




A top-down view of a dark grey ceramic plate with a light-colored rim. The plate contains a serving of spaghetti with a light-colored sauce, topped with fresh spinach leaves and small cubes of white cheese. In the foreground, two golden-brown, round potato cakes are garnished with fresh dill. A silver fork is visible in the bottom right corner, resting on a textured brown placemat. The background is dark and out of focus.

# ESG Report 2023

Aarstiderne A/S

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*This report constitutes Aarstidernes' statutory reporting on corporate responsibility according to the Danish Financial statement Act's § 99a and is part of Management's Review in the Annual report for 2023.*



# Letter from the CEO

Dear Valued Stakeholders,

In January 2024 Aarstiderne A/S turns 25 years old. This is a reason to celebrate, reflect and be humble. It has been 25 years working on the same mission statement:

*We recreate the close links between the work of the organic farmer and the work in all the kitchens  
- transforming the bounties of the land into feasts of honest, nutritious, seasonal and inspired food.*



The mission statement has been our guiding principle and caring for the environment that we are all part of, and the awareness of our own impact on this, has always been ingrained in our DNA as a company.

As we present our Environmental, Social, and Governance (ESG) report for 2023, i.e. 1 January - 31 December 2023, it is therefore important to reflect on the journey our company, as a front runner of organic meal kit providers in Denmark and Sweden, has embarked upon the past year. Amidst the challenges posed by global inflation, geopolitical tensions, and the lingering effects of the pandemic, our resilience has been tested in ways we could never have anticipated. Furthermore, the competition in the area, on the obviously fine idea, has intensified substantially, demanding strategic changes to be able to still push forward on the business and hence the green agenda.

The unprecedented times have led to a recalibration of our business scale. We've embraced a period of consolidation, focusing intently on the core values that define us: sustainability, quality, and community. This strategic refocusing has allowed us to maintain the integrity of our mission—to deliver the highest quality organic meal kits, sourced ethically and sustainably, to our valued customers.

In the realm of environmental stewardship, our commitment to sourcing locally, reducing waste, and leveraging eco-friendly packaging has maintained. We understand the importance of nurturing our planet and are steadfast in our dedication to practices that contribute positively to the environment.

Social responsibility remains at the forefront of our priorities. We've strengthened our bonds with local farmers and suppliers, ensuring they receive fair compensation even in these trying times. This symbiotic relationship not only supports our local economies but also ensures the freshest, most nutritious ingredients for our meal kits.

Our governance structure has been pivotal in navigating the complexities of the current global landscape. We stride to enhance transparency and accountability, ensuring that our decisions align with the best interests of all stakeholders. Our team has worked tirelessly to uphold the highest standards of ethical conduct and corporate responsibility.

While the business has contracted, our spirit and commitment to our mission have not. We view this period as an opportunity to refine and strengthen our strategic development, ensuring the resilience and robustness for the future. We are deeply grateful for the unwavering support of our customers, employees, and partners. Your trust and loyalty inspire us to emerge from these challenges stronger and more dedicated to our mission.

As we look ahead, we are filled with energy. The lessons learned during these times of adversity have equipped us with invaluable insights and a renewed sense of purpose. Together, we will continue to make strides towards a sustainable future.

Thank you for your continued support and belief in our vision.

Warmest regards,

Annette Hartvig Bohé  
CEO, Aarstiderne A/S



# Aarstiderne in Brief

# Who we are

This report is a report of the sustainability efforts of Aarstiderne and all of its activities. Aarstiderne is an online organic food delivery company inspired by the ideals of ecology and sustainability.

It is our ambition with this report and the reports that we publish henceforth to be transparent in the way we communicate about our approach to sustainable management.

## Aarstiderne Group

Aarstiderne is a front runner in the market for organic meal kits and online organic groceries.

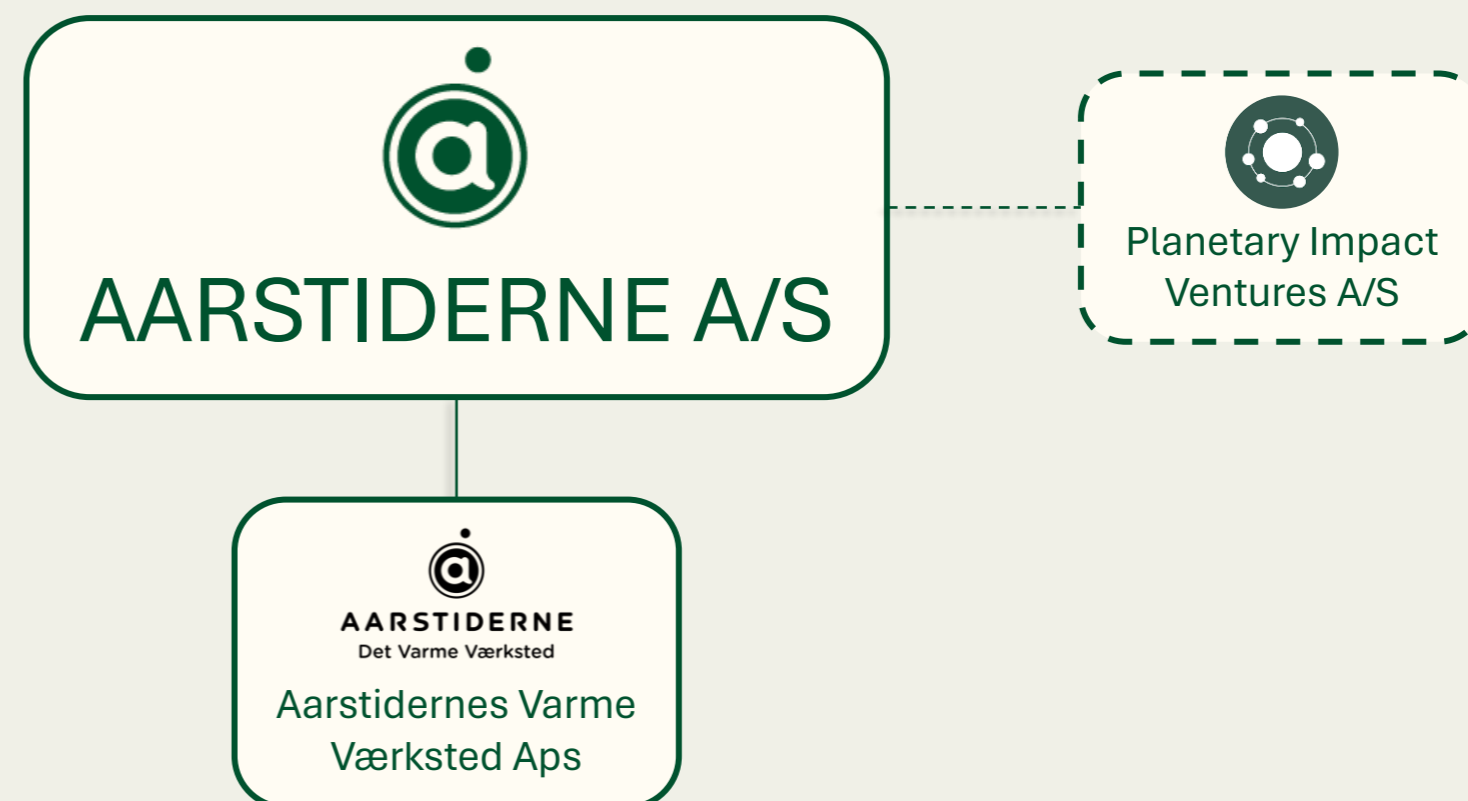
Aarstiderne covers all disciplines to be addressed on the journey from farm to table. We are a great mix of professional competences stretching from farmers to pack house veterans; young chefs to seasoned quality officers; and marketing specialist.

In 2023, our total revenue was DKK 574.1 million, and we employ more than 400 people.

Aarstiderne is characterised by our strong entrepreneurial culture combined with the ability to develop, run and maintain a solid supply chain from sourcing very high-quality produce to packing, selling and providing delicious meals at the doorstep of our customers' homes.

Board of directors:

- Mette Maix
- Søren Ejlersen
- Mikkel B. Rasmussen
- Adam Kybird
- Philip Kinge
- Svend Kloster





# Sustainability at Aarstiderne

 *Environment*

 *Social*

 *Governance*

# Sustainability at Aarstiderne

At Aarstiderne, we are constantly renewing the way we think – not necessarily into something more or greater. We believe it is way more important to make choices which are beneficial for soil, groundwater, plants and animals and last, but not least, for future generations. We operate in accordance with local regulations and legislation and within ethically responsible boundaries. Aarstiderne’s ethical principles include:

- Good Governance
- Ethical Responsibility
- Environmental Responsibility
- Social Responsibility
- Health and Safety
- Quality Responsibility

## Governance

ESG is deeply rooted in Aarstiderne; in the governance, and through the entire organisation and the subsidiaries. We have dedicated employees working specifically with sustainability, and in 2021 we worked to strengthen further the governance-related sustainability; We have emphasised in all management contracts that we at Aarstiderne have a sustainable, social and economic purpose. This purpose has been part of our business since 1999. It was communicated to new and existing managers that Aarstiderne has a significant impact on society and the environment, and as a manager, this purpose must be taken into consideration in the daily work and decision-making.

In total, 49 managers and specialists received this amendment to their contracts.

## B Corp Certification

Aarstiderne became B Corp certified in 2022 with a score of 106.7. B Corp is a 3rd party certification of for-profit corporations that have been recognised for their commitment to business practices that promote positive environmental and social change. To receive the B Corp Certification, companies are given a score between 0 to 200, where they must achieve a score of at least 80 to become certified.

