integrate precautionary principles towards environment and climate and to constantly seek to minimize our consumption of energy and support the development of environmental sustainability along our value chain.

Green power
Another key element in our climate partnership is our procurement of wind power. In 2011, Toms began purchasing wind power from Ørsted’s offshore wind farms. By 2015, all electricity used at our Danish facilities has been covered by wind power.

“Guarantee of Origin” certificates ensure the earmarking of production of wind power equivalent to the volume of our consumption.

From beginning of 2019, we expanded our support for green energy by covering our entire electricity consumption across the group including Poland, Germany and Sweden with wind power from Ørsted’s European offshore wind farms. Together with our energy optimization projects this resulted in a strong 40 % decrease of our CO2 emissions in 2019. As shown in the graph below, compared to 2015, we have reduced the emission of CO2 per MT produced product by 44 %.

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Reduction in CO₂ emissions

Our total energy consumption at the Toms Group increased minimally in 2019, with a 0.1 % higher consumption in 2019 than in 2018. From 2015 to 2019 the total energy consumption of the Toms Group has increased by 4.6 %.

By the end of 2019, Toms Group had succeeded decreasing the emissions of CO₂ per MT product produced by 44 % compared to 2015. This is mainly a result of purchasing green power for our facilities and our energy saving projects mentioned above.

Waste management

We consider it highly important to minimize the environmental impacts of our waste, which is why we prevent or recycle as much of our waste as possible. We focus on handling waste at the highest possible level of the waste hierarchy.

This means that we first attempt to prevent waste and limit the loss of raw materials. However, as this is not always feasible, we seek to recycle as much of our waste as possible. Waste that cannot be recycled is utilised for production of district heating or discarded in an environmentally sustainable manner in line with the most stringent waste disposal standards.

Mapping of chemicals

We have mapped all chemicals at our Danish and Polish factories, and implemented this in a chemical management system called iChemistry. The system enables us to minimize the number of different chemicals in our production; plan the most efficient training according to the correct handling of used chemicals and prioritize, which chemicals we plan to substitute with less dangerous ones.

Our 2020 initiatives

We are in a process of finding the best possible use of the chemical management system mentioned above. When fully implemented, the management system will benefit purchase, development, production and management of waste water.

In our new production factory in Nowa Sól, Poland we have included an energy saving system in the construction of the modern facility. A heat pump is installed to convert excess heat from the cooling system into heating of the building. The heat pump is calculated to save approximately 25 % of our consumption of gas for heating.

Valuable waste

An example of our waste management is our use of cocoa shells. As part of our partnership with Ørst-ed, we use our cocoa shells, a biodegradable waste product in chocolate production, to produce district heating. The heating is then used in Danish households, thus contributing both to the environment and to savings for Toms.

In 2019, we supplied 239 MT of cocoa shells to Avedøre Power Station. At the power station, the cocoa shells are used as biofuel to produce district heating.

The 239 MT of cocoa shells produced district heating equivalent to the annual heat consumption of approx. 62 Danish households.
Business ethics

Sourcing and engaging in business partnerships all around the world pose risks of encounter corruption and other unethical behavior. It is our responsibility to mitigate these risks. Additionally, we have a responsibility to ensure a respectful work environment internally across cultural-, national- and professional differences in the Toms Group.

Our job is simply put; to ensure that our relationship with our approximately 1,300 suppliers and partners, 1,200 employees and customers in 100 countries is based on fairness, honesty and high ethical standards.

Supplier Code of Conduct

As part of a long value chain, our continued responsible business conduct depends to a great extent on our success in ensuring the same ethical standards with our suppliers as we have internally at Toms Group. That is why the expectation to respect human rights, labor standards, the environment and anti-corruption are reflected on an operational level as significant parts of our Supplier Code of Conduct.

