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Responsibility Report 2023



Highlights in 2023



OPENING OF OUR NEW HATCHERY

The first in Scandinavia to give the chickens feed, water and light immediately after hatching.



REDUCED EMISSIONS BY 86 %

From our own facilities compared to 2020.



CLIMATE AWARD

A role model that shows how it is possible to cut emissions throughout the value chain.



TOP GRADE IN ANIMAL WELFARE

Grade A in ethical accounting at all facilities.



TOP GRADE IN FOOD SAFETY

Grade AA in the international food safety standard BRCGS.



GREEN FARMHOUSES

An increase in renewable energy solutions from 25 % in 2020 to 65 % in 2023.



NEW BIOGAS TRUCKS

We transport eggs and chickens on biogas fuel produced from our own waste.



FILLING STATION FOR BIOGAS

We have built infrastructure for renewable fuel in Central Norway.



About the report

This report tells the story of Norsk Kylling, and how we develop Norwegian and international poultry production with transparency and responsibility.

The report shows what we are doing to improve animal welfare, reduce climate emissions and ensure that the food we produce is of the best quality. We tell you about committed employees and farmers, exciting projects and results, and how we continuously work to improve. For us, it's about responsibility. Responsibility for people, animals, the environment, and value creation.

It is a unified organization that stands behind the responsibility report. It is the result of a joint commitment to openness, cooperation, and trust. We have a value-driven approach to our work, which means we think bigger than ourselves. At Norsk Kylling, we have set a new standard for industrial poultry production. We want to share that with the world.

Responsibility is an obligation for us.

Therefore, we have adopted declarations that describe the standards we have for animal welfare, the environment, the working environment and food safety.

Our declarations:

ANIMAL WELFARE	WORK ENVIRONMENT
ENVIRONMENT	FOOD SAFETY

Chief Executive Officer

Chief Operating Officer

Factory Director

Sales Director

Head of Sustainable Innovation





Letter from the CEO

Chicken has an important place on the menu of tomorrow

At Norsk Kylling, responsibility means thinking beyond ourselves. It involves transparency, cooperation, and producing chicken responsibly, ensuring there is no doubt that chicken has a place on the menu of tomorrow.

Because at the same time as the world needs more food, the climate emissions from the food we produce must be reduced. 70 percent of Norsk Kylling's climate emissions originate from the chicken feed. We have a responsibility to do something about that. Through targeted work, we have reduced emissions from our own value chain by 12 percent in 2023. We have already reached our 2030 targets for emissions in scope 1 and 2, but we are not done. We will continue to cut emissions, and our goal is to replace all imported soy with more local protein ingredients.

Together with important partners, we currently have over 20 initiatives within sustainable innovation. We invest in research and development and have no doubt that we must work smarter and collaborate better in order to succeed in reducing

our own emissions. Food producers in aquaculture and agriculture must work more closely together, the regulations must adapt to today's challenges, and we need more financial instruments to get the work up to speed. Because even though we compete for market shares on the shop shelves, we must collaborate on better solutions for the climate, the environment and animal welfare.

Last year, Norsk Kylling was the first in Scandinavia to raise the standard for animal welfare in hatcheries. In the new hatchery at Støren, we have adopted HatchCare technology, where the chicks get water, feed and light immediately after hatching. I am incredibly proud that Norsk Kylling is leading the way and moving away from the standard solution in the industry, where the chickens have to wait until they get to the farmhouse before they get their first bite.



To strengthen the infrastructure for more climate-friendly transport, we have established a biogas filling station which is open to everyone. With the new infrastructure, egg transport in the value chain has switched to biogas and reduced our transport emissions by over 70 percent. In addition, it is an important contribution to other players, because up to 70 percent of the biogas fuel customers are external.

After many years of large investments and red numbers, 2023 shows that we have both strong growth and better results. We have strengthened the team with more farmers and collaborated at the end of the year with 138 farmers. I am particularly happy that we have got three new layer farms in place, two of which have built new houses and again have animals on the farm. We have also got our first layer farm with visitors' facilities. It is the first in Norway, and an important contribution to more knowledge and transparency in Norwegian food production.

In the organisation, we have 375 fantastic employees who inspire us learn and grow every day. With competence, courage, and commitment, they demonstrate that innovation and initiatives for a better work environment, solutions, and HSE are in the backbone, not the job title. The increase in response rate from 51 to 89 percent in the previous workplace environment survey demonstrates the care and engagement of our employees.

Our work receives international attention, and in 2023 we were honoured with several awards, such as Næringslivets klimapris and KLFs Kjøttøkse. We also received top scores in all the certifications we underwent, from audits of animal welfare in hatcheries, during transport and in our processing plant, to Eco-Lighthouse and food safety.

IN THE NEW HATCHERY AT STØREN, WE HAVE ADOPTED TECHNOLOGY, WHERE THE CHICKENS GET WATER, FEED AND LIGHT IMMEDIATELY AFTER HATCHING.

Through major media reports in Norway and Sweden, we have made more people aware of how unique we are. The fact that SVT and Uppdrag granskning visited the value chain last autumn has also put animal welfare on the agenda. The media attention shows that Norsk Kylling has become a role model in the industry, and that it is possible to make major improvements in a short time. We hope our experience can be an important contribution to the government's work with the new animal welfare policy. If the ambition is for Norway to be a leader in animal welfare, we need stricter regulations that also incorporate the research-based knowledge we have about why it matters which chicken breed we use.

At Norsk Kylling, we are privileged to have owners who allow us to invest in responsible food production. The transition to Hubbard in 2018, the world-leading processing plant at Orkanger, the integration of ECC as standard throughout the value chain and the hatchery at Støren, have all become possible because REMA 1000 and the board prioritise responsible solutions.

We focus on responsible food production and have the ambition to become the world's best value chain in food industry. Thanks to the people in the value chain, we have shown that it is possible. Ultimately, it's our employees, the farmers we collaborate with, and other partners who transform this vision into reality, safeguarding the values inherent in our value chain and making ambitious objectives achievable.



Letter from the farmer

2023 was the year when cost growth and interest rate increase really put us to the test.

This period of high prices reaching new heights has resulted in us allocating a larger proportion of the cover contribution for both short and long-term financial costs. With a monthly compensation from Norsk Kylling for changes in chicken feed prices and partly heating costs, we have had a significant reduction in costs.

All these conditions have led to people realising that this can be a tough production at times, but that we are in it together! This is responsibility in practice. At Norsk Kylling, we care for each other. Throughout the entire value chain, there is a strong culture of supporting each other and fostering good cooperation, both among farmers themselves and between farmers and Norsk Kylling.

I find that both the farmers and the animal welfare department are skilled at sharing knowledge and working together. A good conversation in a break room or on the phone with a colleague is worth its weight in gold when you are gripped by frustration. At the same time, it is important to show each other understanding, and to give recognition for the challenges that are demanding to overcome. There is a clear desire and expectation that everyone will succeed in their part in an efficient value chain model. That's how long-term competitive advantage is achieved.

New parent stock farmers have arrived in 2023. It is also great to see that several of the broiler farmers who lost their contracts in Trøndelag have joined Norsk Kylling as new farmers. It is reassuring to know that we stand together and ensure that all new farmers are well supported.

Besides continuous improvement, animal welfare and efficiency are the two terms Norsk Kylling has been concerned with in recent years. In 2023, a new state-of-the-art hatchery was opened, emphasising the importance of providing a good start for newly hatched chicks. Alongside the new hatchery came efficient systems and new internal routines, which also introduced something new for us farmers. Adjustment is always challenging, but they ultimately lead to positive outcomes.

Skilled and stable feed mills are essential for success in our production. From time to time, quality problems can arise, and it is important to have suppliers who have insight, will and are robust enough to clean things up. In the past year, we must pay tribute to Felleskjøpet for orderly and efficient handling of quality deviations.

A new CEO is exciting. We know Hilde Talseth well, and know that she is driven and efficient, has significant implementation power, and deeply committed to ensuring good animal welfare.

Throughout the year, all industry players have given their input on the future premises for poultry production, both directly and indirectly. Considerable work has been carried out, mainly regarding animal welfare. It will be exciting to see the result. Thanks to everyone in the industry who helps to shape the future conditions for our animals and us farmers, but a special thanks to the Norwegian Poultry Association who tirelessly stands up for its members.

Take care of each other.

Kåre Vevik, farmer and head of the producer board for parent stock at Norsk Kylling.





This is Norsk Kylling

Norsk Kylling operates a fully integrated value chain for poultry. Together with farmers in Central Norway, we work to ensure good animal welfare and sustainable production of chicken.

We are owned by retailer REMA 1000, and most of our products are sold under the brand names Solvinge and Stange.



You can also find our chicken here, among other places:



Key figures

375
employees



138 farmers	1,8 bn NOK sales
30% market share in retail	95 million dinners per annum
2100 visitors in our facilities	350 visitors at farms

Figures as of date: 31.12.23

The value chain is in Central Norway



The processing plant is in Orkanger, in Orkland Municipality.

We collaborate with farmers from Alvdal in the south, to Namdalseid in the north.

The hatchery for broilers is in Støren, in Midtre Gauldal Municipality.

The hatchery for parent stock is in Berkåk, in Rennebu Municipality.

Vision:

We are building the
world's best value
chain in food industry!

We will set a new standard for responsible,
efficient, and innovative production through a
green value chain, ensuring that our customers
receive products of the highest quality at the
lowest price in the market.

Values

- We **nurture** the company's business model
- We hold a **high level** of corporate ethics
- We are **debt-free**
- We will **inspire** a winning culture
- We think **positively** and we go on the offensive
- We **talk to each other**, not about each other
- The **customer** is our highest-ranking superior
- We want a **fun and profitable environment**

FOUNDATION

Animal welfare

For us, animal welfare always comes first. With the Hubbard breed, we have achieved documented improvements in animal welfare compared to standard chickens in Norway. Norsk Kylling is the world's first and Norway's only large-scale producer of chickens certified by ECC. An animal welfare standard drawn up and supported by leading animal welfare organisations. In addition to requirements for a slower-growing breed, our chickens have better space, natural light and access to environmental enrichments in the farmhouse. We are also the first in Scandinavia to employ new technology in the hatchery, providing chickens with feed, water and light immediately after hatching.

Environment

We work diligently to cut emissions and reduce our impact on the environment. Both the hatchery and the processing plant are powered by 100 percent renewable energy. In the transport sector, we have put our first biogas trucks into use, and at the farms, 65 percent of the farmhouse area is operated on green energy solutions. By reducing the proportion of soy in the chicken feed, we have also managed to cut emissions considerably. We have the ambition to build a green value chain that sets a new environmental standard for future food industry. We have come a long way, but we are not finished.

People

We know that it is the people who create the results. Each of the 375 employees plays a crucial role in ensuring we deliver best practices every single day. We are responsible for creating a positive work environment where employees can thrive, feel included, stay safe, and have opportunities to develop. We also take responsibility towards our most important partner, the farmer. That is why we have jointly built a cooperation model based on predictability and financial security. We are very happy that we get to work with skilled farmers, and we are proud of the results we create together.

Food safety

Norsk Kylling shall be a responsible and leading producer of food of the highest quality. Our facilities are designed for optimal production and flow, meeting the highest standards verified through external audits. This is in addition to our own requirements, hygiene practices and quality control. Shared understanding and commitment are a prerequisite for producing safe food. We foster a culture where everyone takes responsibility for food safety and quality. We continuously collaborate with industry and R&D partners to drive ongoing development efforts. That requires effort at all levels in the value chain.

Value management

Value management is making the right choices. In recent years, we have taken major development steps in our facilities. We have never doubted that being open makes us better. For us, openness is about learning and development. Innovative and effective solutions have made it further possible to focus on animal welfare, the climate, and the environment. We set a new standard for responsible production through ambitious development efforts and sustainable growth. This is how we ensure that we also deliver on quality and price.



Awards and recognition

In recent years, we have received several awards. These honours recognise everyone involved in our value chain and demonstrate that we are heading in the right direction.



2020

WINNER OF GOOD CHICKEN AWARD

For our work with animal welfare, we are awarded the Good Chicken Award.

FINALIST NÆRINGSLIVETS KLIMAPRIS

For the construction of our new processing plant with leading environmental solutions, we are one of three finalists.



2021

WINNER FORNYBARPRISEN

For the energy solutions in the processing plant, we receive Fornybarprisen. The energy concept is highlighted as an international pioneering model adapted to the energy system of the future.



2022

WINNER SPECIAL RECOGNITION AWARD

The award is recognition for responsible work and a comprehensive approach to poultry production.



2023

WINNER NÆRINGSLIVETS KLIMAPRIS

For our work to reduce climate emissions and environmental impact throughout the value chain, we are awarded Næringslivets klimapris. A result of good effort, involvement, and cooperation over several years.

WINNER KJØTTØKSA

Positive developments in turnover, innovation pace, and workplace environment earned us KLF's honorary award Kjøttøksa. Our efforts in animal welfare, quality, sustainability, and environmental initiatives are also highlighted.

FINALIST SUSTAINABLE LEADERSHIP AWARD

We are the only finalist from Scandinavia. The award is given to an actor who leads the way in the development towards a sustainable food industry.

QUALITY COMPANY OF THE YEAR

For targeted and continuous quality and improvement work in 2022, we win the REMA 1000 Quality Company of the Year award.

Winner of Næringslivets klimapris

In 2023, we were awarded Næringslivets klimapris for comprehensive work to reduce climate emissions and environmental impact in the entire value chain. The prize was awarded during the Zero conference, and is a collaboration between ZERO, NHO and NTNU.



Photo: Kevin Dahlman / ZERO

– The winner has exemplarily addressed their own emissions and systematically worked to reduce them throughout the company's value chain. Norsk Kylling is doing what all companies must do in the green transition: rolling up their sleeves and cutting their own emissions. The winner is thus a role model for businesses across all sectors.

Ole Erik Almlid, CEO of NHO.