## Double Materiality

At Aarstiderne, we focus our sustainability work on the topics identified as being significant to society and the environment and to our business. These priorities in our sustainability work have been identified through an assessment of the most important sustainability topics, risks and impacts that are relevant to an organisation such as Aarstiderne. The result of the materiality assessment is visualised on page 8. You can read more about the double materiality methodology on page 26.

We expect to update our materiality assessment ongoingly to ensure that we maintain our focus on the most important areas and that our activities remain aligned with the expectations of both internal and external stakeholders. The next update is to take place in the Spring of 2025.

## Sustainable Development Goals

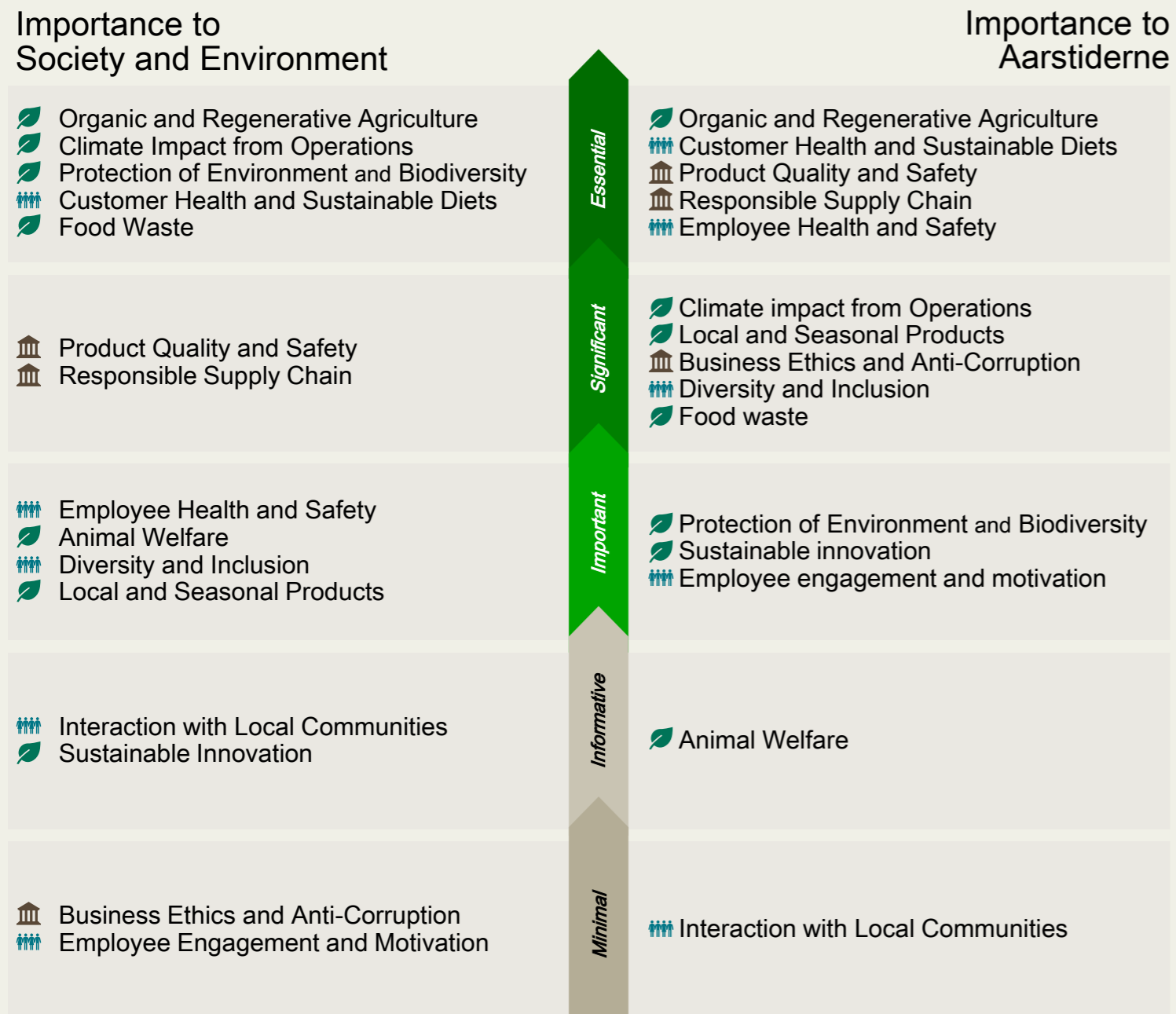
The Sustainable Development Goals have given us a global common language, in turn making it easier to relate to how to contribute to a more sustainable world.

As a supplement to our double materiality assessment, we use the goals as a change management tool – to set up goals, develop strategies and ensure that the business develops in the right direction.



# Double Materiality Assessment

## Priorities for 2023



### Environment and Climate

1. Organic and Regenerative Agriculture (p. 9)
2. Climate Impact from Operations (pp. 10-11)
3. Local and Seasonal Products (p. 12)
4. Food Waste (p. 13)
5. Protection of Environment and Biodiversity (p. 14)
6. Sustainable Innovation (p. 15)
7. Animal Welfare (p. 16)



### Social and Employee Conditions

1. Customer Health and Sustainable Diets (p. 17)
2. Employee Health and Safety (p. 18)
3. Diversity and Inclusion (p. 19)
4. Employee Engagement and Motivation (p. 20)
5. Interaction with Local Communities (p. 21)



### Governance Human Rights and Anti-Corruption

1. Product Quality and Safety (p. 22)
2. Responsible Supply Chain (p. 23)
3. Business Ethics and Anti-Corruption (p. 24)



# E1 Environment and Climate Organic and Regenerative Agriculture

Aarstiderne have a solid and sustained focus on organic land management which dates back to 1999, when we started growing vegetables to be able to serve a healthy, seasonal and more plant-based diet for the locality and soon the whole nation.

Organic and Demeter certified (biodynamic) agriculture provides us with food without pesticide residues, protects the groundwater, preserves nature and biodiversity and prioritizes animal welfare.

Basic Organic practices entail “consideration” and the most significant potential for the development of agriculture with the least possible chemical imprint on the Earth. Biodynamic practices lower the external input level even further – and ensure that higher biodiversity and increased carbon sequestration prevails compared to conventional agriculture.

It is all about the soil. And the journey has only just begun. We have a long way to go before soil fertility and ecosystem resilience has been fully restored.

## Commitment Materiality

Manufacturing, packing and trading food products have an inherent risk of negatively impacting the environment due to potential depletion and degradation of the soil. This is of essential materiality to Aarstiderne as it lies within the core of our business model.

We are committed to treating nature with consideration. We are all facing challenges related to the protection of our planet. For this reason, “consideration” is part of the core values and therefore applies to all relevant materials, products and practices related to the Group.

## Actions

In 2023, Aarstiderne cooperated with Danish growers on new products to withhold the Danish share of vegetables. A blue potato with high edible qualities comes from Danespo for our very popular recipe pizza with blue potatoes. Thorsbjerggaard farm succeeded in growing Danish mini corn and the Axel Månsson farm provided us with a new sprouting broccoli named Bimi, which were both very popular in the boxes among other new varieties. In the south of Europe, focus these years are on climate adaptation. Our main growers like Worlmark, Huertas Bajas, and Ecosur are developing growing systems with desalination to save water and solar panels to go fossil free running the cool stores etc.

## Results

Among our growers there is growing focus on introducing practices to enhance soil fertility, like composting, compost extracts, microbiological starters, soil covering, even more use of green manure between and besides crops and other regenerative principles.



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# E2 Environment and Climate

## Climate Impact from Operations

At Aarstiderne, we prepare a yearly CO<sub>2</sub>e report, which ensures that we can follow up on our goal of being in CO<sub>2</sub>e balance by 2020. At the end of 2019, Aarstiderne promised to balance its CO<sub>2</sub>e accounts from 2020 and onwards.

Since 2020 Aarstiderne yearly buys renewable energy credits (recs) of an amount covering the use of electricity in the company from Energi Danmark. Besides this an agreement was in 2020 entered with Climate Impact Partners (previously known as Natural Capital Partners) to buy 16,000 tonnes of VCS's (verified carbon standard) CO<sub>2</sub> credits to offset the CO<sub>2</sub>e footprint for the next 4-5 years in projects in East Africa, Chile and Colombia.

The VCS credits are of the highest standards available. Besides the compensation for the emissions through offsetting, it is, of course, apparent that the focus on reducing the emissions should have the highest priority and, likewise, the possibility to create carbon insets in Aarstiderne's own supply chain.

### Materiality

Manufacturing, packing and trading food products have an inherent risk of negatively impacting the climate due to greenhouse gas emissions in relation to fuel and energy consumption. This is of significant materiality to Aarstiderne as it lies within the core of our business model.

