

# NORVIDA

# CSR-policy

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*Our responsibility and commitment*

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## 1. BACKGROUND

The challenge to produce enough food has become one of the most important issues to solve in an increasingly globalized world that has seen population growth literally explode since the 1800's. In the beginning of the 1800's the world population was at an estimated 1 billion people – today that number is over 7 billion people. If population growth continues at this rate, we will be 10 billion people in 2050. The area of arable land per person is steadily decreasing alongside an increasing competition for land since it can be used not only for food production but also for energy production.

Farming around the world has steadily intensified resulting in increased harvests year by year. A rise in the broader organic production would require more land to produce the same amount of food, and thus this is an unsafe way to feed a growing population. However, organic production can have positive effects on the local environment and animal welfare.

The question of what types of foods we should consume is complex. From a health perspective, there are studies that show that we should reduce our consumption of red meat because this has been shown to increase the risk of certain cancers. On the other hand, meat is considered as a natural product with no artificial ingredients and is recommended in both GI and Atkins diets. In regard to the environment there are also differences in how much different types of protein products contribute to greenhouse gas emissions. Vegetable proteins contribute to less to greenhouse gases compared to meat, but on the other hand, vegetable protein, is considered a low-grade protein.

Ruminants also contribute to the greenhouse effect due to the fact that they produce a substantial amount of methane in their lifetime. How much ruminants contribute to the greenhouse effect depends on the production system. If the ruminants are primarily fed on pastures and grass from pastures that have not been plowed a significant amount of carbon is bound in the soil, which helps to reduce the greenhouse effect. The issue of global warming is very complex and the knowledge about it is constantly evolving.

Different types of meat require different amounts of energy to produce one kilogram of finished product. In this regard poultry production is more efficient than beef production.

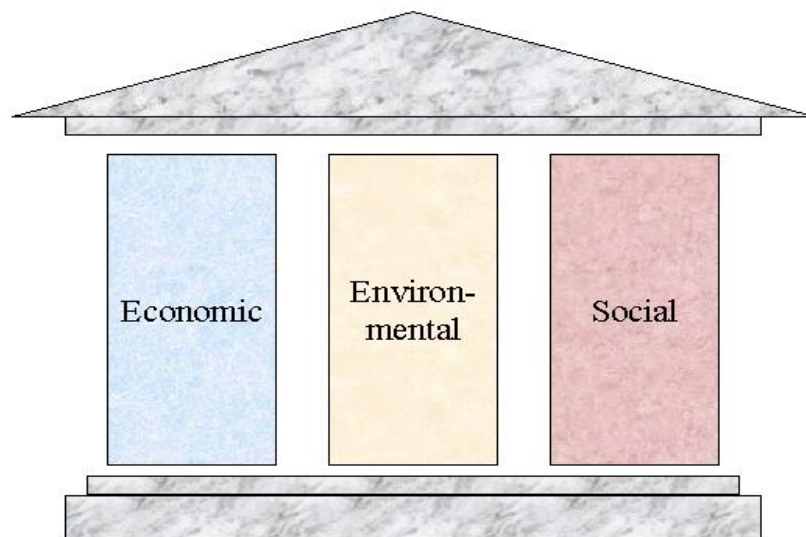
It is in this highly complex context where Norvida has its raison d'être. We are a food vendor in the meat segment, working with an assortment of beef, lamb, pork, veal, and poultry. Our target sales markets are the Nordic countries, and we provide products in demand from consumers and our customers in the Horeca, retail and food service.

Our main goal is to be regarded as the most competent and reliable importer of food within the market where we operate. This includes the sensory quality of our products and the services we offer, but also to a large extent our work and demands on CSR (Corporate Social Responsibility, CSR). The foundation for our business is animal farming hence animal welfare issues play a very important part of our ethical responsibility along with the food safety of the end products we provide.

A Greek temple is often used when describing the durability issue to illustrate the three pillars of CSR's:

- Economically,
- Socially
- Environmental responsibility.