– Reducing emissions and implementing climate solutions in agriculture are crucial for a successful climate policy. Norsk Kylling is an example of a company that utilises all climate solutions, cuts its own emissions, and contributes to the energy balance.

Sigrun Gjerløw Aasland, leader of ZERO.

CHAPTER 2

People





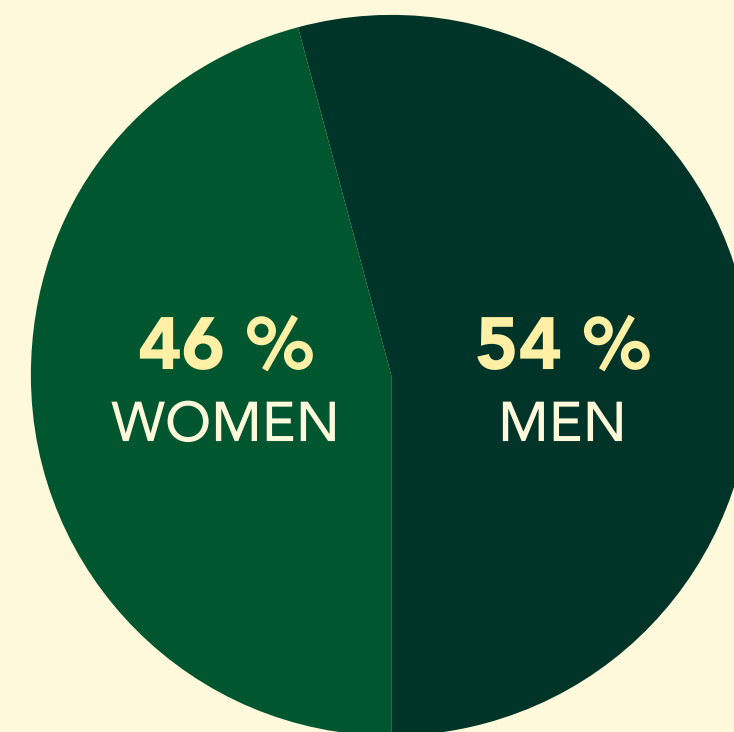
WORK ENVIRONMENT DECLARATION

Norsk Kylling shall be a responsible employer and offer a safe and developing workplace for everyone who works here. We shall have an organisation that is characterised by openness, interaction and trust.

EXCERPT FROM THE WORK ENVIRONMENT DECLARATION IN NORSK KYLLING:

- **Focus** on workplace environment and well-being should be integrated into our daily operations, and we will continuously develop the work environment.
- **We talk** to each other, not about each other. Everyone is responsible for actively contributing to ensuring that we all enjoy our work, both in terms of attitudes and behaviour.
- **We** should experience joy and have fun at work.
- Work should be **organised** so that employees in all stages of life can achieve a good work-life balance. Both employees and employers have a mutual obligation to find good solutions.
- **No** employee should experience harassment or offensive incidents.
- **Everyone** should feel wanted, valued, and welcome at work, receiving recognition and respect for their work.
- **We** should support and admire each other. We should excel at giving each other praise, support, and constructive feedback, fostering a culture where we all contribute to lifting each other up and cheering each other on.

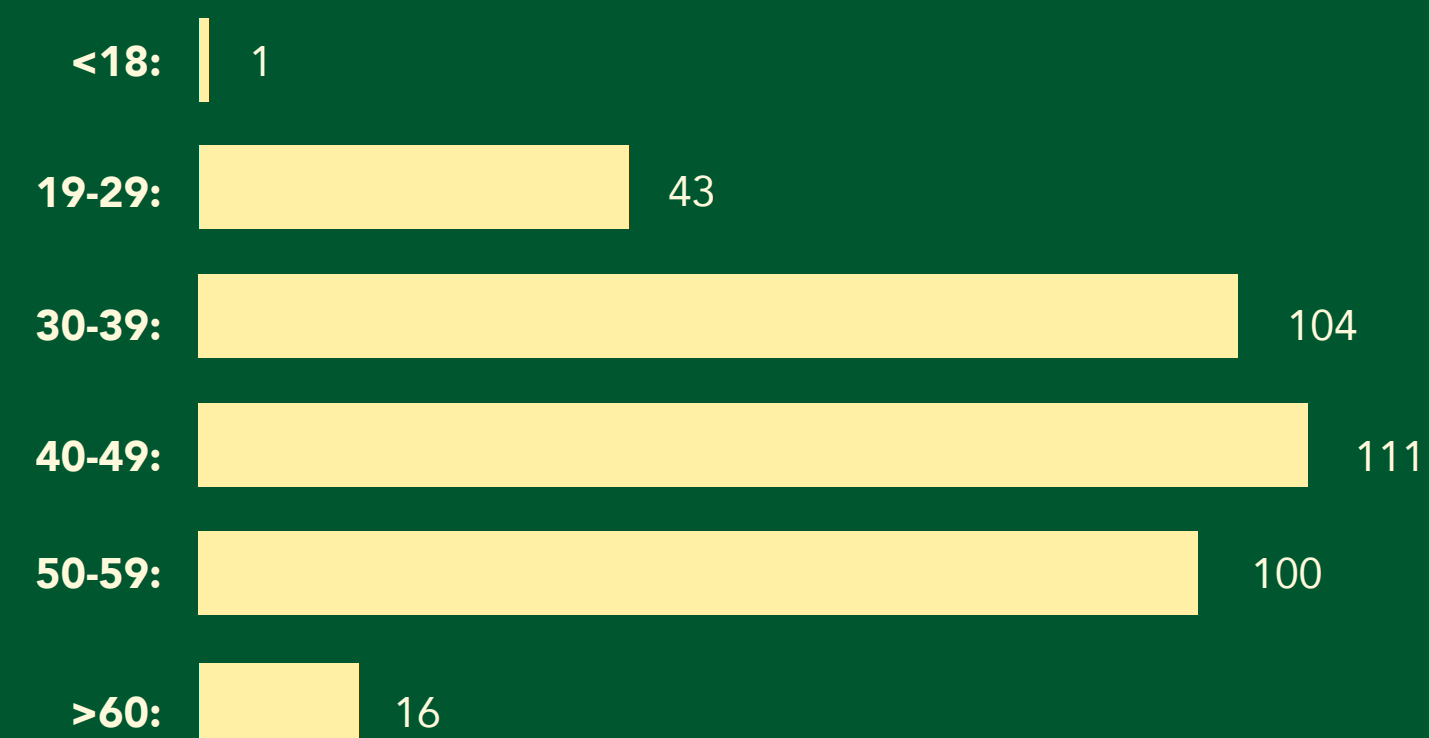
The people



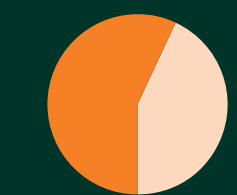
We have equal gender distribution throughout the organisation!



Age distribution
(number of people):

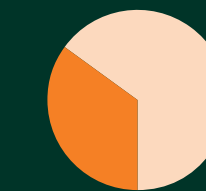


Gender distribution (%):



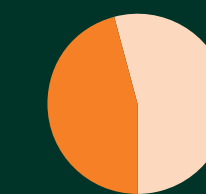
THE BOARD:

57 % women
43 % men



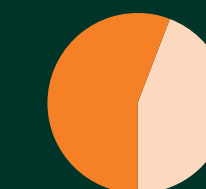
LEADERS:

35 % women
65 % men



PRODUCTION STAFF:

46 % women
54 % men



ADMINISTRATIVE STAFF:

56 % women
44 % men



Chief safety representative

Lenka is the chief safety representative in a full-time position. She plays a central role in ensuring a safe and health-promoting work environment.

At Norsk Kylling, we have 17 dedicated safety representatives, each responsible for their own area. Lenka Niedzwiedzka's role is to coordinate the activities of the safety representatives through training and organising safety inspections. She ensures that the interests of the employees are upheld in occupational health and safety efforts, thereby fostering a good work environment throughout the organisation.

AT NORSK KYLLING, WE HAVE 17 DEDICATED SAFETY REPRESENTATIVES, EACH RESPONSIBLE FOR THEIR OWN AREA.

– For me, it's very important to have open dialogue and collaboration with all employees. There should be a low threshold for contacting me about matters concerning the work environment. An important part of our development work is to uncover and address incidents that do not meet our expected standards. Reporting deviations is everyone's responsibility. There's a lot to learn from understanding what could have been done differently. Reporting deviations makes us better!

Lenka Niedzwiedzka, chief safety representative at Norsk Kylling.



Work environment committee

The work environment committee is important for systematic health, environment, and safety work. Lubos took over as leader in August 2023.

Why are you part of the work environment committee?

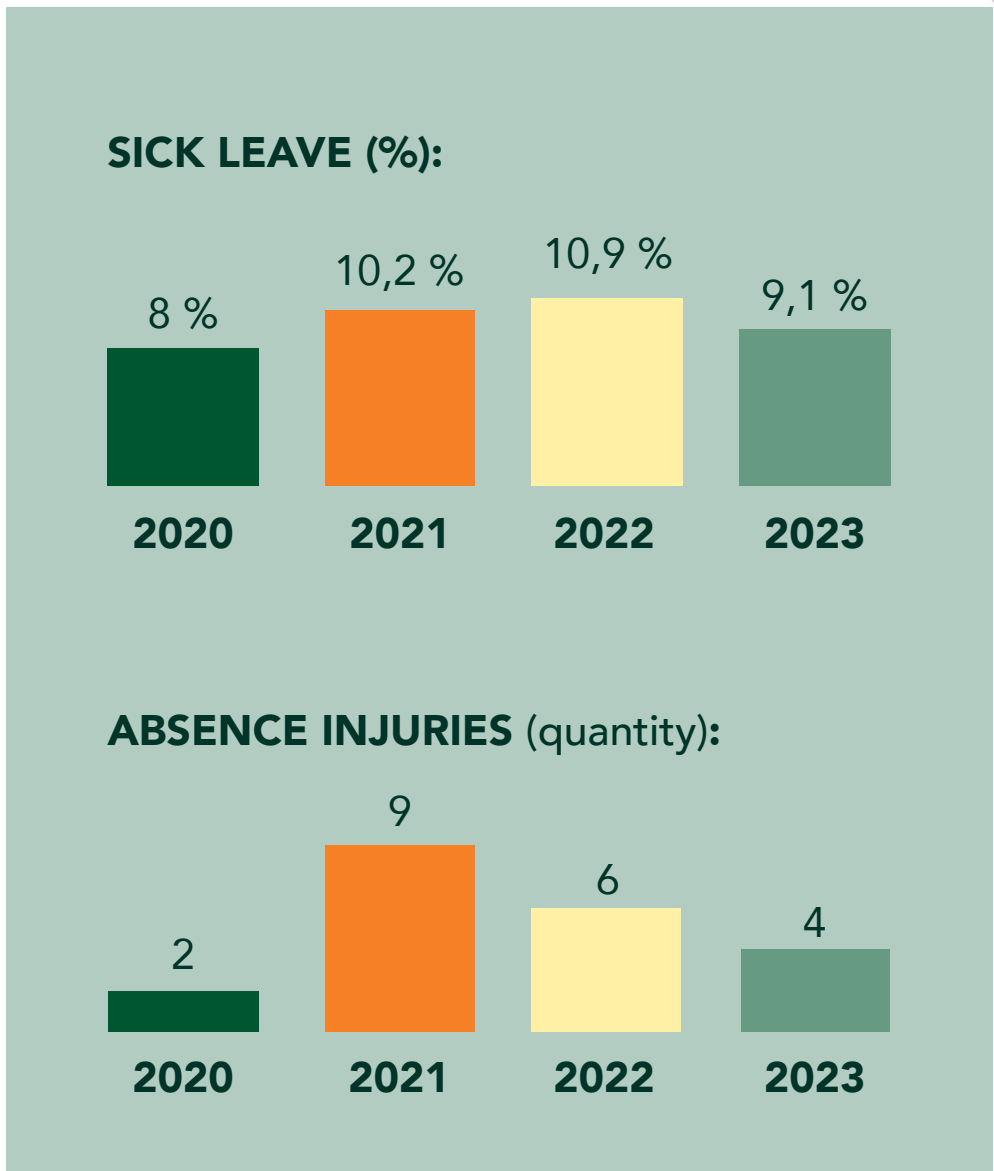
– Being part of the committee gives me a thorough overview of what's happening within the organisation. I find it exciting to influence how we address health, environment, and safety matters. Together, we tackle important tasks at both the processing plant and hatchery. Workplace environment is something everyone cares about, making it a rewarding committee to be a part of.

How does the committee work?

– One thing that works very well with our collaboration is that there are representatives from many different parts of the organisation. If I'm not familiar with a specific situation in a department, there's another person who knows it well. We also have the occupational health service as a regular participant in our meetings. This provides us with excellent conditions for effectively monitoring the work environment.

What will be important focus areas going forward?

– The most important thing for us is that employees thrive at work. Two things we focus on extensively are reducing sick leave and negative stress. We strive to identify causes, minimise risks, and implement necessary actions. We rely on receiving improvement suggestions and input. Here, I find that our colleagues are supportive. Many are engaged in ensuring we have a good workplace environment.



– I FIND IT EXCITING TO INFLUENCE HOW WE ADDRESS HEALTH, ENVIRONMENT, AND SAFETY MATTERS.

Lubos Vahulic, leader of the work environment committee and production worker at Norsk Kylling.

Industrial safety team

As a smoke and chemical diver in the industrial safety team, Magnus has an important role in our emergency preparedness.

Magnus Thangstad Andersen started working at Norsk Kylling as a support system technician two years ago. One of the first things he did was register with the industrial safety team. The industrial safety team is trained to deal with any incidents and consists of 35 people from various departments.

– I like to be where the action is and make a difference if something happens. That's why it was important for me to join the industrial fire brigade.

Dreamt of becoming a firefighter

Magnus had a dream of becoming a firefighter when he was younger. That was not the career path for him. Now he is a smoke diver and a chemical diver in the industrial safety team. If an incident involving fire, explosion or the like occurs, Magnus must step in to put it out.