### Commitment

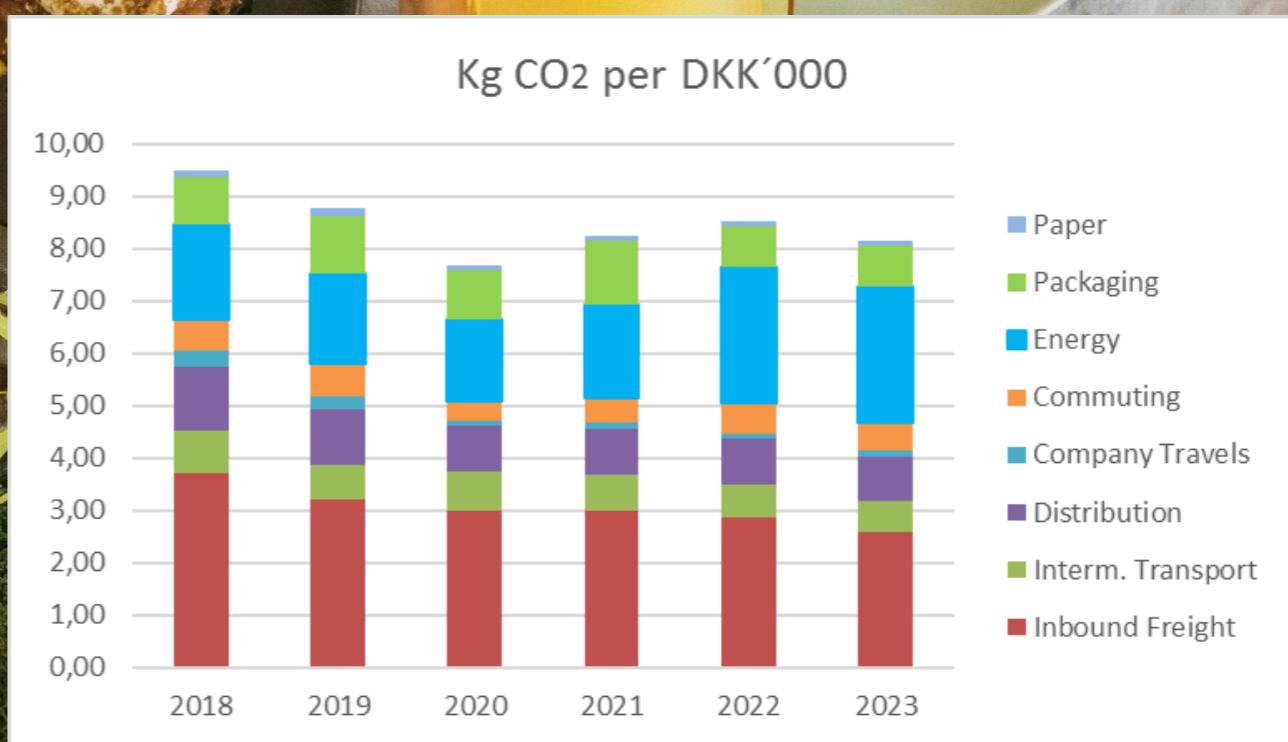
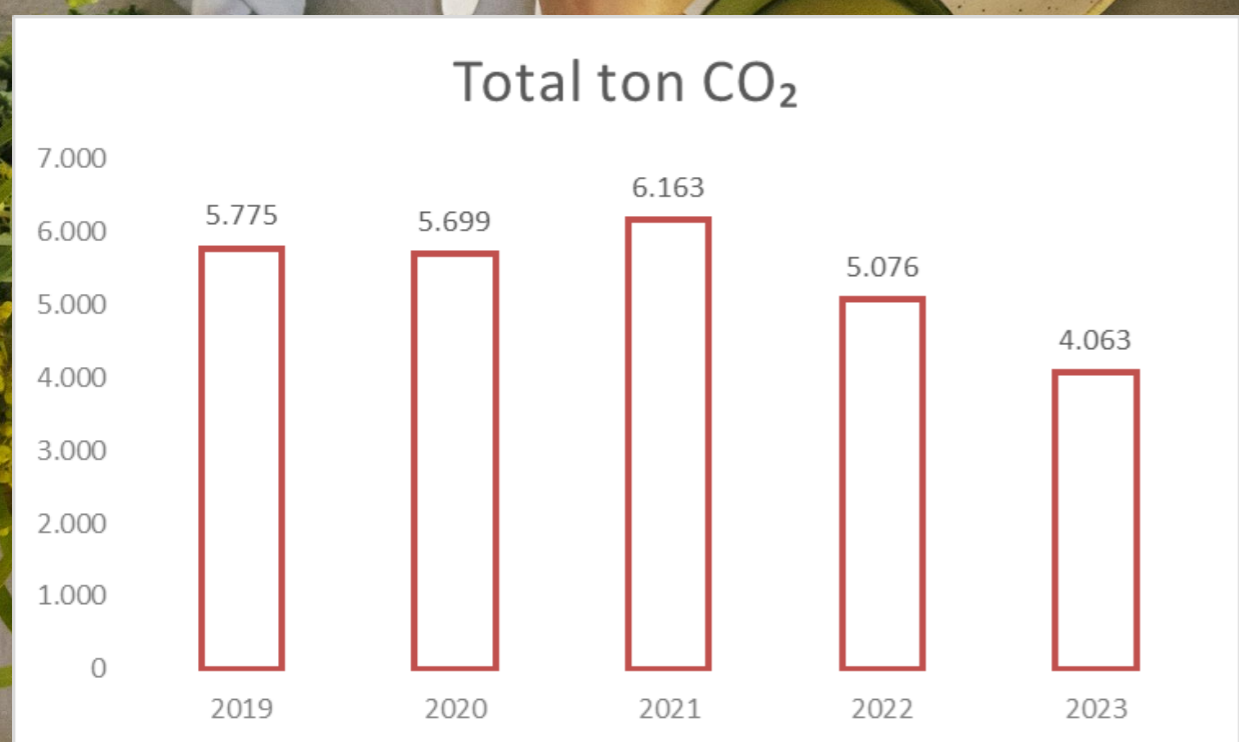
We are committed to continuously monitoring and reporting our CO<sub>2</sub> emissions, as well as continuously seeking ways to reduce the climate and environmental impact of our operations. Finally, we commit to always balance our CO<sub>2</sub> accounts.

### Actions

In 2023, we continued working to optimise our packaging process, organising the pallets more efficiently to ensure that we transport as much as possible on each truck, as well as adapting the amount of ice we use for the meal kits to weather and temperature. The focus on a harsh market in 2023 have been on shaping our production and distribution-facilities, to use the right amount off resources for the benefit of economy and our climate impact.

### Results

We have managed to keep our CO<sub>2</sub>e emissions per DKK'000 at 8.14, and like 2020-2022, we have balanced all our CO<sub>2</sub>e emissions using CO<sub>2</sub> credits.