If CSR is to be implemented successfully it requires a foundation based on responsibility and that the columns are in balance.



To achieve a sustainable business you must take into account all these pillars.

Although Norvida does not own any production facilities, we have the responsibility and opportunity to choose the companies and establishments that have the best potential to collaborate and for us to influence their action in the areas of CSR through our requirements and specifications.

Our work with CSR is an ongoing process and this document summarizes our:

- Insights
- Challenges
- Letters of intent
- Achieved results, so far

## 2. RESPONSIBILITY

Norvida conducts its business in accordance with the company's motto "*We only sell meat that we would like to offer our best friends*". This simple and emotional motto sums up our efforts in the careful selection of the companies, people, products and facilities that we want to work with.

The basis for achieving a long-term ethical responsibility is for Norvida and its suppliers to have a sustainable financial situation providing the resources and efforts required to stand in the forefront of this development.

In Norvidas supply chain, we have defined four branches of ethics as the most important ones:

- Animal welfare
- Human rights and labor standards
- Environmental Responsibility
- Product liability

## 3. ANIMAL WELFARE

Mankind has throughout his history been using animals satisfy his needs for food, clothing and for transportation. This entails a responsibility to take good care of our animals. Animal welfare includes both its physical and mental state and we believe it also includes good health and a sense of wellbeing. Suffering must be minimized for all animals bred by man.

Norvida believes that each animal's well-being, regardless of whether the animal is located on a farm, a market or a slaughterhouse, must be seen in terms of "five freedoms":

These freedoms should be viewed as ideal states rather than standards for acceptable animal welfare. The "five freedoms" are as follows:

- 1) Freedom from hunger and thirst - by access to fresh water and a diet that provides energy and good health.
- 2) Freedom from discomfort - by providing the right environment including providing shelter and a comfortable resting place.
- 3) Freedom from pain, injury or disease - by prevention or quick diagnosis and treatment.
- 4) Freedom to exhibit normal behavior - by providing sufficient space, proper facilities and company of other animals of the same species.
- 5) Freedom from fear and distress - by ensuring conditions and treatment that prevent mental suffering.

Norvida offers products in accordance with customers demand. At Norvida we are very well versed in animal welfare legislation and the practices that vary from country to country. Our aim is to always cooperate with each individual countries leading suppliers in any given field. Our focus is on best practices and on a ever evolving improvement process in order for us to reach our goals. Based on the five freedoms and our goals, we have defined some areas that require special attention.

### **3.1 REARINGSYSTEM**

In order for animals to have a good life the opportunity to express natural behavior is essential. Norvida strives to achieve production systems that meet these needs as far as possible without compromising animal health and/or safety of the product.

To ensure good animal welfare in combination with high product quality, it is impossible in some areas to breed ruminants solely on grass throughout the year.

### **COMMITMENTS BY NORVIDA**

- Naturkött® from South America and New Zealand is based on the production of grass-fed animals. The animals are outdoors all year round where their main nutritional source is grass.
- John Selection® is based on calves who are reared in groups and fed on straw.
- Happy Chef® chicken products originate from Thailand and Brazil where the birds have more usable surface area in comparison with Swedish chicken production.
- John Selection® pork comes from pigs reared under an animal welfare concept that prohibits fully slatted floor, untethered sows during insemination, etc.
- Farmfield® chicken comes from farms that are certified according to QS1 which is a German system of third-party certification of production in all stages from farm to slaughter.

## 3.2 CASTRATION

Castration is common in both beef- and pork production and is performed to ensure product quality but also to in order to keep the cattle on pastures without jeopardizing the security of personal or livestock. Research is conducted to find ways to use anesthetics to prevent pain during castration of animals. Suffering is also reduced by performing castration at such a tender age as possible. In systems with free range flocks of animals there are practical limitations on the earliest possible time that castration can be performed.