– Our main task is to save people and get people out. We have the same requirements as the fire department. Being a smoke diver in the industrial safety team is something I really enjoy.

HSE INVOLVES SO MUCH, AND I WANT TO CONTRIBUTE TO ENSURING WE HAVE A GOOD WORK ENVIRONMENT.

Magnus Thangstad Andersen, smoke and chemical diver in the industrial safety team and support system technician at Norsk Kylling.

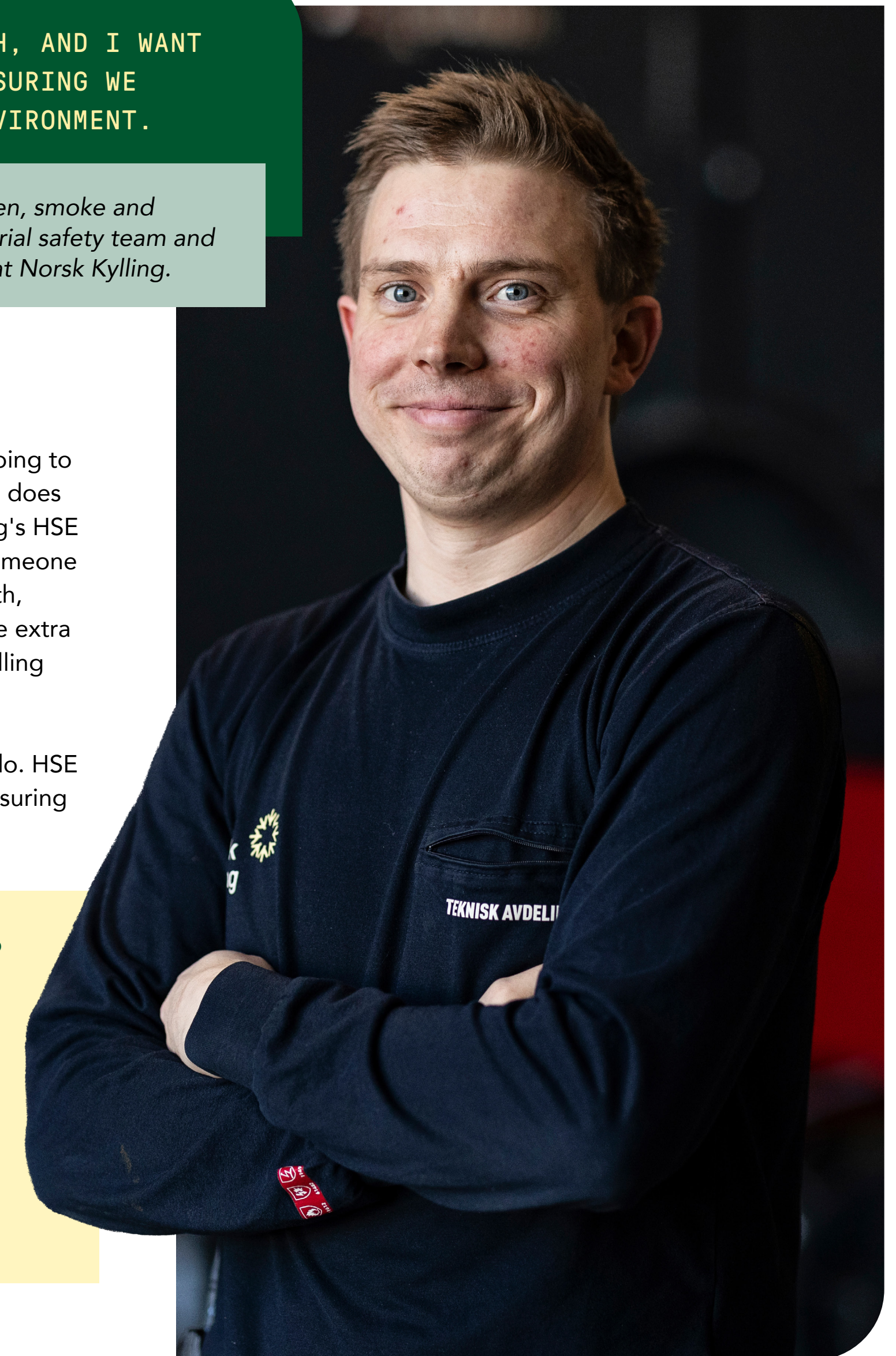
Focused on HSE

Magnus is very concerned about HSE and is helping to build a good HSE culture. This is something that does not go unnoticed. He was awarded Norsk Kylling's HSE award for 2023. The award is a recognition of someone who excels with good efforts in the field of health, environment, and safety. Someone who goes the extra mile to ensure that all of us working at Norsk Kylling have a safe and pleasant workday.

– It's gratifying to be recognised for the work I do. HSE involves so much, and I want to contribute to ensuring we have a good work environment.

The industrial safety team is trained to deal with any incidents and consists of 35 people from various departments:

- Technical supervisors
- Fire safety
- Smoke and chemical divers
- Order and security
- First aid



Tripartite cooperation

We have four active trade unions.

Union representatives are spokespersons for the union's members in the workplace. They ensure that employees have a voice in decision-making processes that affect their workday. We encourage employees to organise themselves and facilitate a good cooperation between parties characterised by:

- Transparency
- Trust
- Involvement



Hanne Harila Aakerholm, veterinarian and union representative in The Norwegian Veterinary Association. Tom Teigen, department manager of technical purchasing and union representative in NITO since 2018.

Development and competence

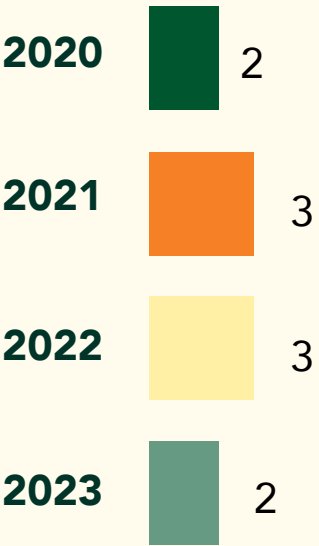
– We need a diverse professional team to achieve our full potential. Therefore, it's crucial for us to facilitate learning. At Norsk Kylling, employees should have opportunities to continuously develop throughout their careers. It engages, motivates, and produces results.

Hilde Talseth, CEO at Norsk Kylling.

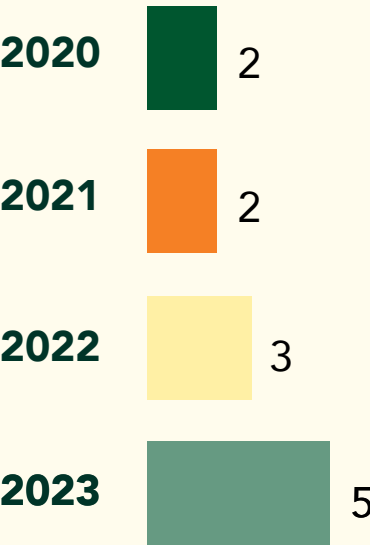
WE ARE AN APPROVED TRAINING COMPANY

As a training company, we can hire and provide training for apprentices, apprentice candidates, and candidates seeking trade certification on the job. Additionally, employees can obtain a trade certificate in industrial food production as practical candidates.

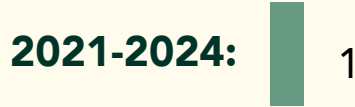
APPRENTICES:



TRADE CERTIFICATES:



DOCTORAL DEGREES:



Industrial food production, production planning, food technology



HR, HSE, industry safety, finance, purchasing, organisational development



Sales, marketing, product development, communication, logistics



Food science, quality, food safety, industrial cleaning



Veterinary science, animal health and behaviour, agronomy, biology



Environment and climate, sustainability, project management, innovation



Electricity and automation, tech, production technology



IT, system development, digitisation



Stanislava Lapinskiene, production worker at Norsk Kylling.

Trade certificate in industrial food production

Every year, skilled employees earn their trade certificates. Stanislava is one of them.

Stanislava Lapinskiene started at Norsk Kylling in 2010. Since then, she has gained extensive knowledge and experience in various production departments. In September 2023, she passed her trade certification exam in industrial food production.

– At first, I was afraid that I didn't have enough knowledge to earn the trade certificate. I didn't fully trust myself or my ability to do the job well enough. But eventually, I realised how much experience I have and how much more I could learn by earning the trade certificate.

Practical trade exam

After completing the theoretical course and written exam, Stanislava was ready for the practical

trade exam at the processing plant. She guided the examiner on a tour, where she prepared the machines for the day's production.

– I was quite stressed and nervous at the beginning. I was worried that the examiner and I wouldn't understand each other, and that there would be misunderstandings due to the language barrier. But when we met, and I realised that she understood me and I understood her, everything went well. I was relaxed, and I completed all the tasks successfully.

The value of a trade certificate

It is crucial to share knowledge and experiences about the process so that more people can recognise the value of the trade certificate. Stanislava has no doubt about its importance.

– Before I started the course, there were several aspects of production I had never considered, such as food waste or the amount of machine maintenance required. Now I have a broader understanding of the food we produce, and the processes involved. Having employees with trade certificates is very important. It's crucial for safety, product quality, and efficiency. I recommend all my colleagues to earn their trade certificates!



Preserving the craftsmanship

Mats is Norsk Kylling's first apprentice in the sausage making trade.

Mats Sneisen started his apprenticeship in April 2023. Mats is a trained chef with 10 years of experience in the restaurant industry. When the pandemic was at its worst, he felt the urge for new challenges. He had one criterion: he wanted to work with food.

– It was somewhat random that I started as an apprentice at Norsk Kylling. Sustainability and reducing waste are very relevant topics in the food industry nowadays. As a chef, that's important to me. The fact that Norsk Kylling takes these issues seriously made the choice easy.

Different areas of knowledge

As an apprentice in the sausage making trade, Mats primarily works on the production of various types of sausages, deli meats, and stuffings. A sausage maker needs to have extensive knowledge of ingredients and the different processing methods involved. There's also a significant logistics component, as Mats oversees the production of sausages while ensuring control over smoking and cooking cabinets.



– IT WAS SOMEWHAT RANDOM THAT I STARTED AS AN APPRENTICE AT NORSK KYLLING. SUSTAINABILITY AND REDUCING WASTE ARE VERY RELEVANT TOPICS IN THE FOOD INDUSTRY NOWADAYS. AS A CHEF, THAT'S IMPORTANT TO ME. THE FACT THAT NORSK KYLLING TAKES THESE ISSUES SERIOUSLY MADE THE CHOICE EASY.

Mats Sneisen, apprentice in the sausage making trade in Norsk Kylling.

– As an apprentice, I perform many of the same tasks every day, but there's also a lot of variety in the work. We handle many different product types, and there's much to learn.

Mats often participates when Norsk Kylling showcases at various events, contributing his experience as a chef.

– It's the overall package. Great colleagues, variety, and the opportunities I have, that makes me enjoy this job.

The sausage making trade requires expertise in using advanced machinery and technology. However, craftsmanship and professional knowledge remain paramount.

– This department at Norsk Kylling is where we strive to preserve as much of the traditional craftsmanship as possible. It significantly impacts product quality that we

can control and adjust as needed along the way. We put an extra touch on the product, resulting in high-quality food for customers.

41 years of experience

Mats is apprenticing under sausage maker Øyvind Andersen, who has 41 years of experience in the trade. For him, it's crucial to pass on the craftsmanship and to have someone who can take over the production.

– As an apprentice in the sausage making trade, you need a special interest in the craft, and Mats certainly has that. I'm very pleased that we brought him in as an apprentice. This is a trade that relies on craftsmanship, and it's essential that we have knowledgeable professionals who understand the entire process.





Andreas Sjøfteland, head of digitisation at Norsk Kylling.

Data opens doors

Andreas is working to ensure that Norsk Kylling will be more data-driven tomorrow than we are today.

Norsk Kylling has been through a major transformation in recent years, also on the IT and systems side. Andreas Sjøfteland describes Norsk Kylling as a great workplace for someone who is above average interested in data and analysis. He started in the position as head of digitisation in May 2023.

– Norsk Kylling is part of an integrated value chain at the interface between agriculture, industry, and retail, incorporating data from all stages. The potential to further utilise data for analysis and optimisation purposes is extensive across multiple areas.

Analysis platform

Norsk Kylling has an analysis platform with functionality that allows developers and analysts to use multiple programming languages based on preference and purpose.

– Data from all our business systems is collected here, which makes it easy to carry out analyses and compile data across systems. In addition, everything is in place to use AI and machine learning directly in the platform. A tool every developer and analyst want, according to Andreas.

Andreas says that one of the biggest success criteria, but also the challenge associated with becoming data-driven, is ensuring the quality of the data used by the organisation.

– If data is to be a central pillar for work processes and decision-makers at all levels, we depend on having data of the highest quality.

Digitisation increases quality

Digitisation is a lot about technology and data, but just as much about processes and people.

– We believe that streamlining or automating repetitive tasks and processes increases the quality of work by reducing the risk of human error. In addition, it helps that employees spend less time on the repetitive and less fun work tasks. It's a win-win situation.

Andreas is driven by finding new ways to use data to reap value, and experiences great demand from his colleagues.

– There is really great enthusiasm and demand for more data and better insight among colleagues in all parts of the organisation. It is both gratifying and a prerequisite for becoming even more data-driven tomorrow than we are today.





We collaborate
with **138 farmers**

in rearing, layer farms, and
broiler production.

Figures as of date: 31.12.23

Farmers of the year

Every year, we give special recognition to farmers who have excelled in targeted improvement efforts, achieved solid production results, and demonstrated a forward-thinking willingness to learn.



REARING FARMER OF THE YEAR:
*Arild Foros and Camilla Fyhn,
Midtre Gauldal*



BROILER PRODUCER OF THE YEAR (SOLVINGE):
Ola Petter Søndmør, Tolga



LAYER FARMER OF THE YEAR:
*Bjørn Haugnes and animal caretaker
Christina Langseth, Steinkjer*



BROILER PRODUCER OF THE YEAR (STANGE):
Marianne Fløttum Bones, Rognes



– We have always had a passion for working with animals. The pricing model, focus on animal welfare, and ECC have definitely been crucial in our decision to invest in a layer farm. Without the economic predictability, we wouldn't have taken the risk to invest.