The document was renewed in 2018 with the inclusion of more topics to reflect the whole spectrum of the environmental and social responsibilities facing all partners in our supply chain. We also chose to add a signature form to the Code of Conduct, which all suppliers must sign when a new or renewed contract is signed with the Toms Group.

Employee Code of Conduct

To ensure high business ethics standards, we in 2017 introduced an internal Code of Conduct. In 2018, we renewed this code with inclusion of topics related to our environmental responsibility and responsibilities to ensure correct data protection.

In 2019, our renewed Employee Code of Conduct formed the basis for a new learning module in our corporate e-learning platform. The module is part of our mandatory onboarding training and education for all new employees. Furthermore, it is part of the mandatory training package, which each employee must revisit every year to stay aware of the security-, safety- and ethical standards and norms at the Toms Group.

Whistle blower scheme

Safeguarding high ethical standards requires accessibility, credibility and trust. In 2018, we therefore established a whistleblower system run by an impartial external party, which guarantees security and anonymity.

The scheme allows reporting of serious offences that violate the law, regulations or the Toms Group’s policies and Code of Conduct. All reports are confidential and – if requested – fully anonymized. We did not receive any reports through this new scheme in 2019.

Our 2020 initiatives

A part of our employee code of conduct training provides guidance on how to avoid conflicts of interest and distortion of competition in the market. Our sales teams are particularly in need of knowledge and tools to ensure ethically correct collaboration with customers and other business partners. Therefore, we ensure that these employees receive extra guidance and training in these areas.

Primo 2020, we gather all our sales teams across Denmark for an in depth training in this conducted by external experts in the field from our law firm.

All employees across the Toms Group will again in 2021 complete our e-learning including the Code of Conduct module.

Our approach

Our Supplier Code of Conduct and our Employee Code of Conduct describes our corporate approach to business ethics.

These documents describe our demands and expectations of all employees as well as all suppliers on ethical, moral, social and environmental responsibility.

We describe below our 2019 initiatives to ensure that these documents cover all relevant areas of our corporate responsibility and that they serve as effective tools for ensuring high ethical standards along our value chain. Our Supplier Code of Conduct can be downloaded here.

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We see it as part of our corporate responsibility to be a proactive and responsible partner in our domestic market communities.

In this chapter, you can read about our approach to and initiatives in supporting a balanced and active lifestyle. Furthermore, you can read about how we support especially the future consumers with the information and knowledge needed to make conscious and responsible choices.
Our consumers

We see it as part of our responsibility to support our consumers with knowledge and better possibilities to a more sustainable consumption – for the environment as well as and for themselves. Our efforts cover recyclable packaging, food waste, consumer education sponsorships and partnerships supporting balanced lifestyles.

To enable our consumers to recycle more packaging material and minimize their food waste we have set ambitious targets on recyclable packaging and have engaged in cross-industrial partnerships fighting food waste.

100% recyclable packaging
There are many and often contradictory requirements to our packaging materials, which must protect the products for months. We need to balance these requirements while at the same time developing the most responsible and sustainable setup.

In 2019, we have put a lot of efforts into assessing opportunities and challenges for our current packaging to be recycled by the consumer. Recyclable packaging is our primary focus, as we assess it as a valuable contribution to the development towards a more circular, sustainable economy.

Even though we must acknowledge that it will require development and constant adaptation in the coming years, we have chosen to set the ambitious target of reaching 100% recyclable packaging materials by 2025. To optimize the positive effect of our effort we will additionally ensure that all products inform the consumer about correct waste sorting.

Today approximately 80 % of all our packaging materials are recyclable.

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Consumer education
It is a special responsibility for Toms to provide our consumers with the information and knowledge needed to make conscious and responsible choices.

The long and proud tradition of welcoming school classes to our chocolate production facilities has also in 2019 been accompanied by strong educational materials. In 2019, we have further developed some of these materials when we renewed and updated the interactive portfolios, which the school classes use in the classroom before visiting Toms.