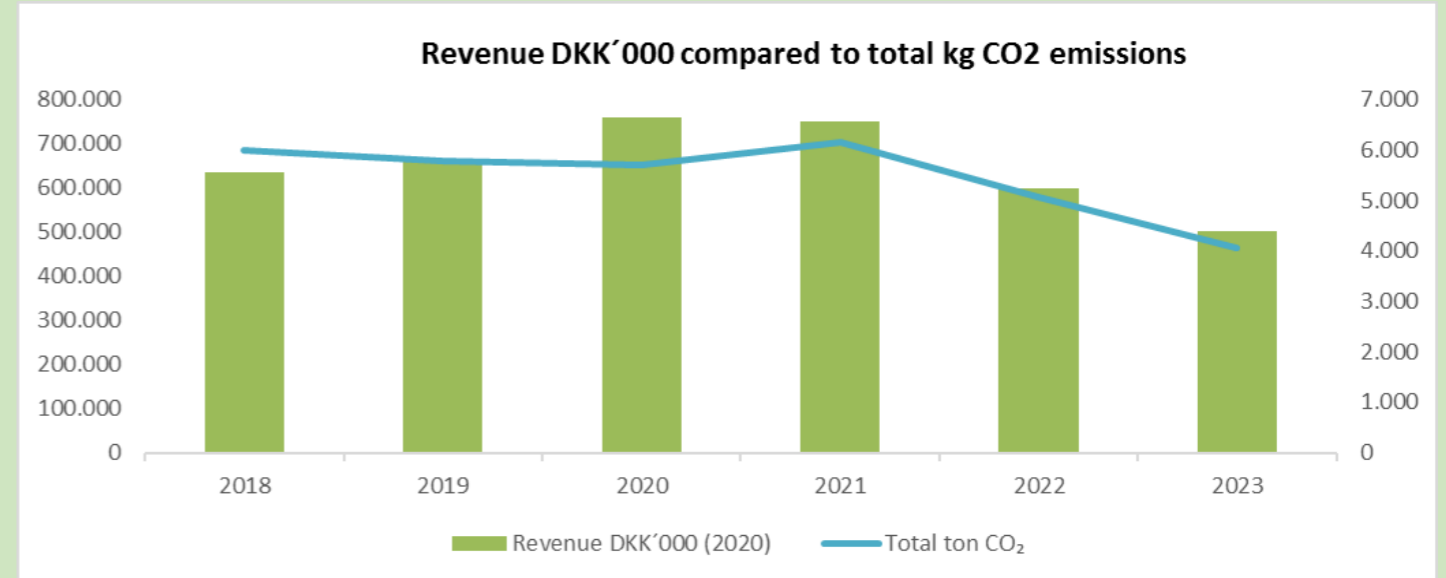


# Climate Impact from Operations

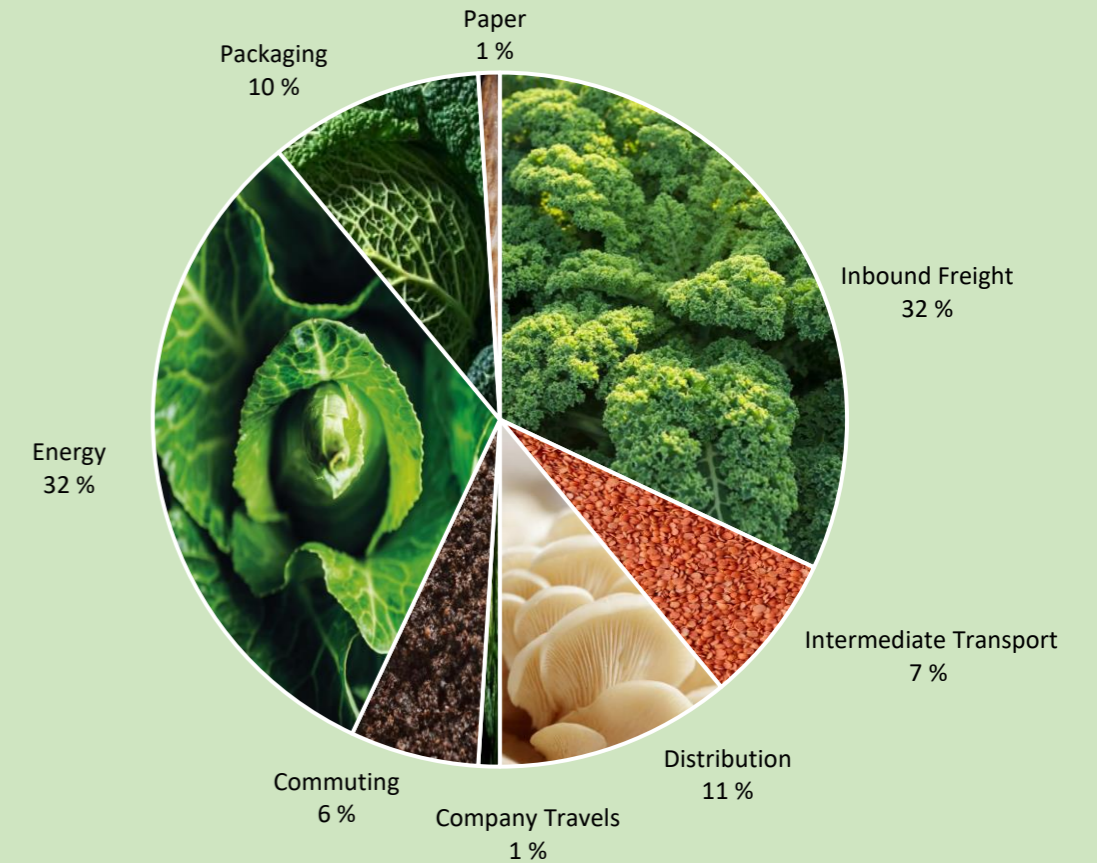
At Aarstiderne, our CO<sub>2</sub> report shows that a relatively stable share of emissions comes from inbound freight and energy. In 2023, despite inbound freight contributing a large part to our total emissions, we saw a decrease from 2022 due to more transport with LNG-driven lorries. However, we saw an increase in energy consumption by 14 % due to new and bigger facilities that require more cooling. Total CO<sub>2</sub>e emissions have decreased in the last.

As the activity and revenue decrease, CO<sub>2</sub>e emissions decrease; less boxes, fewer employees, less km's on the road to deliver, less packaging, less cooling, etc., are produced. This pattern appears to be disrupted now. Transport of goods is the heaviest factor in the GHG accounts.

Read more about Aarstiderne's work and future planned initiatives to reduce emissions in our CO<sub>2</sub> reports, which you can find [here](#).



Revenue	2022: 748,793 DKK'000	2023: 598,735 DKK'000	16% decrease	
Source of CO <sub>2</sub> e emissions:	Total kg CO <sub>2</sub> 2022	Total kg CO <sub>2</sub> 2023	Development 2022-2023	Why this development?
Inbound freight	1,720,334	1,296,926	- 25%	Less revenue means less raw materials. 50 % transports from Spain driven with LNG-driven lorries
Intermediate transport	345,075	274,537	- 20%	Own truck driven by HVO-diesel have in 2023 covering half of intermediate transports.
Distribution	526,961	436,816	- 17%	Route optimization, shorter distances between customers. Introduction of electrical truck, van and bicycles
Company travels	59,406	47,651	- 20%	Less revenue means less travelling
Commuting	346,025	273,196	- 21%	Fewer employees travel less
Energy	1,568,622	1,300,757	- 17%	Cooled facilities have been cut back, so less square meters are cooled.
Packaging	458,659	393,062	- 14%	Still introducing smarter packaging solutions, whilst more products demand more packaging.
Paper	51,409	40,090	- 22%	Lower consumption of paper for campaigns
<b>Total</b>	<b>5,076,490</b>	<b>4,063,036</b>	<b>- 20%</b>	





# E3 Environment and Climate

## Local and Seasonal Products

Sourcing fruits and vegetables from suppliers located far away from the markets served to entail a significant climate impact from transportation. In addition, long transportation entails that fruits and vegetables lose more nutritional value when they reach the consumer. Aarstiderne have had a strict no-fly policy since 2003 and aims to minimise transportation. Furthermore, to fulfil our mission of developing and challenging Danish eating habits in a healthier direction, we are constantly looking for new ways to provide fresh and locally sourced products.

Aarstiderne operates with two different seasons:

- The Danish Season, where we are harvesting from June to October.
- The Southern European Season, which starts in the middle of October and continues until the end of May.

In 2019-2020, we cooperated with a supplier to experiment with a non-heated greenhouse in Køge, where we were able to extend the delivery time for Danish leafy vegetables by 6-8 weeks, which can be attributed to a typical Danish season of 20 weeks. Thus, this is a significant extension, which can reduce the number of kilometres of freight and, therefore, the CO<sub>2</sub> emissions to inbound transport.

See more information about climate impact during the transportation of meat and vegetables from Southern Europe and South America [here](#).

Materiality

Manufacturing, packing and trading food products have an inherent risk of negatively impacting the environment due to the transportation of products from suppliers. This is of significant materiality to Aarstiderne as it lies within the core of our business model.

Commitment

We always strive to purchase local products and prioritise fruits and vegetables in season. We do this to ensure that our products are of the highest quality and nutritional value when delivered to our customers and to minimise the climate impact of transportation.

Actions

We continuously work to share learnings and provide guidance to suppliers on how to use unheated greenhouses to the extent the season for greens in countries such as Denmark, Sweden and Germany.

Results

We have managed to uphold our high share of local products; especially for fish, meat and dairy, the vast majority of our products are sourced locally. The share of northern European goods have risen from 38 % in 2022 to 43 % in 2023.





# E4 Environment and Climate Food Waste

It is estimated that somewhere between one-third and two-thirds of all food is wasted. We are committed to minimising food waste, and this battle cannot be won in the kitchen alone – we have to start in the fields.

At Aarstiderne, we do this by establishing a unique supply chain:

- We commission and purchase only the crops we know we can use.
- We design the meal kits based on the production of our suppliers.
- We are flexible about size, shape and usability.

We spend long time planning with the growers whose fruits and vegetables become part of the meal kits. Because our customers pre-order their boxes and let us design the menus, we achieve high utilisation of the crops grown in the field.

After the meal kits are packed, we are left with approximately 2 % of our purchased products. The typical leftovers are in the fruit, vegetables, fish and dairy categories.

## Materiality

Minimising food waste is of significant materiality to Aarstiderne. Aarstiderne works with many suppliers and sells food to approximately 80,000 customers and therefore has a big opportunity to safeguard risks to the environment by optimising food utilisation and minimising food waste.

## Commitment

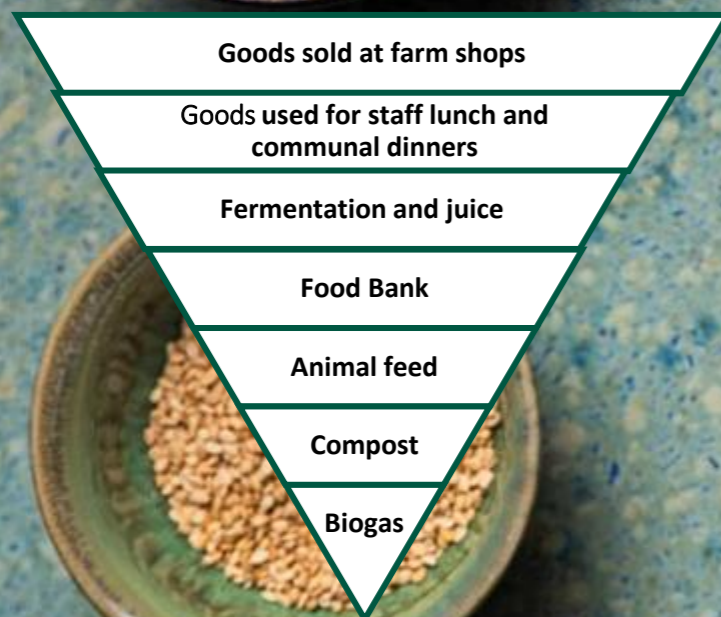
Aarstiderne is committed to actively working on minimising food waste in all parts of the value chain and expects to further develop such initiatives in the future.

## Actions

Aarstiderne calculates and evaluates food waste weekly and donates the surplus to food banks and NGOs. The KPI used for food waste is the amount of waste collected by Daka ReFood, who turns the waste into biogas and fertilizer. In 2023 Daka ReFood picked up 97 tonnes of food waste from the pack house (deducting 6-7 % which is considered to be packaging of meat- and fish trays etc.). Also, Aarstiderne works continuously on efforts to optimise the utilisation of ingredients in the meal boxes.

## Results

In 2023, 97 tonnes of food waste was collected, corresponding to 0.93 % of food ending up as waste for biogas production. Aarstidernes Varme Værksted (DVV) has played a keyrole in utilising surplus amounts of especially meat products in internal production. DVV have produced a long range of products like minced meat mixed with vegetables, sauces, ready meals etc. Resulting in a high utilisation of the meals from the meal kits, when served in the homes of our customers.