Marthe Gaustad, layer farmer at Norsk Kylling.

New layer farm

When we searched for new layer farmers back in 2021, Ståle and Marthe Gaustad were one of fifteen candidates. Now, the couple has built a state-of-the-art farm-house with efficient solutions for production and good animal welfare.

For us, it is important to showcase every part of the value chain. At Gaustad Søndre farm, they have the first layer farm with visitors' facilities. The farmhouse is built with a viewing area, windows into the animal room, and a dedicated meeting room for hosting visitors. This is the fourth farmhouse with these facilities in the value chain.

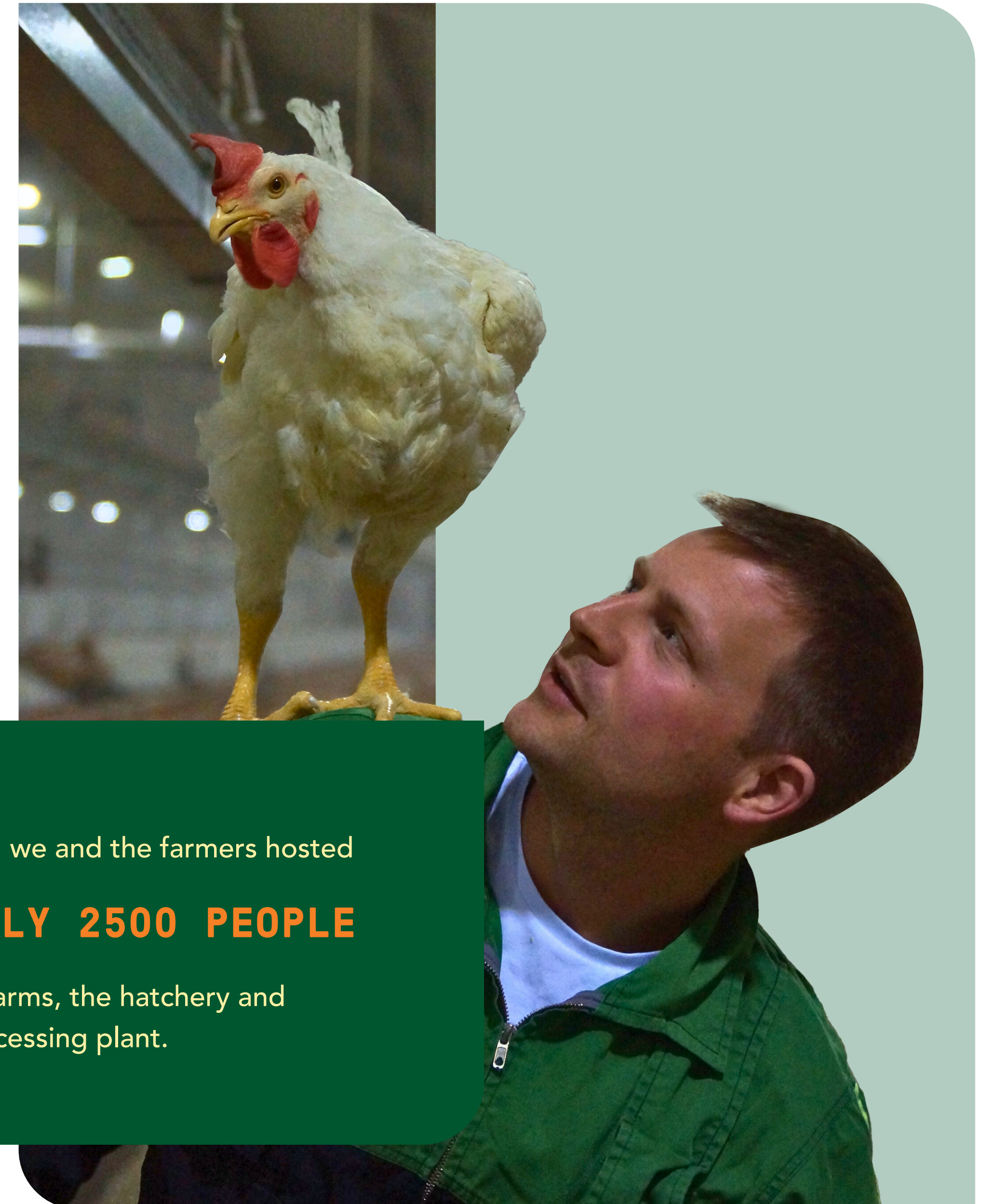
Windows on our value chain

Whether you visit our hatchery in Støren, the processing plant in Orkanger, or any of the farmers we collaborate with, you can observe our operations.

Customers, employees, partners, and the industry should trust that we act transparently and responsibly. We aim to contribute to increased knowledge and mutual development by sharing our experiences and expertise with other stakeholders.

In 2023, we welcomed:

- Preschools
- Schools
- Students
- Politicians
- Media
- Businesses
- Trade unions
- Animal welfare organisations
- Researchers
- ... and more!



In 2023, we and the farmers hosted

NEARLY 2500 PEOPLE

at the farms, the hatchery and the processing plant.

Sponsorships and partnerships

We want to contribute to positive experiences. Therefore, we support initiatives and organisations that do important work in the community, especially for children and youth.



Johannes Høsflot Klæbo is one of many we collaborated with!

SOME OF THOSE WE SUPPORTED IN 2023:

SYKEHUSKLOVNE

MATSENTRALEN

ORKANGER IDRETTSFORENING

GLIMT IDRETTSLAG

STØREN HÅNDBALL

SOKNA IDRETTSLAG

ØRLAND TURNFORENING

LENSVIK SKI OG FRIIDRETT

CHAPTER 3

Animal welfare





ANIMAL WELFARE DECLARATION

For us, animal welfare encompasses not only good health and physical conditions, but also mental well-being and the opportunity for animals to exhibit their natural, species-specific behaviours. Animals should be provided opportunities for positive experiences and the feeling of mastering their environment.

EXCERPT FROM THE ANIMAL WELFARE DECLARATION IN NORSK KYLLING:

- Norsk Kylling has **established** and will maintain a competence environment with a dedicated department for animal welfare. We will ensure continuous competence development at all levels within our value chain.
- Norsk Kylling **aims** to be the preferred supplier due to our leading position in animal welfare, and we will hold our suppliers to the same standards we hold ourselves.
- We **listen** to and invite animal welfare organisations into our development plans, involve them in our value chain, and seek to achieve an open and trust-based dialogue on animal welfare.
- Through our agreements with relevant feed suppliers, we will **ensure** the development of specialised feed for our chicken breed to ensure good animal welfare.
- Any cases of illness or deviations experienced by farmers will be promptly **followed up** by veterinarians from Norsk Kylling, and all farmers can rest assured they will receive help if needed.
- We will **not use antibiotics** in feed or as preventive treatment. Antibiotics will only be used for treating sick animals according to the principle of "as little as possible, but as much as necessary".
- We will **regularly review** these guidelines to align with developments in research, ethics, scientific facts, regulations, procedures, and future requirements from our customers and our owner.



Good animal welfare in the whole value chain



Parent Stock Hatchery



Rearing



Layer Farms



Broiler Hatchery



Broiler Production



Processing plant



PARENT STOCK HATCHERY

- Every month, the parent stock hatchery hatches approximately 7,500 hens and roosters, resulting in 1,2 million chicks.
- The chicks are kept in well-lit rooms with proper indoor climate.
- We have stringent requirements, good routines, and quality controls to prevent diseases.

REARING

- The parent stock is raised in a rearing farmhouse specifically designed for hens and roosters.
- There is good lighting and favourable climate throughout the farmhouse.
- The animals have free access to fresh water and high-quality feed.

LAYER FARMS

- Before the birds reach breeding age, they are moved to farmhouses adapted for egg-laying. Here, they have nest boxes and equipment that allow them to perform natural bird behaviours.
- There is good lighting and favourable climate throughout the farmhouse.
- The animals have access to fresh water and high-quality feed.

BROILER HATCHERY

- The chicks hatch under optimal conditions, with access to feed, water, and light.
- Advanced climate control systems ensure proper air quality.
- We have strict requirements, good routines, and quality controls that prevent disease.

BROILER PRODUCTION

- The chickens are raised in farmhouses where they have access to water, feed, natural light, ample space, and environmental enrichments.
- Ideal indoor climate provides the chickens with better health and an active life.
- Dry and fine bedding in the farmhouse provides comfortable conditions.

PROCESSING PLANT

- At the processing plant, the chickens are humanely stunned before being slaughtered and processed further.
- The chickens remain in the same transport crate from leaving the farmhouse until they are stunned.
- Everyone working with live chickens undergoes specialised training.

RETAIL STORES AND CUSTOMERS

- Our products are sold throughout the country.



Retail stores
and customers
nationwide



We set a new standard for animal welfare in hatcheries

→ In the summer of 2023, we opened a new hatchery in Støren, Trøndelag. Animal welfare is the primary reason we decided to build. We are proud to be the first in Norway and Scandinavia to use new hatching technology.

To give the chicks the best possible start in life, it was necessary for us to move away from the standard conveyor belt used in the industry. Therefore, the chicks receive water and feed as soon as they hatch. They are kept in well-lit rooms with low noise and optimal climate conditions. The combination of these features results in calm, healthy, and robust chicks. They also remain in the same hatching box from the moment they hatch until they are placed in the farmhouses.

THE CHICKS RECEIVE WATER AND FEED AS SOON AS THEY HATCH. THEY ARE IN WELL-LIT ROOMS WITH LOW NOISE AND OPTIMAL CLIMATE CONDITIONS. THE COMBINATION OF THESE FEATURES RESULTS IN CALM, HEALTHY, AND ROBUST CHICKENS.



We have come a long way

→

– For me, the transformation we've undertaken is about being able to sleep well at night, knowing that we are making a difference. In 2018, we switched to the slower-growing Hubbard chicken breed, and in 2022, we were the first in the world to convert our entire production to comply with ECC, a new and stricter animal welfare standard developed by leading animal welfare organisations. Now, Norsk Kylling is also the first in Scandinavia to adopt new and more animal-friendly technology in our hatchery. I am proud to see what our team at Norsk Kylling and REMA 1000 have achieved together with the skilled affiliated farmers.

Ole Robert Reitan, chairman of the board of Norsk Kylling and CEO of Reitan Retail.

HATCHERY

Workplace and competence center for poultry. Consists of a hatchery, production facilities and office space for veterinarians, logistics and production planning.

PRODUCTION

On a typical production day, 90,000 chicks are hatched. This corresponds to approximately 14,5 million chickens a year.

SIZE

4300 m²

ENVIRONMENT

The facility is operated on 100 percent renewable energy. 190 solar panels will produce 80,000 kWh/year. Waste heat from production is recycled for heating the building and cooling the processes. Smart heating management reduces consumption and the load on the local power grid.

NEW TECHNOLOGY

Hatching chicks with access to feed, water and light (HatchCare).





The new hatchery provides calm chickens in the farmhouse

→

– We find that the chickens are more content from day one. They have already received food and water, and they don't stress about eating or drinking as soon as they enter the farmhouse. The chickens are calm and comfortable. They are in good health, and they are growing well.

Tove Hellesvik, broiler farmer at Norsk Kylling.



A successful initial period

Veterinarian Tove Elin has been involved in a large part of the animal welfare journey for the hatcheries and parent stock production. In March 2023, she took on the role of production manager and animal welfare officer at the hatchery.

How have the first few months in the new hatchery been?

– I think it has exceeded all expectations! We had a good start-up period where we spent a lot of time getting acquainted with the technical equipment. The solutions chosen are fantastic. It's the best on the market. Working in such a top-modern workplace really makes a difference. The old hatchery had equipment and practices that were standard at the time and are still common in many parts of the world. If someone had told me five years ago that in the future, we would have the solutions we have today, I almost wouldn't have believed it.

Even when we've encountered unforeseen events or delays, I have always been completely confident that the chicks are doing well. Neither we nor the chicks get stressed because there is no rush when it comes to animal welfare, animal health, or safety. The greatest experience for me is seeing the satisfied chicks every single day. I don't think we will ever tire of that.

What will be the focus areas moving forward?

– What happens at the hatchery is incredibly valuable for the rest of the value chain. We will get to know the technical equipment even better. Our focus will be on training and education. Generally creating good learning systems. We develop our competence every single day, and we must take advantage of that. Every employee should feel that their efforts matter, both for animal welfare and for quality. We see each other, we see the chicks, we care. We must maintain that.

We will also continue to open our doors to visitors. We have already had many tours. It's great to show off the hatchery and especially to see the reactions of our visitors. They are so impressed with the solutions we have chosen and with Norsk Kylling leading the way.

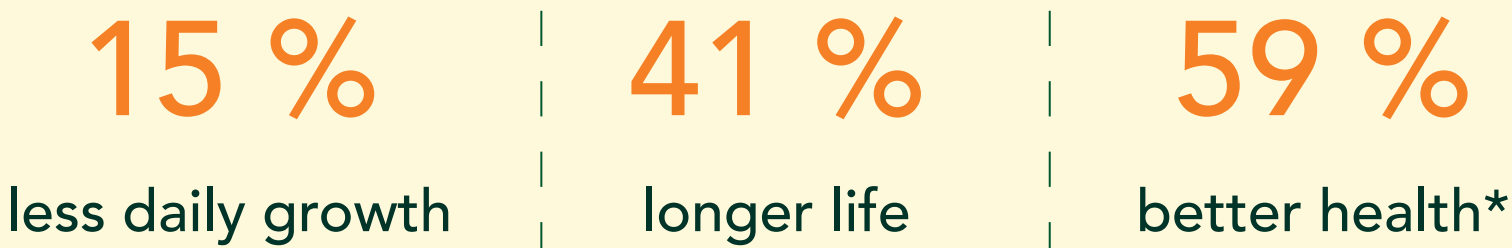
EVEN WHEN WE'VE ENCOUNTERED UNFORESEEN EVENTS OR DELAYS, I HAVE ALWAYS BEEN COMPLETELY CONFIDENT THAT THE CHICKS ARE DOING WELL.