### COMMITMENTS BY NORVIDA

- Norvida will work hard to introduce the use of anesthesia during castration of piglets as soon as such methods are available.
- If no anesthetic is used, the castration of piglets should be performed before they are seven days old.
- No anaesthetized castration is performed in the production of John Selection® pork.
- For lamb, castration with rubber ring is recommended to be performed when lambs are less than 12 weeks old. If surgical castration is performed the lamb should be less than 6 weeks old unless these procedures are performed with anesthetics and by a veterinarian.

## 3.3 TRANSPORT

Transport of live animals is stressful and involves a potential risk of physical injury to the animals.

### COMMITMENTS BY NORVIDA

- To minimize the suffering that can be linked to the transport of live animals Norvida does not allow transport of animals for slaughter that exceed 8 hours.
- The animals must have sufficient space during transport in order for them to be able to stand in a natural way. Enough space must be provided for animals so that in case they fall down they can get back on their feet without the risk of being trampled.
- Vehicles must be designed so that they ensure the safety of the transported animals.
- Vehicles must be escape-proof and designed as well as driven in such a way that injuries and unnecessary suffering of animals is avoided.
- If different types of animals are transported by the same means of transport the animals must be kept separate.
- The floor in all means of transport must be strong enough to withstand the weight of all the animals transported. The floor must have a non-slip design without gaps or holes that could harm the animals.

- All vehicles must be designed in such a way that they offer both sufficient protection against the weather and adequate ventilation.
- Documentation must accompany all transports of animals and the documentation must include the following details: origin, ownership, place of departure and destination and the date of departure.
- Adequate loading and unloading equipment must be available in order to avoid damage and stress of the animals.

## 3.4 SLAUGHTER METHODS

In order to ensure animal welfare and high product quality, it is very important that the slaughter process proceeds in a calm manner. It is crucial that the slaughter facilities are designed in such a way that they take into account the animals' natural behavior and prevent animals from suffering injuries. If the animals are put in stalls prior to slaughter the stables or fences be constructed in such a manner that physical damage and stress to the animals is avoided.

### COMMITMENTS BY NORVIDA

- No slaughter without stunning is permitted.
- Use of electric prods must be limited to an absolute minimum during loading, transportation and unloading. If possible, they should not be used at all.
- The animals should be led to the slaughter area in a calm manner.
- For pigs and poultry is stunning with gas is preferable.

## 3.5 TAIL DOCKING

### Pigs

Tail docking is customary in most pig producing countries. It's performed to prevent the pigs from biting each other's tails. Tail docking is banned in Sweden and can be avoided by using straw bedding and activities for the pigs. Tail docking is a painful procedure, but the pain and damage caused by the bite is worse. In the long run, animal husbandry system must be developed where tail docking is avoidable.

### COMMITMENTS BY NORVIDA

- Norvidas goal is to make sure tail docking of pigs shall cease as soon as possible.

### LAMB

Docking of lamb tails is performed to prevent the accumulation of feces which may cause flies to accumulate as well as to facilitate cutting.



## COMMITMENTS BY NORVIDA

- If tails must be docked it's recommended that the procedure is performed before the lamb is 6 weeks old (and it must have been carried out before it's six months) unless the procedure is performed under anesthesia by a veterinarian.

### 3.6 MULESING

Merino sheep have large folds of skin around the perineum (the hairless area under the tail) that may be soiled with urine and excrement, particularly loose stool, which makes the sheep vulnerable to attack by flies.

Mulesing is a surgical procedure that involves cutting away skin folds immediately adjacent to the naturally hairless skin above and on either side of the anus. The scars that this procedure results in increases the wool less area which means that less fecal and urine gets entangled in the wool of the animal. Consequently, the risk of flies accumulating is lessened significantly.

## COMMITMENTS BY NORVIDA

- Norvida does not accept mulesing and sells no meat from sheep that are subjected to this procedure.

### 3.7 TETHERING OF SOWS

The practice of tying up sows have been common in Europe. Tethering of dry pregnant sows are strictly prohibited from 2013. However, it is still allowed to bind up the sows in connection with insemination and farrowing.