# E5 Environment and Climate Protection of Environment and Biodiversity

Organic practices entail 'consideration' and the most significant potential for the development of agriculture with the least possible chemical imprint on the Earth.

At the same time, higher biodiversity is ensured on organically cultivated land compared to conventional agriculture. We find that an increasing proportion of our suppliers use more windbreaks, flower tracks, beehives and breeding boxes for the benefit of biodiversity.

There can be seen a potential for an increase in biodiversity due to animals in the transition zone between forests and fields having more habitats.

Aarstiderne provides organic/biodynamic food products for thousands of people in Denmark and Sweden every week, substituting conventional grown products leading to still more land being grown with respect for nature and biodiversity.

Materiality

Manufacturing, packing and trading food products have an inherent risk of negatively impacting the environment due to potential biodiversity loss. This is of important materiality to Aarstiderne as it lies within the core of our business model.

Commitment

We are committed to treating nature with consideration. We are all facing challenges related to the protection of our planet. For this reason, "consideration" is part of the core values and therefore applies to all relevant materials, products and practices related to the Group.

Actions

Aarstiderne helps to protect the groundwater, preserve nature, and biodiversity through focusing on organic and biodynamic products as these do not contain pesticides and chemicals harmful to nature. The share of Biodynamic or Demeter products are rising the last years. Estimated the Demeter share of products are near to one third.

Results

At Aarstiderne, we believe that our business model and way of operating contributes to the overall protection of environment and biodiversity, app. 4,000 hectares of arable land is producing environment friendly produce to promote nature and protection of biodiversity.





# E6 Environment and Climate

## Sustainable Innovation

We believe in enhancing sustainability through innovative and out-of-box thinking.

As part of our organic-only policy, we therefore specifically select business partners and suppliers who are also working innovatively with organic agriculture, i.e. by using techniques facilitating healthy soil, such as composting, biodynamic cultivation methods, and minimum-till cultivation and biological pest control.

Aarstiderne actively takes part in and supports farmers and growers trying to find new products, varieties, packaging methods to supply even more inspiring goods for the boxes, and chefs producing new products, recipes, and conservation principles, prioritizing the plant-based agenda in the meal kits and in the kitchens of the families.

Since 2020 Aarstiderne has been partner in the evergreen investment fund Planetary Impact Ventures. The fund has invested in 8 companies, who all work with sustainable solutions such as upcycled malt, irrigation hard- and software, fermented legume products, etc. The investment companies all aim to develop of techniques and products having real and measurable environmental impact.

Materiality

Manufacturing, packing and trading food products have an inherent risk of negatively impacting the environment due to biodiversity loss, depletion and degradation of the soil, and resource scarcity. This is of important materiality to Aarstiderne as it lies within the core of our business model.

Commitment

Innovation is at the core at Aarstiderne, as we persistently strive to develop new ways of working and come up with solutions to enhance innovation and sustainability in our products and the agricultural industry.

Actions

In 2023, we participated in projects together with Aarhus University and other actors on SustainOrganic, ClimateVeg, and ComCrop. The different projects are meant to help improve data gathering, climate footprint of food, and new technologies within composting.

Results

In 2022, we launched our database 'Aarstiderne Food Impact (AFI)' to calculate climate impact. The database supplies us with information on especially the Plant energy content and the climate impact from the meals served from the Meal kits. The information on climate Impact is now a part of the daily presentation of the Meal kits on the Aarstiderne Homepage. Besides this our wholesale division distributes the climate impact of each item bought by wholesale customers on a monthly base. Meaning our wholesale customers can directly include the climate impact from the purchase from Aarstiderne in the climate accounting done by the company.





# E7 Environment and Climate

## Animal Welfare

Animal welfare is an essential element of modern animal production. Public concern over the welfare of farm animals is ever increasing, and a growing number of consumers now demand that farm animals are reared, transported, and slaughtered as humanely as possible. For us, when discussing animal welfare, we also consider sustainable fishing to ensure that we never include endangered fish in our meal kits, to ensure that we do not support the extinction of endangered species due to overfishing.

### Materiality

Manufacturing, packing and trading food products have an inherent risk of negatively impacting the environment, and meat production naturally constitutes a risk to animal welfare and is also a source of material CO<sub>2</sub> emissions. We seek to minimise the amount of animal-based content in our meal kits but recognising that we cannot avoid animal-based products, this topic is of importance to Aarstiderne.

### Commitment

We are committed to ensuring animal welfare for the animals at our suppliers, from meat producers to dairy suppliers. Choosing 100 % organic meat and dairy products is our most efficient way to guarantee animal welfare for our customers. There is no organic certification for wild fish, therefore we adhere to WWF's Sustainable Seafood Guide to ensure that the fish in our meal kits are sustainable sourced.

### Actions

At Aarstiderne, our meal kits and online supermarket have only organic meat and dairy products, fish that live up to WWF's guidelines, or come from organic fish farms. We also cooperate with our suppliers to provide guidance and inspiration on improving animal welfare in their operations.

### Results

All meat and dairy products marketed by Aarstiderne follow organic standards. The main Danish companies in beef and pork have higher standards on m<sub>2</sub> pr. animal and amounts of roughage compared to the EU organic standards.



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# S1 Social and Employee Conditions

## Customer Health and Sustainable Diets

Aarstiderne benefits from loyal customers, which gives us a unique opportunity to influence their day-to-day decisions.

We continuously try to increase our customers' ongoing awareness regarding healthy and organic food. An essential part of that ambition is the recipes which constitute an integral part of the meal kits. The meal kits provide healthy and seasonal evening meals all year round. The meat portions are 100-gram pr. person. In comparison a normal Danish standard evening meal contains 150-170 grams pr. portion. Moreover, the meal kits introduces a broad part of the population to a vast variety of vegetables, fruits and plant-based food items, bringing skills of making plant-based meals into the kitchens and families.

Our newsletter delivers information about food, nutrition, the environment and our interactive role in society as a business. Our work with determining the content of the meal kits and inspiring our customers to eat greener is the most noticeable effect Aarstiderne has on the climate.

Materiality

Our food intake has a tremendous impact on the environment; especially meat production is a source of CO<sub>2</sub> emissions and constitutes a key ESG risk. Furthermore, increasing pressures related to healthy diets complement this risk socially. This is of essential materiality to Aarstiderne as it lies within the core of our business model.

Commitment

In 2010, we introduced the 80/20 Principle, which means that a meal should contain more than 80 % plant-based and less than 20 % animal-based energy. The meal kits contain significantly less meat and other animal products than the average Dane's evening meal, and the chefs at Aarstiderne strive to make dishes based on the 80/20 principle. A more plant-based diet can mitigate this risk while also promoting a healthier and more balanced lifestyle. We are committed to influencing the diets of our customers through inspiration and innovation.

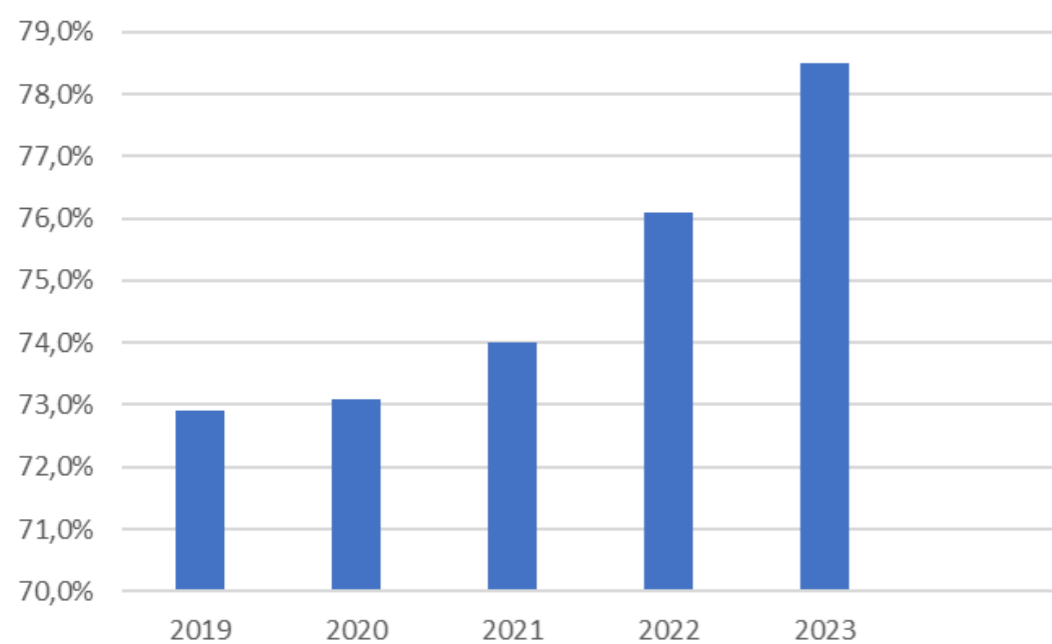
Actions

We continuously work to find new ways of lowering the content of animal-based components in the meal kits and help our customers prepare more plant-based food through our recipes from professional chefs. In 2021 Aarstiderne invested in Aarstidernes Varme Værksted Aps that develops and produces more plant-based alternatives for the meal kits. The production is focused on fish-, meat- and plant patties with a wide selection of products.

Results

The aim of Aarstiderne to serve 80/20 meals for our customers in the meal kits is progressing with app. 1 % pr. year. In 2023, we reached 78.5 %, meaning 78.5 % of the energy in the meal is plant-based. In 2023, we raised our revenue from our subsidiary, Aarstidernes Varme Værksted by 50 %.