Tove Elin Sande, production manager and hatchery animal welfare officer at Norsk Kylling.

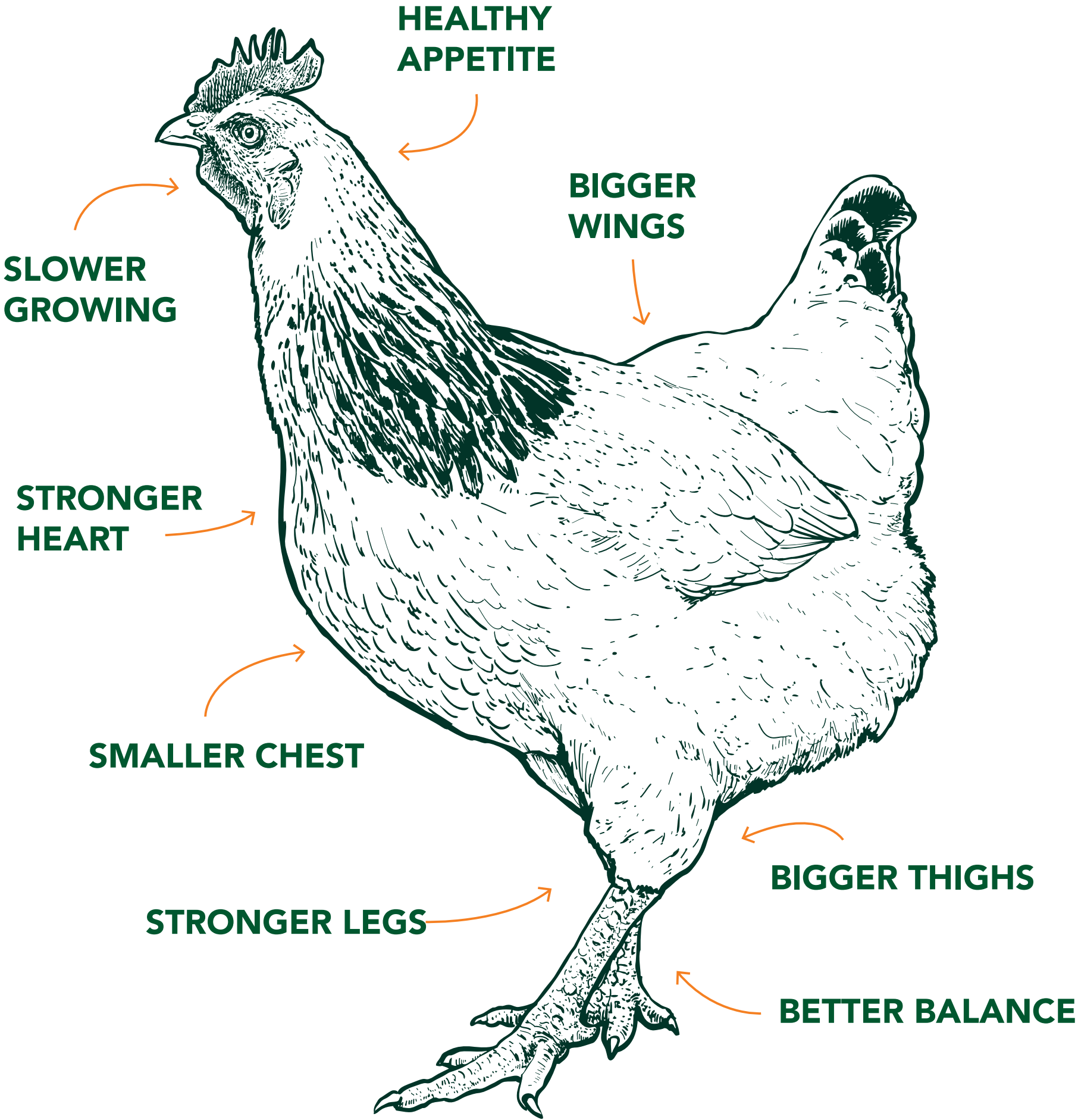


Our chicken

For us, the choice of chicken breed is a value choice. We believe in responsible and sustainable food production. Since 2018, we have exclusively used the Hubbard chicken breed, which grows slower and has better health.



* Kjøttets tilstand 2023, production results 2022.
** Animalia 2023.
*** Kjøttets tilstand 2023, production results 2022. Weaker performance compared to previous years due to an outbreak of disease in Trøndelag, Norway.





ECC

Norsk Kylling is the world's first and only large-scale chicken producer certified according to the ECC (European Chicken Commitment) animal welfare standard.

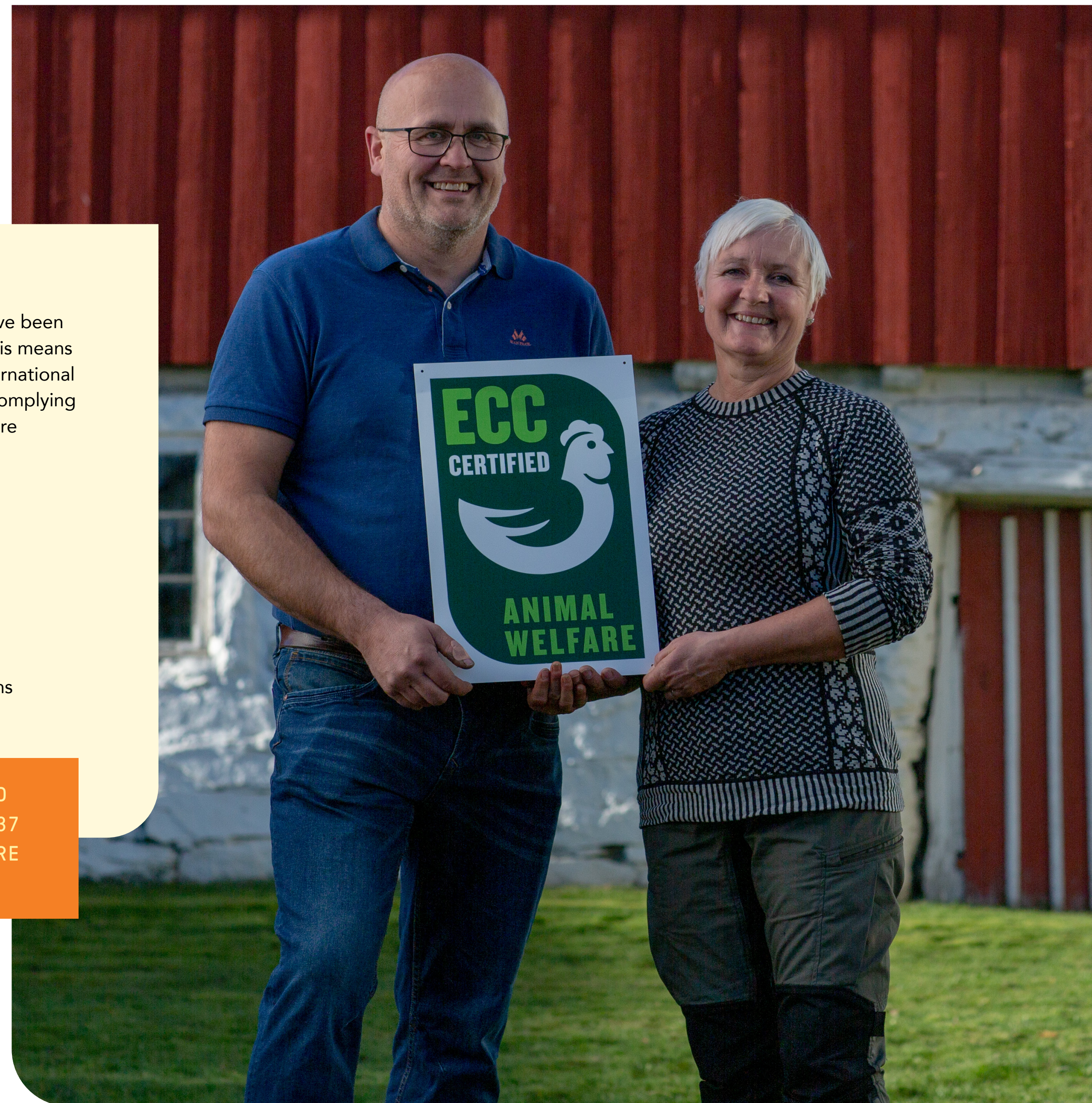


Since 2022, all chickens in our value chain have been produced according to the ECC standard. This means that we meet the requirements set by 37 international animal welfare organisations, in addition to complying with public and industry-specific animal welfare standards for poultry in Norway.

KEY REQUIREMENTS OF THE ECC STANDARD INCLUDE:

- Slower-growing chicken breed
- Environmental enrichments
- Natural light in the farmhouse
- Improved space allowance
- Third-party auditing and regular inspections

THE ANIMAL WELFARE STANDARD MEETS THE REQUIREMENTS OF 37 INTERNATIONAL ANIMAL WELFARE ORGANISATIONS!



Top grade in external audit of animal welfare

Animalia revised our animal welfare practices in 2023 and awarded us an A grade in ethical accounting. Animalia highlights the collaboration we have established with farmers, those who pick up chickens in the farmhouses, and the drivers who transport the animals as highly significant.

– The top grade A across all facilities is a solid recognition for everyone in our value chain, and I am proud that Animalia confirms we maintain a high standard of animal welfare. However, we can always improve. Our collaboration with Animalia helps us to evolve, providing us the opportunity to enhance details within the value chain.

Tor Inge Lien, chief operating officer and veterinarian at Norsk Kylling.

ETHICAL ACCOUNTING

Ethical accounting is an assessment of factors influencing animal welfare in farmhouses, during transport, and at the processing plant. The evaluation is divided into eight areas, with six to ten checkpoints. It covers aspects such as building conditions, equipment, procedures, animal behaviour, and staff knowledge and conduct.

The audit typically lasts two to four days, involving visits to one to three farmers, inspections of how chickens are handled in farmhouses and during transport, and a review at the processing plant.

TOP GRADE A IN ALL FACILITIES:

- A Processing plant
- A Broiler hatchery
- A Parent stock hatchery



Research and development

Merete Forseth is the chief veterinarian at Norsk Kylling. Over the past three years, she has been working on a doctoral thesis focusing on animal welfare in broiler chickens.

– *My doctoral work is nearing completion, and I can look back on nearly three years of very interesting research and learning. In the project, I have compared health records of two chicken breeds with different growth rates: Ross 308 and Hubbard JA787. I have examined how causes of condemnation, mortality, and footpad lesions are influenced by chicken breed, weather and temperature conditions. The research includes data from over 60 million chickens, approximately 30 million of each chicken breed, providing a solid foundation to draw conclusions about the differences between them.*

Merete Forseth, chief veterinarian at Norsk Kylling.

MERETE PUBLISHED TWO RESEARCH ARTICLES IN 2023:

- Comparison of Carcass Condemnation Causes in Two Broiler Hybrids Differing in Growth Rates
- Mortality Risk on Farm and During Transport: A Comparison of Two Broiler Hybrids with Different Growth Rates

In 2023, we participated in several research projects on poultry health and welfare. We collaborate closely with research institutions, industry organisations, and animal welfare groups to develop ourselves and share experiences. Some of the projects include:

- TEICON
- APEC-SEQ
- FORELDREVELFERD
- FUNCTILIGHT





Letter from the Chief Veterinarian

As a veterinarian, it can be challenging to witness professional integrity compromised when food production becomes industrialised. In many companies, animal welfare is often sidelined for profitability, with the well-being of animals never truly integrated into strategic decisions.

Fortunately, at Norsk Kylling, it's different, and for eleven years, I've proudly been part of a transformation that has revolutionised how we produce chicken. In record time, we've managed to reduce mortality and disease while elevating animal welfare to a level I wouldn't have believed possible ten years ago. This success is because animal welfare has become an integral part of every strategic decision we make.

As more stakeholders commit to ECC, we are now seeing an increasing share of slower-growing chickens. Since Norsk Kylling remains the only large-scale producer of slower-growing chickens, we have amassed a vast database and experience in this type of production. This knowledge must benefit others.

Being able to use our work to enhance animal welfare for so many individuals is incredibly inspiring. In the years to come, I hope more people see the opportunities rather than the limitations, enabling more to prioritise the right actions and improve animal welfare in Norwegian food production.

Merete Forseth, chief veterinarian at Norsk Kylling.

New animal welfare policy

In 2023, the Government began work on presenting a new parliamentary notice on animal welfare. It has been 20 years since the last one, and this new document will set the standard for animal welfare for many years to come. Norsk Kylling believes that regulations must be clarified and tightened.

Norsk Kylling is the only large-scale producer in Norway using exclusively a slower-growing chicken breed. A value choice we made six years ago. This decision has provided us with expertise and documentation on this type of production, which has been crucial for our input into the new animal welfare notice. We have led the way and demonstrated that it is possible. Now, the rest of the industry must follow suit.

SUGGESTION FOR ACTION

Requirements for the use of chicken breeds with good health and natural behavioural abilities.

This is an essential measure that will bring significant improvements in animal health and welfare. Our strong recommendation is to move away from fast-growing chicken breeds. It is well-documented that breeding and growth rates are closely linked to health and welfare. Switching to the slower-growing Hubbard breed immediately resulted in substantial improvements across all welfare parameters.

Reduced stocking density.

Reduced stocking density in farmhouses to 30 kg/m² (weight-to-space ratio). Better space for chickens leads to improved welfare. Maximum allowable density in Norway on slaughter day (36 kg/m²) is lower than equivalent EU requirements. However, further reducing density will continue to enhance welfare. Since 2022, we have operated fully compliant with ECC requirements, including a density of 30 kg/m².