## COMMITMENTS BY NORVIDA

- Within the John Selection® category Norvida does not accept sows to be fixed in relation to insemination.

### 3.8 BEAK TRIMMING

Beak trimming is used only when necessary to prevent birds from picking feathers, fighting and practicing cannibalism. Beak trimming is not allowed in Sweden.

## COMMITMENTS BY NORVIDA

- Beak trimming of chickens and other poultry should only be carried out by veterinary prescription to prevent the birds from picking feathers, fight or engage in cannibalism. If alternative methods are available, such as genetic selection and control of light and nutrients, these are preferable. If beak trimming is necessary, it should only be performed by trained personnel who use precision automatized equipment and the birds may not exceed 10 days of age.

- In Thailand beak trimming is only performed on male breeding chickens that are maximum 10 days of age.
- The growth zone on turkey chickens' beaks are treated with infrared light at one day of age.

## 4. HUMAN RIGHTS AND LABOUR STANDARDS

Norvidas responsibility is based on the United Nations Global Compact principles.

### ***The company shall:***

- Within its sphere of influence support and respect the protection of internationally proclaimed human rights.
- Ensure that their business is not likely to commit crimes against human rights.

### ***The company shall maintain:***

- Freedom of association and right to collective bargaining.
- The elimination of all forms of forced labor.
- The effective abolition of child labor.
- Elimination of all forms of discrimination.

Norvida verifies and requires our suppliers to conduct their operations in accordance with national legislation in the following areas:

- Compensation
- Working Hours
- Health and safety at work

## COMMITMENTS BY NORVIDA

- Our suppliers in Brazil have signed an agreement to eradicate slave labor and is committed to not buying cattle from farms that have been blacklisted by the Brazilian Ministry of Labour. Norvidas participation in the working group "Sustainable cattle production in Brazil" is an important forum to ensure that our standards are widely recognized.
- In countries where the risk of human rights violations are considered great, we require that our suppliers must have a social responsibility program that is certified by a third party. Of our current supplier countries Thailand and Brazil are what we consider risk countries. Suppliers of these countries shall be members of Sedex, or equivalent.
- Norvida will work with key suppliers to evaluate which project we want to encourage in the area of human rights.

## 5. ENVIRONMENTAL RESPONSIBILITY

Norvidas goal is always to comply with all applicable laws and regulations in the environmental field.

Since Norvida does not have in-house production nor handles goods Norvidas own business has a very limited environmental impact. The majority of the environmental impact Norvida gives rise to occurs in the underlying business.

We will develop, maintain and implement policies, procedures and controls to continually assess and monitor the environmental impact our internal operations have. We will set annual goals to achieve continuous improvement.

We will in our environmental practices incorporate the best available technologies that are economically feasible. We will minimize the consumption of materials and energy and not use materials from endangered animals. Our goal is that the principles of resource-efficient production, recycling and recovery shall also be applied in regards to the handling and packaging of our products.

### NORVIDAS COMPETITIVE ADVANTAGES

Norvidas strive to raise the level of processing on the production site to suit the needs of the end users. This reduces the need for transportation of products and raw materials while streamlining the entire supply chain. For our chilled NATURKÖTT® this means that we provide a product produced from local raw materials (mainly grass), ready for consumption without further processing besides the actual cooking of the meat.

In comparison to transporting soybeans from Brazil for further industrial processing in Europe for this to become animal feed this reduces the amount of transport required to produce one kilogram of food. Our ready-made Happy Chef® products further reduce the need for unnecessary transport of water and ingredients because they are ready to be consumed right away.

Norvida makes continuously and increasingly tough demands on all of our suppliers and thus sustaining Norvidas position as the most demanding customer also in the CSR field.

### 5.1 MAJOR FACTORS AFFECTING THE ENVIRONMENT IN OUR OPERATIONS

In this chapter we have identified and addressed the key environmental impacts that are commonly associated with our industry.

#### 5.1.1 BRAZIL – DEFORESTATION OF RAIN FORESTS

The deforestation of rain forests to create farmland is a major threat to both the environment, since it releases large amounts of carbon dioxide and to biodiversity in the area. A large part of this land is used for grazing cattle.