Plantshare by energy - Mealkits 2019 - 2023





## S3 Social and Employee Conditions

# Employee Health and Safety

Aarstiderne employs many hourly-paid employees and people of many different nationalities.

Therefore, caution and peer training are exercised when enrolling new employees. Every three years; an extensive workplace assessment report is prepared for the individual teams in the packing/storage area, followed up by detailed action plans that are articulated on an ongoing basis.

AMO groups (health and safety organisation) are established at all locations with regular quarterly meetings so that we work systematically with the employees' safety, health and well-being.

There are employee-elected representatives on the Board, including the shop steward for all the hourly wage earners, who also participate in all AMO meetings.

All our hourly wage earners are covered by our collective agreement.

Materiality

As an employer, we have an inherent risk of impacting the health, safety and well-being of our employees. This is of essential materiality to Aarstiderne as it lies within the core of our business model.

Commitment

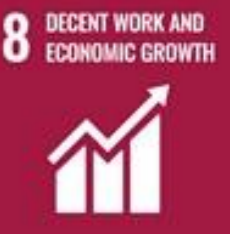
Aarstiderne respect and uphold human rights. We commit to creating a healthy and safe work environment with good working conditions in accordance with local legislation and current business agreements.

Actions

In 2022, Aarstiderne further improved the work environment across the organization. The organization expanded the focus on safety, occupational health, and mental well-being to four additional locations in the pack house, "pick and pack", distribution hub and at Avedøre and Krogerup. This was done in cooperation with local work environment authorities. Simultaneously, we trained eight new health and safety representatives across Aarstiderne. An improved work environment organization and workflow was established aiming to improve and adapt to the evolving landscape of occupational health and safety. Furthermore, in total, 1,770 hours were spent on educating hourly-paid and full-time employees in Aarstiderne. Education at Aarstiderne encompasses a broad range of areas including forklift certifications, leadership training, first aid courses, GDPR compliance, and sales training, reflecting our commitment to comprehensive employee development.

Results

1,623 hours in total were used on training and upskilling in the packing centre of Aarstiderne.





# S4 Social and Employee Conditions

## Diversity and Inclusion

In total, we are more than 50 different professional competencies and 12 nationalities in one place, and the talk at the lunch table stretches out in a lot of different directions and is definitely not boring.

All managers in Aarstiderne work with a social, economic and sustainable responsibility, a purpose that is written directly into Aarstiderne's articles of association and has been part of Aarstiderne's business since 1999. It is therefore clear to all managers that Aarstiderne has a significant positive impact on society and the environment as a whole and that as a leader in one's daily work and decisions you must act accordingly. In all job postings, Aarstiderne draws attention to our diversity policy.

Materiality

As an employer, an inherent risk of impacting the well-being of our employees prevails. This is of significant materiality to Aarstiderne as it lies within the core of our business model.

Commitment

We want our workforce to reflect the rich diversity of our society and the communities in which we operate. We truly believe it is important for our people to work in an inclusive environment where differences are valued, and everyone can fulfil their potential.

We strive for a 60/40 distribution but wish to emphasise that qualifications outweigh gender. It was decided at the Group level in 2019 to prioritise equal gender representation at the board level, unfortunately the latest changes in 2023 went the other direction.

Actions

Aarstiderne's Academy is our internal educational programme where our employees can upgrade their skills and qualifications in subjects such as organics, business, management, communication and cooperation, as well as language lessons for our international employees.

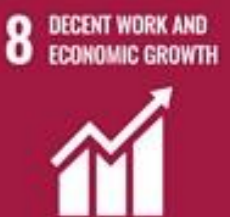
Equal gender representation is still a work in progress. In 2023 and 2024, we expect further progress on this important topic.

Results

Aarstiderne continue to maintain a strong focus on diversity and inclusion in our recruitment processes, recognizing the value and innovation that a diverse workforce brings to Aarstiderne – among all employee groups.

Gender distribution in Aarstiderne A/S

Board of Directors			Timeframe for the target	Other Management	
Total amount of members elected at general assembly	Share of under-represented gender	Target for the under-represented gender		Total amount of people	Share of the under-represented gender
4	25 %	40 %	2023	28	41 %





## S5 Social and Employee Conditions

# Employee Engagement and Motivation

At Aarstiderne, we employ 600 people. To cover all addressable disciplines on the journey from farm to table, we are a great mix of professional competencies stretching from farmers to pack house veterans, young chefs to seasoned quality officers – and marketing specialists to foodies.

Aarstiderne’s Academy is our internal educational programme where our employees can upgrade their skills and qualifications in subjects such as organics, business, management, communication and cooperation with courses driven by both internal and external specialists.

Many of these competencies required to work at Aarstiderne can only be learned here. Therefore, good onboarding and continuous education and development are highly prioritised to ensure our team is engaged and motivated.

Materiality

As an employer, inherent risk and opportunity of impacting the well-being of our employees exist. This is of important materiality to Aarstiderne as it lies within the core of our business model.

Commitment

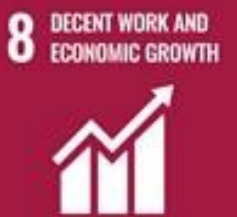
We know that to deliver products and solutions of the highest possible quality to our customers, we depend on our dedicated employees. Therefore, it is important to us to ensure their commitment and motivation, in addition to a healthy and safe working environment. Professional development is a key driver for retaining our people and ensuring that our talented colleagues can continue to grow in our organisation.

Actions

Aarstiderne’s Academy is our internal educational programme where our employees can upgrade their skills and qualifications annually in subjects such as organics, business, management, communication and cooperation, as well as language lessons for our international employees.

Results

In 2023, 1,623 in total were used on training and upskilling in the pack house of Aarstiderne.





## S6 Social and Employee Conditions

# Interaction with Local Communities

At Aarstiderne, we wish to engage actively with our community and invite the citizens to participate in organic and sustainable farming practices and learn about what we do.

The Communal Gardens concept is born out of co-founder Søren Ejlersen's desire to create communal gardens all over Denmark. It offers you a chance to plant, harvest and eat your own produce.

The gardens are set up as a cluster of allotments located on the Krogerup Farm. The initiative was turned into Communal Gardens A/S in 2019.

Materiality

Our operations have an inherent risk of impacting our surroundings. This is of materiality to Aarstiderne as it is in our core to actively engage with our surroundings and the communities in which we operate.

Commitment

Aarstiderne wish to offer an opportunity to the Danish Public to do something particular about their carbon footprint and become self-sufficient regarding organic vegetables - all in a community setup.

Actions

Aarstiderne work to increase consumer awareness of organic, sustainable and healthy foods through numerous activities, i.e., by hosting classes, community dining and live-shopping events online to educate consumers on their products and how to use them.

Results

In 2023, we had 100 communal gardens at Krogerup Avlsgaard, and 400 subscribers who received seeds and planting material and participated in our virtual tutorials for home gardening and farming.





G1 Human Rights and Anti-Corruption

# Product Quality and Safety

All our organic farmers are regularly controlled by governmental or private certifying bodies, subject to EU surveillance. Therefore, Aarstiderne's check-on-arrival procedure can be considered an addition.

Ensuring the highest quality and safety for our customers is at the core of Aarstiderne. Because of the short supply chain, we have high transparency and traceability of products, allowing us to be able to inform each consumer individually in case certain products do not live up to the standards for quality and safety.

Materiality

When delivering food products to consumers, there is an inherent risk of negatively impacting their health and safety. Providing safe, healthy and high-quality products to our customers is of essential materiality to Aarstiderne as it lies within the core of our business model.

Commitment

We have the interest of our consumers at heart in everything we do. We are committed to providing food products and solutions of the highest possible quality, never compromising with quality and our commitment to deliver 100 % organic products.

Actions

We regularly carry out randomised checks in addition to the statutory regulations, such as sampling, when we receive goods from a new supplier. We primarily test for pesticide residues to ensure that the products we sell are organic. The samples we take are sent to a laboratory that tests for approx. 250 different pesticides. In addition to fruit and vegetables, we also test meat and dairy products for salmonella, campylobacter and similar pathogens and increased bacterial counts. We also carry out durability tests to ensure that the dates specified by our suppliers are correct.

Results

In 2023, Aarstiderne conducted 5 product recalls, of which there were no reported illnesses or injuries from consumers.





## G2 Human Rights and Anti-Corruption

# Responsible Supply Chain

At Aarstiderne, our supply chain is different. Our supply chain is exceptionally short, and we often have direct contact with the individual growers of the crops, and we only buy goods via wholesalers when we cannot buy the product directly from the growers.

Having a short supply chain enables us to have a close and direct collaboration with the growers, which ensures the high quality of the products, as well as strengthens sustainability throughout our supply chain. It also enables us to share knowledge and experiences with the farmers and growers to better our understanding and theirs of the products.



Materiality

Generally, responsible supply chain management is a very complex but highly essential area for all companies. This also includes Aarstiderne, and we know the significance of taking responsibility for our entire value chain. We strive to mitigate the risks of unsustainable practices and positively impact the societies and the environment near our suppliers and own operations.

Commitment

We are committed to creating long-term relationships with our suppliers. In our collaboration, we promote human rights and sustainable business practices. It is essential for us that our suppliers meet the same high standards that we propose for ourselves. Through this collaboration with our suppliers, we intend to contribute to a safe and secure work environment for the entire supply chain.