During the visit, exercises support the learning about production chain, sustainability and balanced lifestyle. The various learning forms ensure a high learning outcome and support the formation of more conscious consumers.

A nuanced dialogue with our consumers is welcomed
A still growing number of our consumers of all ages ask for information on confectionary production, thereby generating a substantial basis for having a nuanced dialogue on more complex issues.

We aim to strengthen our information and feedback support to all consumers, and invite on a regular basis adult groups to ”Chocolate Nights” for experiencing our chocolate production. These events are a valuable platform for discussing sustainability issues along the production chain, and we are pleased hereby to receive valuable inputs from our consumers.

Fighting food waste
Too much food ends up in the trash today. To contribute to a significant change of this waste, the Toms Group in 2019 joined a cross-industrial initiative called “Bedst før – ofte god efter” (“Best Before – Often Good After”).

The initiative, developed in collaboration with Too Good To Go and industry players including the Toms Group, aims to reduce food waste at the consumer level. This helps the consumers to decode, which products are safe to eat even though they might have past their “Best Before” date.

The extra label will first of all guide the consumers to differentiate the “Best Before” label from the “Use By” label, where the expiry date means that the consumer risks being ill by eating the product if the date is exceeded. The “Best before” label is only an indicative date marking.

None of our products have the label “Use by”, as all our products are safe to eat even long after this date. At Toms Group we will continuously add the “Often Good After” to all the products where the consumer doesn’t risk a bad taste experience by eating it after the “Best before” date, but only risk that the color and/or taste have faded.
Sponsorships supporting a balanced lifestyle

We seek to support balanced and active lifestyles through sponsorships and partnerships. This is in line with the long history of the Toms Group as an active commercial partner to a broad variety of sports.

In 1955, Toms signed the first commercial sponsorship agreement becoming an active partner within football. This was the beginning of a vast array of partnerships between Toms and a long line of Danish athletes. For many years, we have sponsored sports through Toms Ligaen, women’s handball, The Gold Bar race, speedway, as well as sailing, equestrian sports, football and golf.

Support for family sports

Toms started in 2019 a new initiative in partnership with DIF (Danish Sports Confederation) called Toms Guldpuljen (Toms Gold Pool). The purpose of this pool is to support and reward initiatives that enable families to do more sports activities together.

All sports associations in Denmark could in the spring 2019 apply for funding and in August, a total of 166 associations received grants from the pool, which distributed a total of DKK 2 million. The funds in the pool are sponsored by Toms Group and Toms Foundation.

Olympic partner

In 2016, Toms made a comeback to the world of sports with a five-year partnership with DIF and Team Danmark as sponsor of the Danish Olympic athletes. During 2019, we have used this sponsorship to help strengthen the awareness of different sports in cooperation with a number of Olympic athletes.

Going forward

Our Olympic sponsorship is a five-year deal, and we are looking forward to supporting the Danish Olympians at Tokyo 2020.

In 2020, Toms Guldpulje will continue the partnership with DIF. The pool will yet again distribute a total of DKK 2 million among a broad range of sports associations across Denmark that support family sports activities. From April to September 2020, all sports associations with DIF membership can apply for funds to enable family activities in their association.

New experience boxes

Also, it is our high priority to provide outward-oriented education concepts reaching schools and students throughout Denmark.

In 2019, we have developed a new out-going education concept “Toms Experience Boxes”, with the potential of educating more than 10,000 Danish school children per year.

These new Experience Boxes educate our future consumers within chocolate production, sustainability and balanced life-style. The boxes include cocoa and chocolate materials as integrated parts of the exercises, which are guided by an interactive education portfolio.

Our goal is to optimize the learning by activating various learning forms including hand-on investigations, recipes for baking, videos, innovation exercises and interactive graphics as the bean to bar illustration below. Central sustainability issues from Toms’ engagement in cocoa production, energy saving and renewable packaging are included too.