## COMMITMENTS BY NORVIDA

- In the agreements with our suppliers we ensure that no meat from cattle delivered to Norvida comes from land that was previously rainforest delivered to Norvida.
- Ensure that the farms supplying cattle to Norvida comply with applicable Brazilian legislation concerning the specific rules of natural forests. Farms that do not follow these rules become "blacklisted" by the Brazilian Ministry of Environment and Norvidas suppliers have pledged to not purchase meat from these farms.
- Encourage the production system where more beef can be produced in smaller areas. This results in reduced greenhouse gas emissions, reduced soil erosion and preserved forests. The more intensive production systems include the use of fertilizers, prevention of overgrazing and the adoption of best practices (BMPs Best Management Practices) where supplementary feed can be provided and where grazing on pastureland is controlled and planned.
- Actively participate in the working group GTPS "Sustainable cattle production in Brazil" where Norvida is a member.

### 5.1.2 SOY USE IN FEED

Soy is one of the world's largest and most important crop for the production of vegetable protein and oil. It has been cultivated for thousands of years in Asia and provides more protein per hectare than other major crops. In the last fifty years, global production of soybeans increased tenfold. Most of the soy produced is used for animal feed in the production of meat, milk and eggs as well as the cultivation of fish. The last twenty years, the rapid soy expansion in South America is due to in large part to increased exports of soya to the EU.

The increasing soy farming in Brazil, in many cases, has negative effects on the environment and working conditions for those working in the orchard. Among other things, it is one of the factors that has contributed to large areas of rain forest being deforested.

Brazil plays a great importance as a supplier of beef to Norvida and soy is an important fodder for the producers delivering pigs and poultry to Norvida. We therefore feel a particular commitment to the soy issue. The goal is that all soy feed use in the production chain must be produced in a sustainable way.

To push development forward and actively contribute to a greater proportion of soy being produced in a sustainable way, Norvida joined Platform for Riskcrops. The companies that have joined the dialogue are committed to the soy used in the underlying part is certified according RTRS2 (Roundtable on Responsible Soy) or ProTerra<sup>2</sup>.

## COMMITMENTS BY NORVIDA

- Ensure that all soya used in animal feed used in Norvidas value chain is certified under the RTRS.

<sup>2</sup> *Third-party certification of sustainable soy*

### 5.1.3 GREENHOUSE EFFECTS FROM MEAT PRODUCTION

According to a report published by FAO, the livestock sector generates more greenhouse gas emissions measured in carbon dioxide equivalents - 14.5 percent - than transport. According to other reports, that figure may look different depending on the assumptions of underlying calculations. The difference between different species is considerable where ruminants' cattle and sheep emit more greenhouse gases than chickens because of a much more complex digestion. Thanks to efficient feed conversion in poultry production chickens give least carbon dioxide per kilogram of meat produced. Greenhouse gas emissions are largely linked to the efficiency of production both in terms of feed conversion ratio for all animals and the daily weight gain for ruminants. Although differences in the type of feed (grain vs. forage) and the nutritional value (energy and protein) determines the amount of greenhouse gases emitted.

This means that the relatively high slaughter age and lower slaughter weight of Brazilian cattle provides more emissions than cattle production in Europe and the US. The Brazilian beef production is mostly pasture-based, which means that significant amounts of carbon is bound in the soil.

What makes Norvida to reduce its "carbon footprint"?

## COMMITMENTS BY NORVIDA

- *In intensive production systems for pork and poultry Norvida will select and support providers who strive to work with the most efficient and optimized use of resources in its product without compromising animal health and welfare.*
- *With regard to our actions in Brazil, these are reported in Section 5.1.1.*
- *Continuous focus on developing our sales and supply of poultry products.*
- *Encourage the production methods and farming techniques which aim to reduce the slaughter age.*

### 5.1.4 RESPECT FOR NATURE

Food production is by definition a way to use nature for our own purposes which carries a responsibility to do so in a respectful manner. This means that we must ensure that production, as far as possible, respects the needs of the animals and local nature. In addition to the commitments listed in Section

3.1.1 and 3.1.2, which aims to reduce our environmental impact at the global level, we can also encourage production systems that benefit local conditions.