Requirements for windows in all newly constructed farmhouses, and LED lighting with natural daylight spectrum in older farmhouses.

This will undoubtedly benefit animal welfare. Since 2017, Norsk Kylling has piloted and developed a solution with natural daylight spectrum, including UVA tailored for poultry. Chickens perceive a broader spectrum of light than humans, and research shows that chickens prefer spending time in daylight. Based on this pilot, we have implemented LED lighting in all farmhouses. Farmhouses built after 2020 have windows.

Systematic monitoring of chicken movement in farmhouses.

It is common to measure chicken gait through gait scoring. Reduction of chronic conditions such as lameness significantly impacts animal welfare and is proposed to be included in ongoing welfare monitoring, alongside assessment of footpad health.

NORSK KYLLING IS THE ONLY
LARGE-SCALE PRODUCER IN NORWAY
USING EXCLUSIVELY A SLOWER-
GROWING CHICKEN BREED.



Establishment of a research fund for developing technology to measure chicken welfare.

Good welfare involves more than survival and good health; it also entails satisfying the need to engage in natural behaviours. Accurate and frequent measurement of these behaviours requires technology. We have laid the groundwork for developing software capable of recognising positive behavioural traits. Allocation of research funds to develop such technology would be a significant advancement.

Requirements for environmental enrichments meeting all the above needs.

Environmental enrichments are designed for chickens to thrive, play, stay active, and engage in natural behaviours. Enrichments providing opportunities for chickens to roost, dust bathe, and peck are crucial for welfare. The Hubbard breed are well-proportioned and robust, making the chickens active and curious. Therefore, it is important for us that all chickens have access to environmental enrichments in the farmhouses.

Introduction of requirements for third-party audits of animal welfare and implementation of ethical accounting.

By adhering to the ECC animal welfare standard, we have committed to third-party audits to ensure compliance with all described measures in the standard. Additionally, annual ethical accounting is conducted for hatcheries and the processing plant, assessing welfare in all stages of the value chain. This will also contribute to making informed decisions to improve animal welfare in the future.





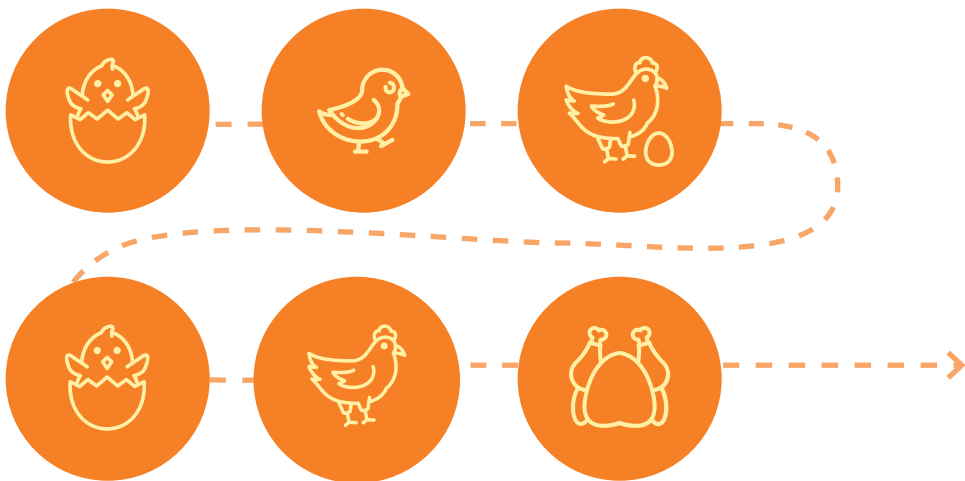
- 11 VETERINARIANS
- 2 FARMER ADVISORS
- 2 FARMER CONTACTS

The animal welfare department

Knowledge and competence regarding the needs of animals are crucial for responsible food production. That's why we have a dedicated animal welfare department focusing on the welfare and health of hens, roosters, eggs, and chickens. The department is responsible for ensuring the implementation of our animal welfare declaration throughout the value chain.

Farmers and the animal welfare department collaborate closely. All farmers receive regular visits from veterinarians. Together, we have developed guidelines for best practices on farms and established a system for data collection and analysis to drive continuous improvement.

GOOD ANIMAL WELFARE IN THE WHOLE VALUE CHAIN:



CHAPTER 4

Environment





ENVIRONMENTAL DECLARATION

In all our decisions, we aim to think beyond ourselves, adopt a circular approach, and contribute to responsible initiatives for sustainable food production. This reflects our work throughout the entire value chain.

EXCERPT FROM THE ANIMAL WELFARE DECLARATION IN NORSK KYLLING:

- **We demonstrate** that good animal welfare does not increase our carbon footprint.
- **All** UN Sustainable Development Goals relevant to our value chain will be emphasised in all decisions made in our development work.

- **We will** maintain annual carbon accounts covering the entire value chain, measuring all factors affecting our carbon footprint.
- **We commit** to transparency and honesty in all our actions. We contribute to increased knowledge and mutual development by sharing our own experiences and expertise with key stakeholders.
- **We will** adhere to current regulations as a minimum requirement and aim to only engage with suppliers approved under recognised environmental certification schemes.
- **We will** contribute to the development of locally sourced, sustainable, and environmentally friendly inputs for animal feed, with low impact on land use, promoting animal and public health while reducing our carbon footprint.
- **We will** support research and development of new solutions to reduce our carbon footprint across all stages of our value chain.

Ambitions



We are building a green value chain that sets a new environmental standard for future food industry.

CLIMATE

We aim to reduce our greenhouse gas emissions per kilogram of meat by 51 % by 2030, compared to 2020.

NATURE NEUTRAL

We will not diminish biodiversity but rather have a positive impact on the natural production capacity.

RENEWABLE

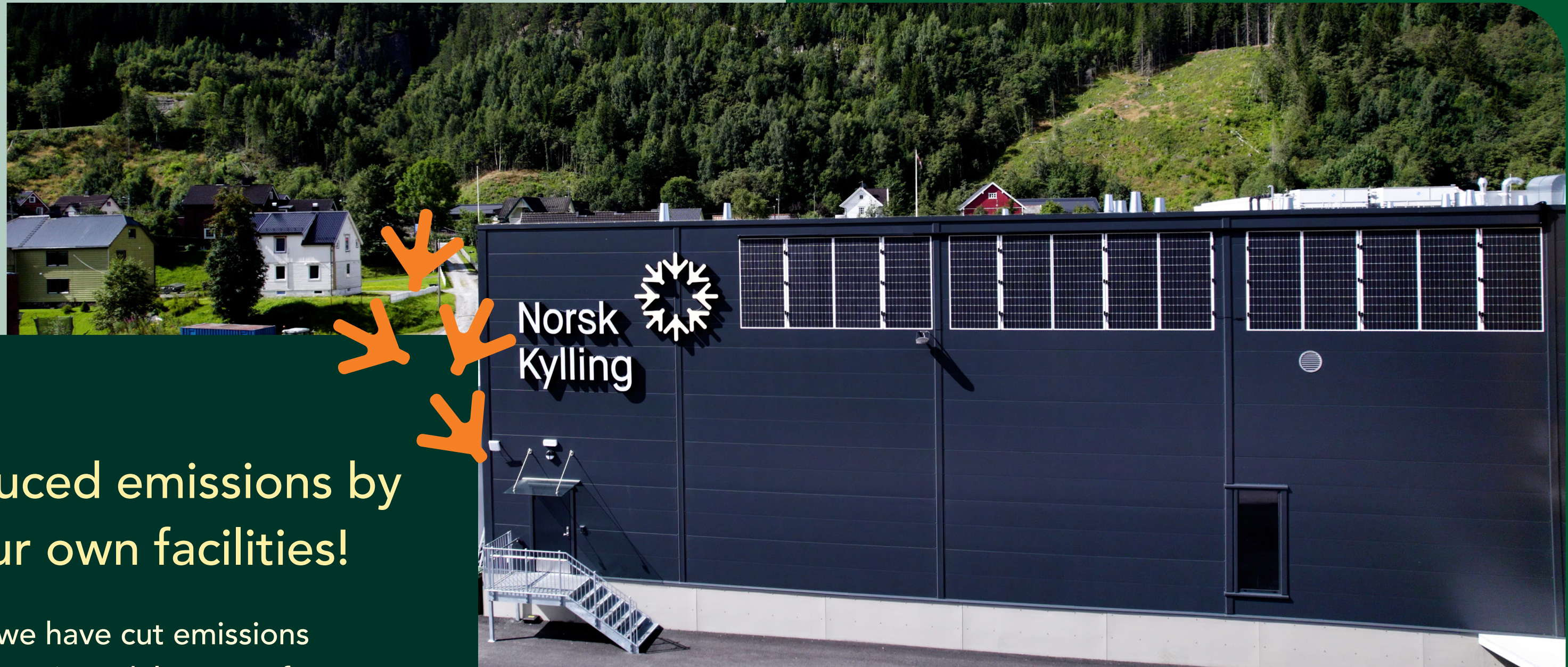
We will develop a value chain that exclusively uses renewable energy, primarily self-produced or surplus energy.

CIRCULAR ECONOMY

We strive to be a world leader in resource efficiency. The only nutrients leaving our value chain are those sold to our customers.

FOOTPRINT

We will decrease our footprint by 30 %, while meeting our customers' needs for sustainable chicken.



→

We have reduced emissions by
86 % from our own facilities!

Compared to 2020, we have cut emissions
in scope 1 and 2 by 86 % per kilogram of
chicken.




Targets and reporting

Emissions per scope for Norsk Kylling 2023.

SCOPE	CATEGORY	EMISSIONS [tCO2e]	SHARE OF EMISSIONS
Scope 1: Emissions from operations	Stationary combustion	62	0,08 %
	Transport	39	0,05 %
Scope 2: Indirect emissions from purchased energy	Electricity and district heating	390	0,84 %
Scope 3: Other indirect emissions, including customers and suppliers	Chicken feed	51 739	70 %
	Fertiliser and energy consumption in farmhouses*	12 967	18 %
	Packaging	2 988	4,10 %
	Seasoning	2 642	3,60 %
	Upstream transport and distribution	1 440	1,90 %
	Consumption of products sold	540	0,73 %
	Downstream transport and transportation	402	0,55 %
	Chemicals	97	0,55 %
	Fuel and energy-related activities	185	0,25 %
	Waste*	93	0,13 %
	Service travel	54	0,07 %
	Water consumption	34	0,05 %
	Parent stock*	29	0,04 %
	Recycling of sold products	16	0,02 %

Emission development compared to 2020 [kg CO2 / kg chicken]. 2020 was the last operational year before our environmental initiatives were implemented.

SCOPE	STATUS 2023	GOAL 2025	GOAL 2030
Scope 1 + 2: Emissions generated directly by operations and indirect emissions from purchased energy	 -86 %	-73 %	-85 %
Scope 3: Other indirect emissions, including customers and suppliers	-11 %**	-23 %	-47 %
Total	-14 %	-28 %	-51 %

*These GHG emissions have been adjusted. The correction represents less than a 0.1% reduction in REMA 1000 Norge and Reitan Retail's total GHG emissions, as reported by the parent company, REMA 1000 Norge AS and Reitan Retail AS.

**The basis for calculating emissions from feed was changed in Q4 2020. To compare emissions to 2020, an adjustment has been made to standardise emissions across years.

Targets and reporting



TEMA		MÅL	RESULT 2020	RESULT 2023	GOAL 2025	GOAL 2030
Feed	Soy	Share of soy in chicken feed (%)	19 %	13 %	9 %	0 %
	Emissions	Reduction in feed-related emissions (%)	Starting year	-11 %*	-30 %	- 50 %
Renewable energy	Hatchery	Share of renewable energy (%)	75 %	92 %	100 %	100 %
	Farmhouse	Share of renewable energy (%)	25 %	65 %	80 %	100 %
	Processing plant	Share of renewable energy (%)	57 %	100 %	100 %	100 %
Transport	Fuel	Share of renewable fuel (%)**	0 %	14 %***	30 %	100 %
Packaging	Recycled material	Share of recycled materials (%)	37 %	37 %	50 %	100 %
	Recyclable material	Share of recyclable materials (%)	100 %	100 %	100 %	100 %
Value chain	Carbon footprint	Emissions per kg chicken	Starting year	-14 %	-28 %	-51 %

Non-exhaustive.

*The basis for calculating emissions from feed was changed in Q4 2020. To compare emissions to 2020, an adjustment has been made to standardise emissions across years.

**Kilometers driven.

***Since the start with the trucks in February 2023.



AS A FULLY INTEGRATED VALUE CHAIN,
WE CAN IMPLEMENT SUSTAINABILITY
MEASURES AT EVERY STAGE - THAT'S
OUR STRENGTH.



Sustainable innovation

Responsible and ambitious development work is a prerequisite for sustainable growth. Therefore, we have a dedicated department with a broad portfolio of initiatives aimed at achieving our ambitions.