Actions

We engage in mutual cooperation with our suppliers to enhance sustainability throughout the value chain through frequent contact and physical visits, requiring suppliers to accept our Code of Conduct.

From 2021 Aarstiderne requires that distribution partners undergo a certification process administered by the industry association, Danish Transport and Logistics (DTL), where a recertification will take place every three years. Aarstiderne pay for the training and certification. By the end of 2023, 50 % of the distribution partners are certified. In 2024, it is expected that all distribution partners will finish the certification process. Due to eventual replacement of partners, one or two partners might need a part of 2025 to come to the end of the process.

However, all distribution partners have been given new contracts that require them to follow collective agreements, and they have been given ID cards to better monitor who is transporting the goods.

Results

Aarstiderne have paid for the training and certification of distribution partners. 50 % is certified in 2023, while it is expected that all distribution partners will be certified in 2024.





## G3 Human Rights and Anti-Corruption

# Business Ethics

We will continue to address the important issue of responsible business operations. Likewise, it is our intention that - through our collaboration with our suppliers - we are able to contribute to the promotion of ethical business practices and anti-corruption through the acceptance of our Code of Conduct for the entire supply chain.

2022, Aarstiderne became B Corp certified, which is a 3rd party certification of for-profit corporations that have been recognised for their commitment to business practices that promote positive environmental and social change.

### Materiality

Conducting business in an ethical and responsible manner is naturally an indisputable and significant condition for Aarstiderne. However, due to the operations being concentrated mainly in Denmark and Sweden, the risk of having a negative impact on society as a result of unethical behaviour and corruption is assessed to be minimal.

### Commitment

We distance ourselves from all forms of corruption and commit to a responsible business ethic towards our stakeholders. We work very hard to make sure that our business is ethically run. This is part of the core values and applies to all relevant materials, products and practices related to the Group.

### Actions

All employees are required to do business in accordance with best practices against anti-corruption, including:

- Bans on blackmail
- Bans on bribery
- Bans on facilitating payments and other forms of inappropriate incentives that pose a risk for a bad reputation of the businesses.

These conditions are further described in the employee manual. Going forward we will continue to fight corruption and bribery and monitor reports from our established whistle-blower scheme.

To protect the employees of Aarstiderne a whistleblower channel is open to all, if incidents of irregular conduct occur.

### Results

We have not experienced any incidents related to anti-corruption in 2023. Aarstiderne have a whistleblower gate, so employees, who would experience irregularities, have a place to go. Aarstiderne has completed the certification process in 2022 with a B Corp score of 106.7 – the highest scoring food brand in Scandinavia.





# Expectations for future work

## Environment

Aarstiderne is committed to actively working on minimising food waste in all parts of the value chain and expects to further develop such initiatives in the future.

Aarstiderne is committed to work actively on reducing the use of animal-based products, by further developing mealkits with convenient recipes, educating our customers on how to make more delicious and plant-based meals.

Read more about Aarstiderne's work and future planned initiatives to reduce emissions in our CO<sub>2</sub> reports, which you can find [here](#). (The link is not yet active)

## Social

Equal gender representation is still a work in progress. In 2023 and 2024, we expect further progress on this important topic by prioritising the issue further in our recruiting and development of our organisation.

## Governance

Aarstiderne have paid for the training and certification of distribution partners. 50 % are certified in 2023, while it is expected that all distribution partners will be certified during 2024. Due to eventual replacement of partners, one or two partners might need a part of 2025 to come to the end of the process.





# About

*Accounting Principles & Methodology*  
*Key Performance Indicators*  
*Appendix*

# Accounting Principles and Methodology

## **Danish share of fruit, greens and meat in respectively tonnes purchased and percentages of total purchases:**

The calculation of the Danish share etc., is calculated by identifying each individual purchase of goods with a country code. Fruit and vegetables, as well as most meat and dairy products, are equipped with one in advance, as the country of origin must appear as part of the food legislation. For some goods purchased from wholesalers, additional information on the country of origin is retrieved. This typically applies to items such as rice, pasta, nuts and the like. The data basis is provided in advance for calculating CO<sub>2</sub> emissions from transport in the CO<sub>2</sub> report.

## **“Average carbon footprint pr. Drop” and “Level of GHG-emissions pr. DKK”:**

The CO<sub>2</sub> calculations are based on the turnover of physical units measured in quantities, kg, pcs, in, tonnes, etc. In collaboration with CONCITO, a CO<sub>2</sub> emission factor is maintained for each quantity consumed. The indication per drop is based on each unique delivery at an address with one customer regardless of the amount of goods delivered per drop.

## **Packaging:**

Packaging consists of flamingo boxes, plastic liners, plastic buckets, plastic for flow packs, absorbents and several smaller plastic and cardboard packaging used for wrapping individual products, as well as paper for copiers, newsletters, campaigns and other printed matter. The consumption of each package is calculated based on quantities purchased in the accounts.

## **Energy:**

Energy consists of electricity, gas and diesel consumption. Electricity consumption is calculated in Kwh by settlements from the electricity provider. Gas is calculated in kg purchased for resp. kitchen and trucks. Less diesel consumption for loaders in Packaging and tractor driving is calculated in litres.

## **Transport**

Transport items in the seasons consist partly of goods transport and passenger transport. Imports of goods to the pack house are calculated by identifying each kg of goods purchased with a country code. Fruit and vegetables, as well as most meat and dairy products, are equipped with one in advance, as the country of origin must appear as part of the food legislation. For some goods purchased from wholesalers, additional information on the country of origin is retrieved. This typically applies to items such as rice, pasta, nuts and the like. Each country is assigned a distance to our Packaging in Barrit. The distance is determined by a central location in the country or by a qualified determination of the most obvious point where most goods are picked up. The judgment is conservative so that it is determined at least so long that the uncertainty goes towards the distance being overestimated.

The transport takes place by diesel-powered trucks, trains or ships. The calculation is made in Ton/Km, which has an emission factor for each mode of transportation. Intermediate transport of finished products to distribution centres is calculated in the accounts in pallets with a known destination. Each pallet is assigned an average weight, whereby the number of Ton/Km can be determined. Final distribution was tested on a selection of routes representative of the route composition in 2015, 2018 and again in 2020. The average kilometres achieved is multiplied by the number of routes travelled during the period. Company cars are supposed to drive an average of 35,000 km per year and are distributed by fuel diesel or hybrid cars. Company trips in the form of trains, planes or rental cars are calculated according to the mode of transport and calculated in km. Commuting is calculated by determining the number of kilometres travelled to and from work with various means of transport with a survey among employees, as well as the calculation of the frequency of attendance at the workplace.

## **Food Waste:**

The KPI for food waste is the amount of waste collected by Daka ReFood, which turns the waste into biogas and fertiliser. The amount of waste in kilos is reported against our total purchases of food in kilos in percentage, as well as our revenue for B2C and wholesale respectively.

## **Double Materiality Assessment**

**Methodology:** The double materiality assessment is based on the most recent development within the methodology for ESG materiality rating, particularly conceptual guidelines for the draft Corporate Sustainability Reporting Directive (CSRD) published in February 2022.

Furthermore, the methodology also contemplates the dynamic materiality framework proposed in 2020 as a collaboration between the five international organisations defining standards for sustainability reporting; CDP, CDSB, GRI, IIRC, and SASB.

ESG topics in the value chain are assessed based on impact materiality and financial materiality. The rating is based on five different levels, from minimal to essential.

Impact materiality is the evaluation of the significant impacts on the environment, society and people (inside-out perspective) based on scale, scope, remediability and likelihood. Financial materiality is the evaluation of the importance to the business, that is, the triggers of financial value creation: (i) use and access to resources and (ii) reliance on relationships and external stakeholders (outside-in perspective).

The ESG topics have been qualified based on the above-described methodology, discussions within the top management, and input from independent subject matter experts consulted during the elaboration of the assessment.