- Norvida actively supports the project Campo Novo, which aims to develop a sustainable production throughout Brazil.

The use of hormones is still common in some parts of the world. In Europe, the use of hormones has been banned for more than twenty years. Growth factors are used mainly in systems for intensive production, mainly chickens and pigs but also for intensive beef production. The use of GMOs is lively debated and many consumers are concerned about the risks.

## COMMITMENTS BY NORVIDA

- Norvida does not accept growth promoters such as hormones.
- Norvida does not selling any products containing GMOs.

## 5.1.5 ANTIBIOTICS

The development of antibiotics is one of the most important medical breakthroughs in history. Antibiotics are still one of the most important medicines.

Antibiotic resistance has become a growing global problem. It reduces the possibility to treat and cure both life-threatening infections, untreated infections can lead to serious complications.

Common causes of the growing problem of antibiotic resistance is improper antibiotic use, too long or too short course of treatments, wrong choice of antibiotics and the antibiotics used for misdiagnosis in both human and veterinary medicine.

Antibiotics are used for animals within food production to treat and prevent diseases but also to increase the production of meat and milk. The development of antibiotic resistance is clearly linked to the overall use of antibiotics. Thus contributing the use of antibiotics in livestock production to the global development of antibiotic resistance. To reduce the risk of development of antibiotic resistance, it is important to minimize the use of both for humans and animals. To ensure good animal welfare, it is important that sick animals are treated to avoid suffering. To avoid the risk of antibiotic residues in meat strict withdrawal periods are applied between treatment and slaughter, combined with a comprehensive sampling program.

## COMMITMENTS BY NORVIDA

- *Norvida chooses producers who are actively working to help reduce antibiotic use*
- *Antibiotics should only be used when veterinarily justified*
- *Large animals should be treated individually*

- *Antibiotics should not be used preventive except for coccidiostats for poultry*

## 5.1.6 TRANSPORTATION

The transport sector generally has a large environmental impact, while transport modes in turn have different degrees of environmental impact. Air transport has by far the most negative impact on the environment and maritime and rail transport, the least negative environmental impact. Whatever the means of transport, the negative impact on the environment is reduced by a high degree of filling and good planning of transport routes.

### COMMITMENTS BY NORVIDA

- Norvida chooses shippers who work actively to reduce negative environmental impact of transport.
- Norvida chooses in each case the best available means of transport from an environmental perspective. This means that transport is planned so that air transportation is avoided. Air transport may occur in individual cases where maritime transport is not possible, 98% of the meat Norvidas importing from other continents is, however, always by sea.
- Norvida always plans the loading to ensure that the maximum degree of filling is achieved. In some cases, this means co-transport with other goods.
- Norvida invest in binding carbon by planting trees to cover the emissions of the emissions of carbon equivalents for all sea transports.

## 5.1.7 PACKAGING AND SPILLS

Unnecessary packaging has a negative environmental impact, but the purpose of packaging the product is to ensure its sustainability and reduce wastage at all stages. Food waste is according to NATURVÅRDSVERKET a problem in the food sector.

### COMMITMENTS BY NORVIDA

- Norvida is registered in the REPA system in which we contribute to the recycling of our packaging.
- When it comes to the entire cuts, we work exclusively with vacuum seals which provide the least amount of packaging while offering the most space-efficient way to package our products.
- When selecting packaging, we will for all products always start with a package that has the lowest environmental impact possible, while meeting the requirements for food safety.
- Norvidas packaging must protect the product to ensure storability and thus provide a minimum of waste at the same time as they should be designed in such a way that the content is easy to empty out entirely.