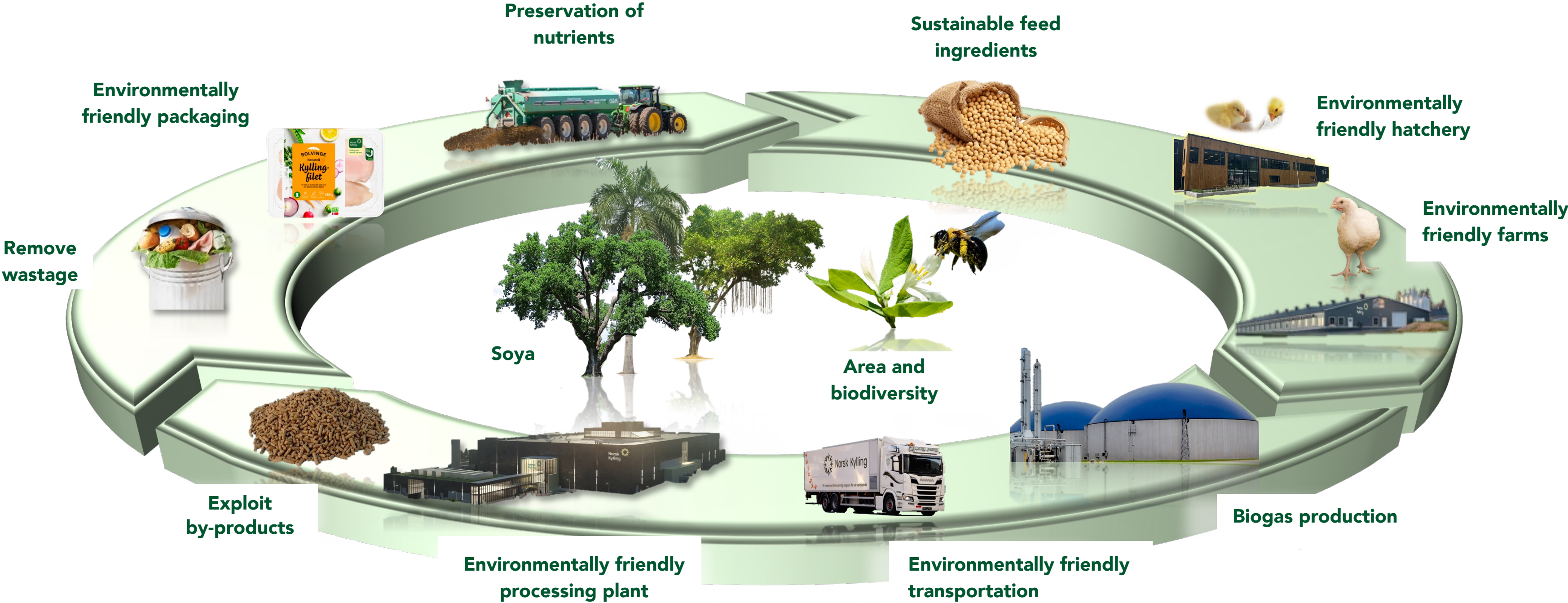
As a fully integrated value chain, we can implement sustainability measures at every stage – that's our strength. We take a long-term and strategic approach to sustainability, ensuring that all parts of the organisation work towards the same goals. Our organisational structure and approach enable us to drive development throughout the value chain, from farm to table.

– *Food production accounts for over a quarter of global greenhouse gas emissions. We have a responsibility to reduce emissions from the food we produce. To achieve this, we must think innovatively, which is exactly what we're doing in our sustainable innovation department. We are reducing emissions by developing resilient and sustainable value chains.*

Gisle Bakken, head of sustainable innovation at Norsk Kylling.



We are working on environmental initiatives throughout the value chain

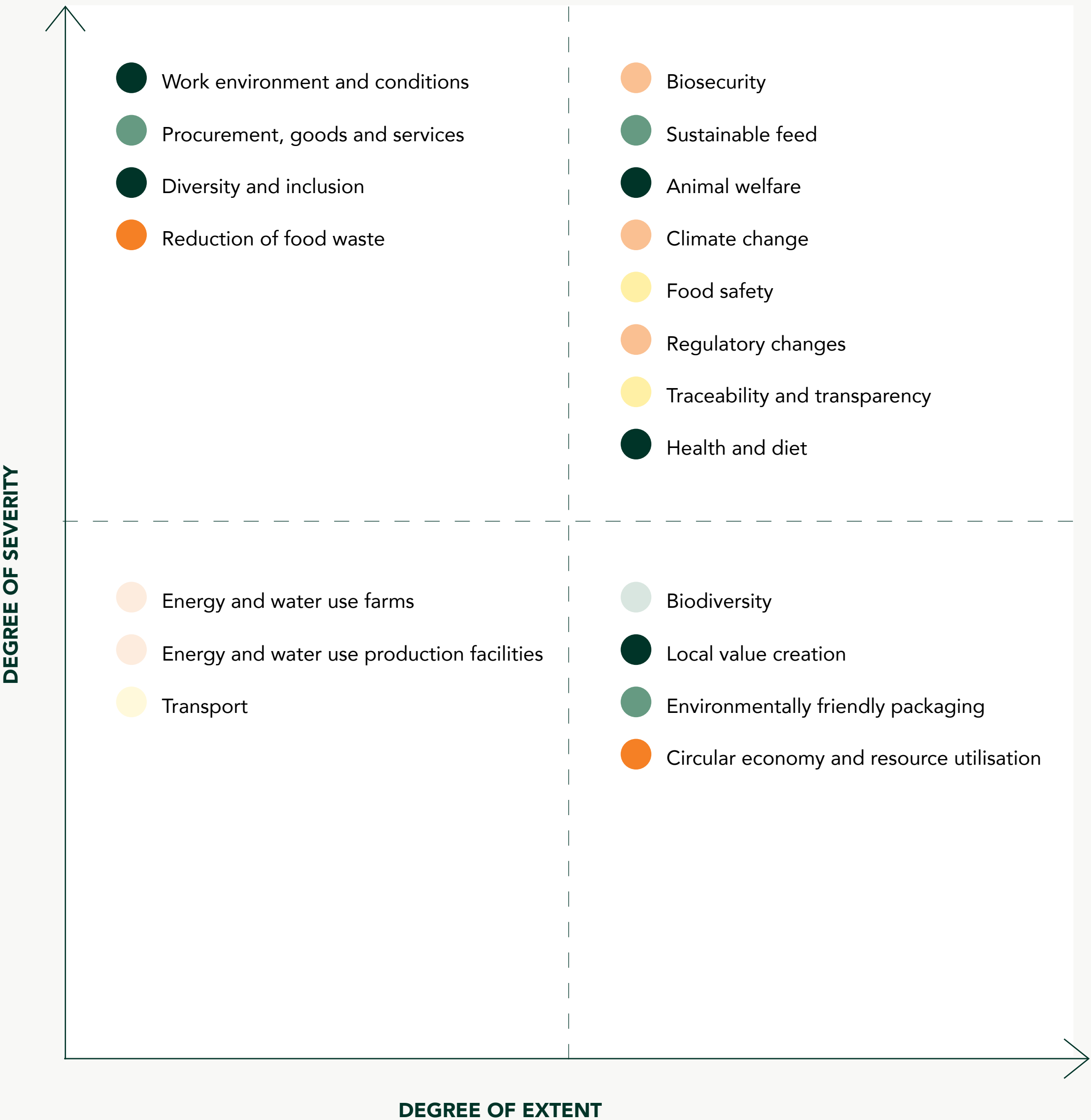


Double materiality analysis

We have conducted a double materiality analysis to identify where we have the greatest impact on sustainable development.

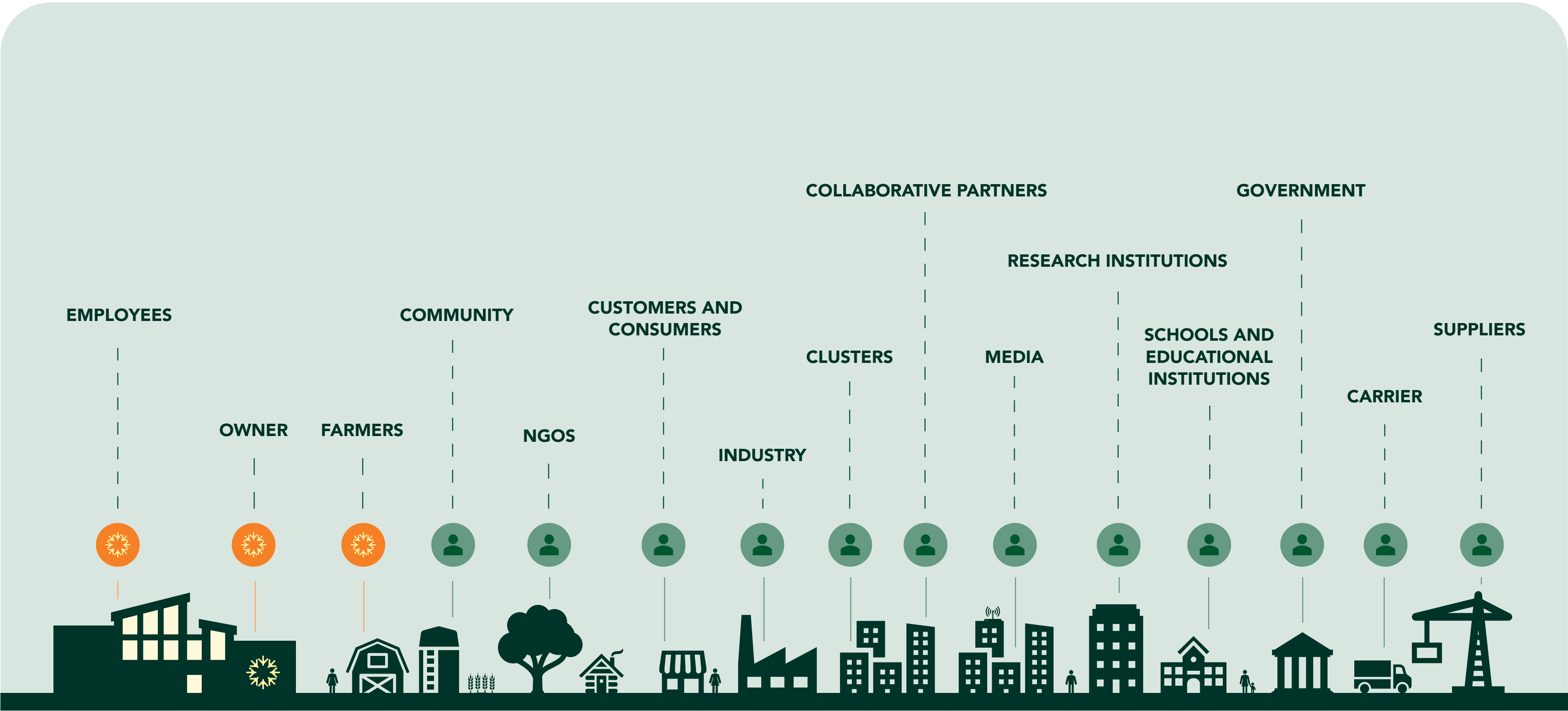
- Our impacts on the external environment: Effects on climate, environment, society, and people.
- How the external environment affects us: Financial impacts such as climate change, increased regulation, and changes in access to raw materials and resources.

- Work environment and society
- Purchasing and consumption
- Biodiversity
- Waste and reuse
- External factors
- Energy consumption
- Sustainability management
- Transport



Collaboration to reach our vision

We believe that by collaborating with external stakeholders, whether they agree or disagree with us, we can together accelerate towards a low-emission future for society, the food industry, and agriculture. Sharing experiences, expertise, and ideas fosters fruitful discussions that lead to innovation.



Strengthening biogas fuel infrastructure in Central Norway



Spring 2023 saw the opening of our new biogas filling station in Støren. The filling station is established in collaboration with our transport partner, Gildset Transport.

– Accessible infrastructure is crucial for enabling more stakeholders to invest in biogas as an energy source. That's why the station is accessible to all. The increasing interest we're seeing from local and regional transport companies underscores the importance of leading the way and making investments in green solutions to reduce carbon emissions.

Thomas Haltland, logistics manager at Norsk Kylling.

LOCATION: Støren in Midtre Gauldal municipality, at the industrial area Liøra.

GOAL: Reduce own GHG emissions from transport and provide local and regional transport operators with improved infrastructure for filling biogas fuel.

SOLUTION: Commercially available to all vehicles running on compressed biogas (CBG). ENOVA has supported the station with 40 % of the investment cost.



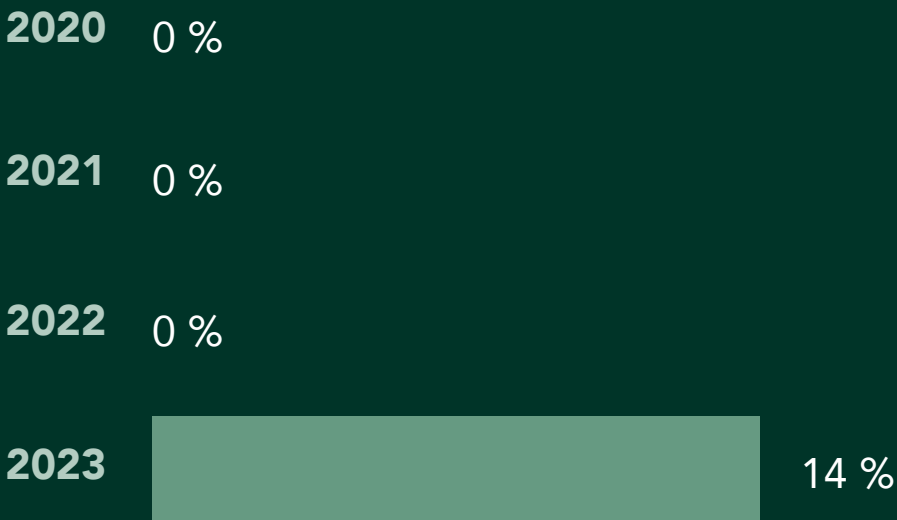
WE DRIVE ON OUR OWN WASTE

The new biogas station is part of a holistic circular approach where surplus products from the hatchery are used to produce biogas. Eggshells and other surplus products are sent to the biogas producer Ecopro in Verdal. The biogas fuel we receive in return is sufficient to cover the transportation between the hatchery and the farms.

Temperature and ventilation in the trucks are regulated by battery-powered climate cabinets. With biogas as fuel and a battery solution for heating the cargo area, the trucks use 100 percent renewable energy.

Biogas vehicles have reduced emissions from transportation to and from the hatchery by over 70 percent.