# Key Performance Indicators

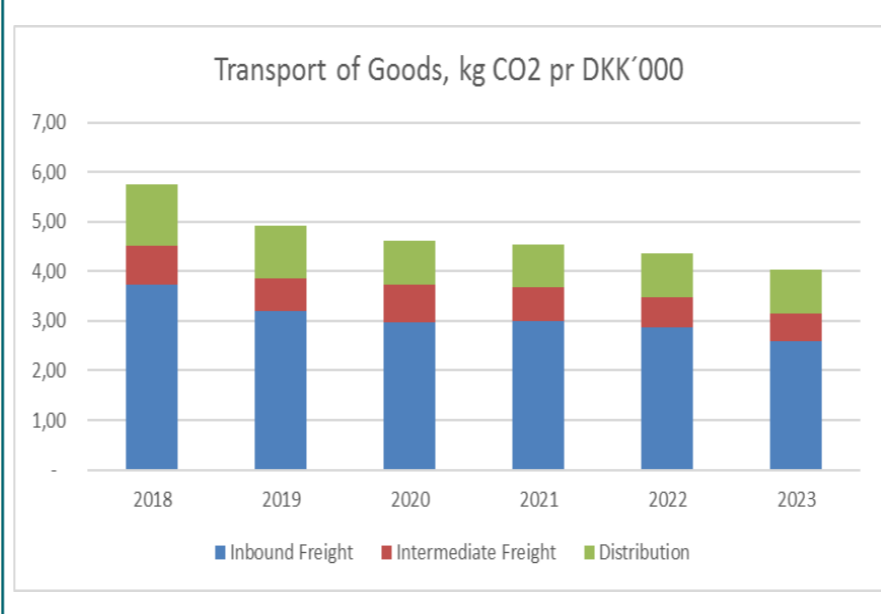
	2018	2019	2020	2021	2022	2023
<b>Food Waste</b>						
Food waste (% of food waste in kilo of total purchased food in kilos)		1.08	0.76	1.25	1.02	0.93
Food Waste (% of revenue) - B2C		2.68	2.12	2.74	2.59	1.98
Food Waste (% of revenue) - Wholesale		3.52	4.4	5.27	3.12	3.18
Plant share in Meal Kits, % by calories	69.1	72.5	74.1	75.2	77.8	78.5
<b>Danish share of products</b>						
Bread/Flour			62.4	52.6	66.6	66.4
Fish			95.2	92.7	95.8	92.4
Fruit	6.8	2.2	8.6	7.1	8.3	11
Vegetables	33.7	35	35.9	35	37.2	43.9
Groceries			31.3	26.9	28.7	22.1
Meat	49.1	69	65.9	67	65	65.8
Dairy			94.1	90.8	91.9	93.3
Eggs			92	92.1	89	98.2
Total			35.6	33.4	34.3	37.1
Danish, swedish and german share of products			38	37	38.2	43.1
<b>CO<sub>2</sub> emissions</b>						
Kg CO <sub>2</sub> pr. DKK'000 revenue	9.5	8.67	7.67	8.23	8.51	8.14
Inbound Freight	2.366.572	2.111.176	2.256.293	2.243.169	1.720.334	1.296.926
Intermediate Freight	503.306	436.713	456.447	505.741	345.075	274.537
Distribution	741.455	688.634	674.409	660.348	526.961	436.816
Company Travels	186.362	167.073	68.785	78.356	59.406	47.651
Commuting	382.134	417.361	265.890	355.718	346.025	273.196
Energy	1.159.199	1.130.509	1.197.886	1.351.400	1.568.622	1.300.757
Packaging	572.875	735.583	701.562	892.078	458.659	393.062
Paper	83.424	87.604	78.052	76.660	51.409	40.090
Total	5.995.327	5.774.654	5.699.324	6.163.469	5.076.490	4.063.036
<b>Outreach</b>						
Newsletter subscribers			208.640	222.195	199.296	141.924
Facebook followers				124.696	141.840	164.000
Instagram followers				61.742	70.378	83.268
Twitter followers					3.055	3.092
LinkedIn + TikTok followers				11.501	22.402	24.931

# Appendix

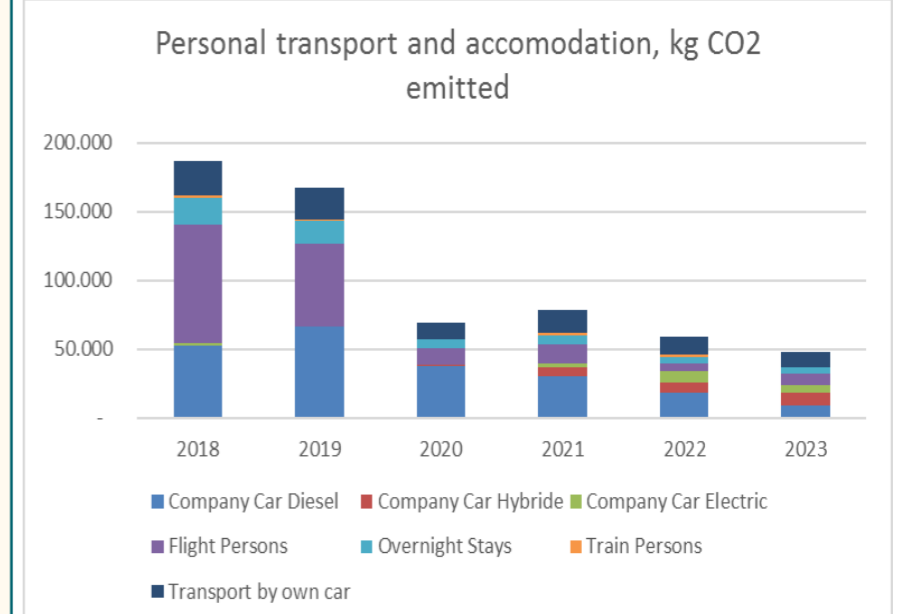
Inbound freight by truck, ship and train - kg CO2 emissions per DKK'000 of revenue



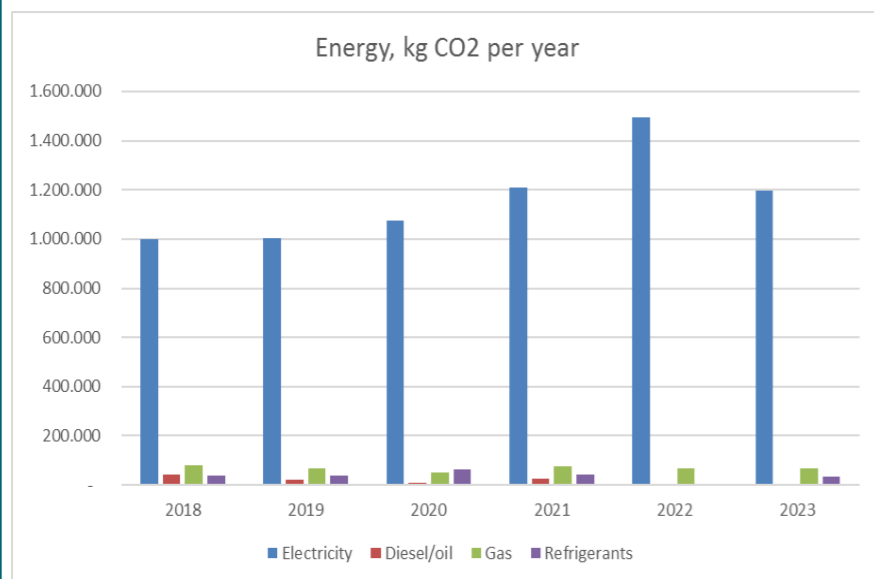
Development in kg CO2 from transport of goods per DKK'000 of revenue (2020 index)



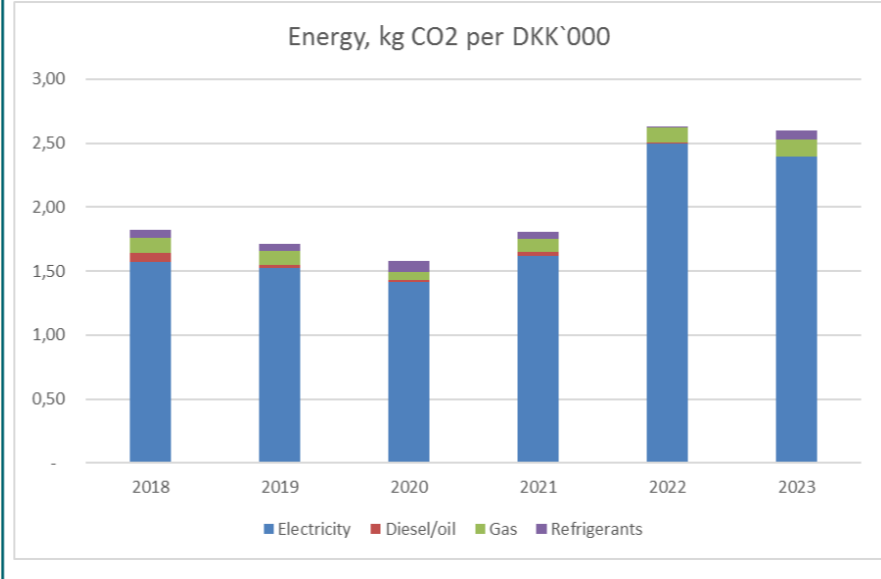
kg CO2 emissions from transport of people and overnight stays



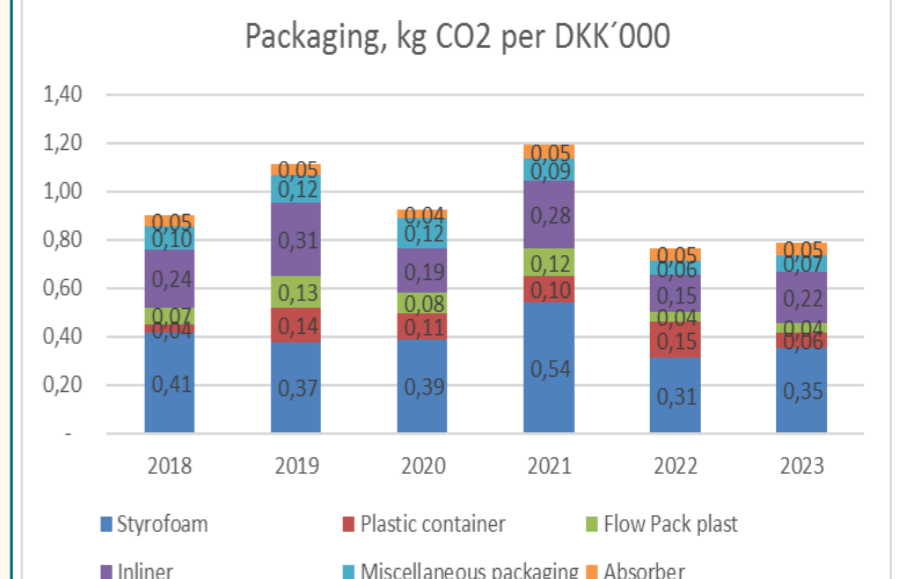
kg CO2 emissions from energy




kg CO2 per DKK'000 of revenue from electricity, agro-diesel, oil, gas and refrigerants



kg CO2 per DKK'000 of revenue from packaging





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CVR: 37402664