## 6. PRODUCT LIABILITY AND FOOD SAFETY

### 6.1 CONFIDENCE BUILDING MEASURES

We have chosen to partner with leading vendors in each product category, in different regions, and to develop the business in cooperation with them. Our suppliers have been selected because they meet our requirements and also the requirements of the international certification such as HACCP, EFSIS and IFS. It is important to work with suppliers who have our full confidence. We want to work with dedicated people.

#### COMMITMENTS BY NORVIDA

- All facilities that supply products for any of our brands will be certified in accordance with a standard recognized by the GFSI (BRC, IFS, and so forth) to ensure a high level of product safety.
- Suppliers of non-branded products must as a minimum have an approved HACCP certification.

### 6.2 MONITORING OF THE SUPPLY CHAIN

Detailed and specific product specifications are required to maintain a consistent level of quality for each product. To verify that our specifications are complied with we inspect and control our products on several different levels and locations. All deviations are corrected immediately by an action list and together with responsible staff at the plants we pursue continuous improvement. On the control and inspection area Norvida has the following methods:

**Supplier inspection:** Every second year we do an audit of the entire production process of our products and our requirements within CSR. We have our own quality control manager stationed in South America. This person's goal is to inspect each facility at least once a month. This inspection includes both system standard and the products produced for Norvida.

**Documentation at the supplier level:** All our suppliers have well-documented quality systems to ensure that our specifications are met. We have according to contracts full access to the documentation of controls and samples provided by our suppliers. This also includes their general quality controls and checks required by Norvida.

**Documentation on the batch level:** All of our quality work is documented on the batch level.

**Official control:** In addition to our own quality checks guarantee food safety through the official checks carried out both by the authorities of the exporting country and the national authorities in Sweden and Finland.

**Incoming inspection:** We have in a person in our warehouse that checks incoming shipments to ensure that our specifications are met.



**Samples:** A sampling program is applied in order to ensure food safety as well as product quality. This program consists of tests conducted at the production of certified laboratories. Samples are taken both at the border and on arrival to our warehouse.

**Well-developed computer system:** Norvida can offer a well-developed EDI system, full traceability for each batch and statistics. Traceability enables us to recall products if necessary.

**Insurance:** We have a liability insurance to ensure that we have the opportunity to meet possible claims related to the shortcomings of our products.

## 6.3 HEALTHY PRODUCTS

Eating meat causes numerous health benefits, for example, meat is a good source of high quality proteins that a vegetarian diet cannot offer. Meat contains all the essential amino acids the body needs. Red meat contains high levels of iron compared to food of plant origin. 100 grams of liver contains 6000 mcgm iron compared 100 grams of carrots containing only 325 mcgm. The phosphorus content in meat is much more easily absorbed by the body than that found in cereals and vegetables. Meat also serves as a main source for the intake of vitamin B12. Meat is generally a low-fat product. Rendered meat typically contains less than 3% fat. In chickens the ratio between saturated and unsaturated fatty acids balanced. Although meat is rich in nutrients, there are certain characteristics that meat lacks. It does not contain any kind of fibers. It also contains a lot of saturated fat. The recommendation reads thus to eat meat but do it in moderation.

- *Beef and lamb in the NATURKÖTT®-series is produced on pasture by grass-fed animals. According to new research has the meat from grass-fed animals some special health benefits. The meat from grass-fed beef is naturally leaner than meat from grain-fed beef. Omega 3 fatty acids in grass-fed beef is 7% of the total fat content, compared with 1% in grain-fed beef. Meat from grass-fed cattle have the recommended distribution of Omega 6 and Omega 3 fatty acids (3: 1).*

## **7. POLICY COMMUNICATION**

### **7.1 SUPPLIERS**

All suppliers must have read and be familiar with this policy.

### **7.2. COWORKERS**

All employees should be fully aware of Norvidas policy on sustainability and responsible for compliance with company policy, including the establishment of programs and reporting requirements.

### **7.3 CONSUMERS**

The policy is open and is in its entirety provided by Norvidas part. The policy must be integrated and considered in all communications aimed at consumers.