RENEWABLE FUEL (%):



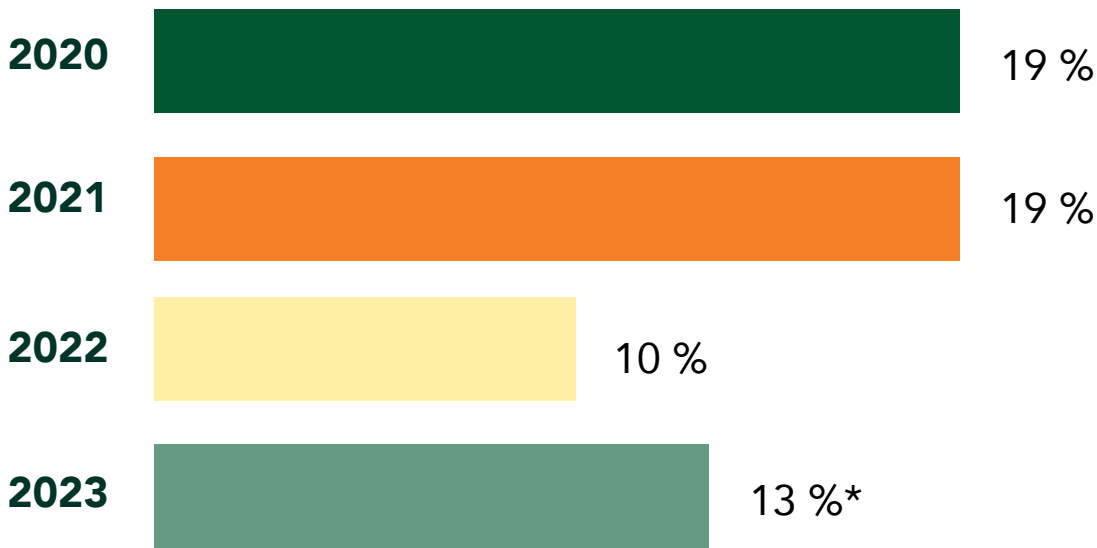
Soy-free feed by 2030

From nature's perspective, chickens naturally consume seeds, plants, and insects – a bit of everything. Unlike many other livestock, chickens have limited ability to digest grass. Therefore, chickens consume feed that ensures good nutrient absorption and overall health. Together with our feed suppliers, we formulate a feed that consists of various raw materials to provide chickens with the necessary nutrients.

Today, soy is a source of protein in the feed. Although all soy we use is certified and deforestation-free, the high global demand for soy for feed production has impacted ecosystems in other countries. Therefore, we need to innovate.

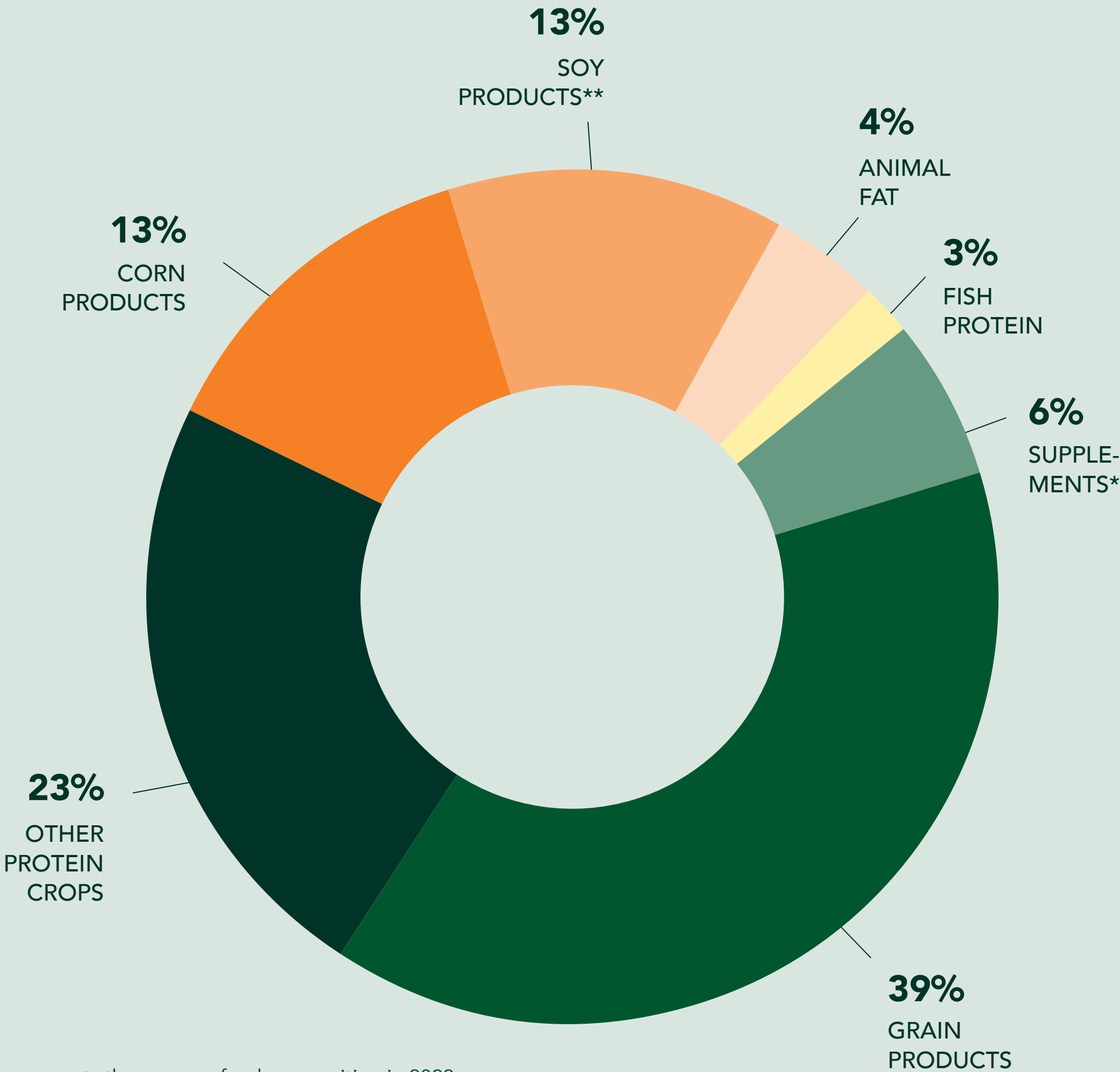
SINCE 2020, WE HAVE REDUCED FEED-RELATED EMISSIONS BY 11 %.

SOY (%):



*Increase is influenced by feed challenges in the summer of 2023.

OUR CHICKEN FEED CONSISTS OF:



The figure represents the average feed composition in 2023.
*Vitamins, minerals, probiotics, acids, enzymes.
**Increase is influenced by feed challenges in the summer of 2023.



THE FUTURE OF CHICKEN FEED

Did you know that chicken feed accounts for a whopping 70 percent of the carbon footprint of the entire value chain of Norsk Kylling? To achieve our goal of halving emissions and reducing land use in feed production, we cannot avoid changing the diet of the chickens.

White meat is a food with solid nutritional qualities, making a significant contribution to essential nutrients in our diet. However, that alone is not sufficient. For chicken, as with other types of meat and seafood, to deserve its place on future dinner plates, production must be much more based on circularity than it is today.

This means that chickens must eat feed made from more sustainable raw materials, which are less suitable as direct human food. For example, insects, algae, yeast, and copepods are some promising alternatives. There are several promising alternatives to soy, corn, and other crops, many of which can be produced using food waste, by-products, and surplus energy from agriculture and industry. This way, chickens can contribute to utilising resources in the food system in a completely different manner than today. That is sustainable!

Norsk Kylling has everything in place to harness the fantastic opportunities in the value chain. We are actively involved in the development of all these new feed ingredients. We have established collaborations with leading research institutions both domestically and internationally, educational institutions, politicians, funding agencies, businesses, and established industries. Together, we are learning how to develop an entirely new food system based on optimal resource utilisation at every stage.



Mie is the feed specialist at Norsk Kylling. She holds a degree in microbiology from NMBU and has several years of industry experience in feed development. Mie has a particular responsibility for ensuring that our chickens have the best possible feed at all times, produced responsibly with sustainable ingredients.

– The chicken of the future is healthy, robust, and circular. The chicken of the future is Norsk Kylling.

Mie Bjune Gjete, feed specialist at Norsk Kylling.

Farmhouse for feed trials

When we know the significant carbon footprint of chicken feed, we need to think innovatively. That's why we have our own farmhouse dedicated to conducting feed trials.

Farmer Per Olav Tranmæl owns the farmhouse and serves as the trial host. He manages the farmhouse as usual but divides his work between two sections. When testing new feed, one section of chickens receives this feed, while the other section is fed standard feed. Per Olav doesn't know which group receives which feed, ensuring he treats both groups equally. This setup allows us to conduct experiments under controlled conditions, studying the effects between the sections.

In 2023, we had a double-digit number of research and development projects in feed, with Hydrare being one of them.

– In the Hydrare project, we have explored the possibility of using marine resources as a feed ingredient for Hubbard chickens. The results from the feed trials are very exciting and show promise for future incorporation of marine ingredients into Norwegian animal feed production. We believe that 'the blue field' will become an important arena for producing new feed ingredients for livestock and fish, helping us achieve our common goal of higher self-sufficiency and more sustainable feed ingredients.

Franciska Steinhoff, development manager for poultry feed at Felleskjøpet Fôrutvikling and project leader for Hydrare.

THE RESULTS FROM THE FEED TRIALS ARE VERY EXCITING AND SHOW PROMISE FOR FUTURE INCORPORATION OF MARINE INGREDIENTS INTO NORWEGIAN ANIMAL FEED PRODUCTION.

All the chicken farmers we collaborate with are registered in the climate calculator

– If we are to reduce emissions, we need to know where they originate. It's crucial that the farmers we collaborate with register their farms in the climate calculator so that we can continue to cut emissions effectively.

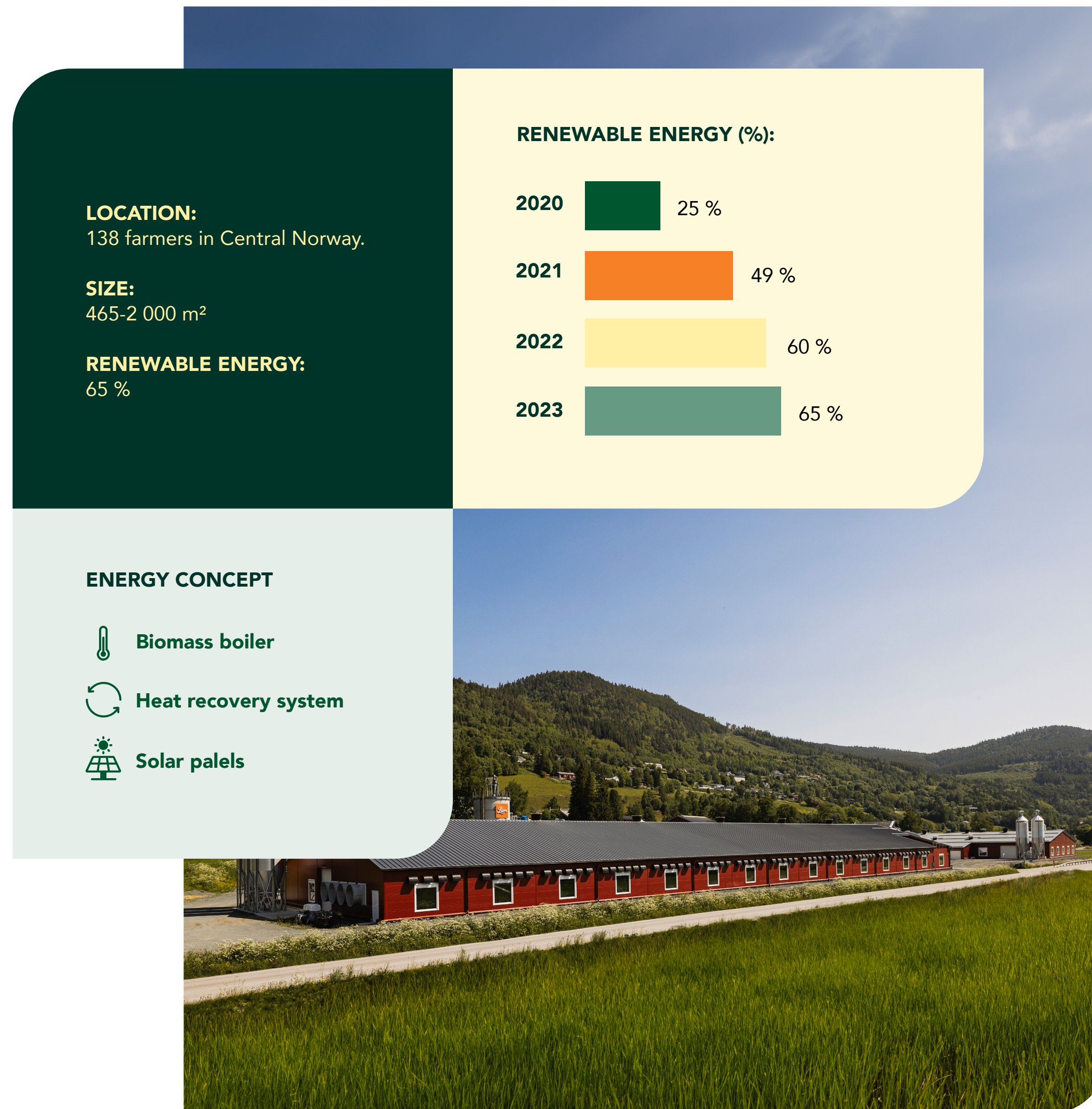
Gisle Bakken, head of sustainable innovation at Norsk Kylling.

THE CLIMATE CALCULATOR

is one of nine focus areas in Norway's Agriculture's Climate Plan. It represents an agreement between the government, Norges Bondelag, and Norsk Bonde- og småbrukarlag aimed at reducing GHG emissions in agriculture. By the end of 2025, all Norwegian farms are expected to have conducted a climate calculation using the climate calculator.

This tool is based on Norwegian farm models and is designed to provide farmers with an overview and the opportunity to identify measures for optimising production and reducing emissions in accordance with Agriculture's Climate Plan.



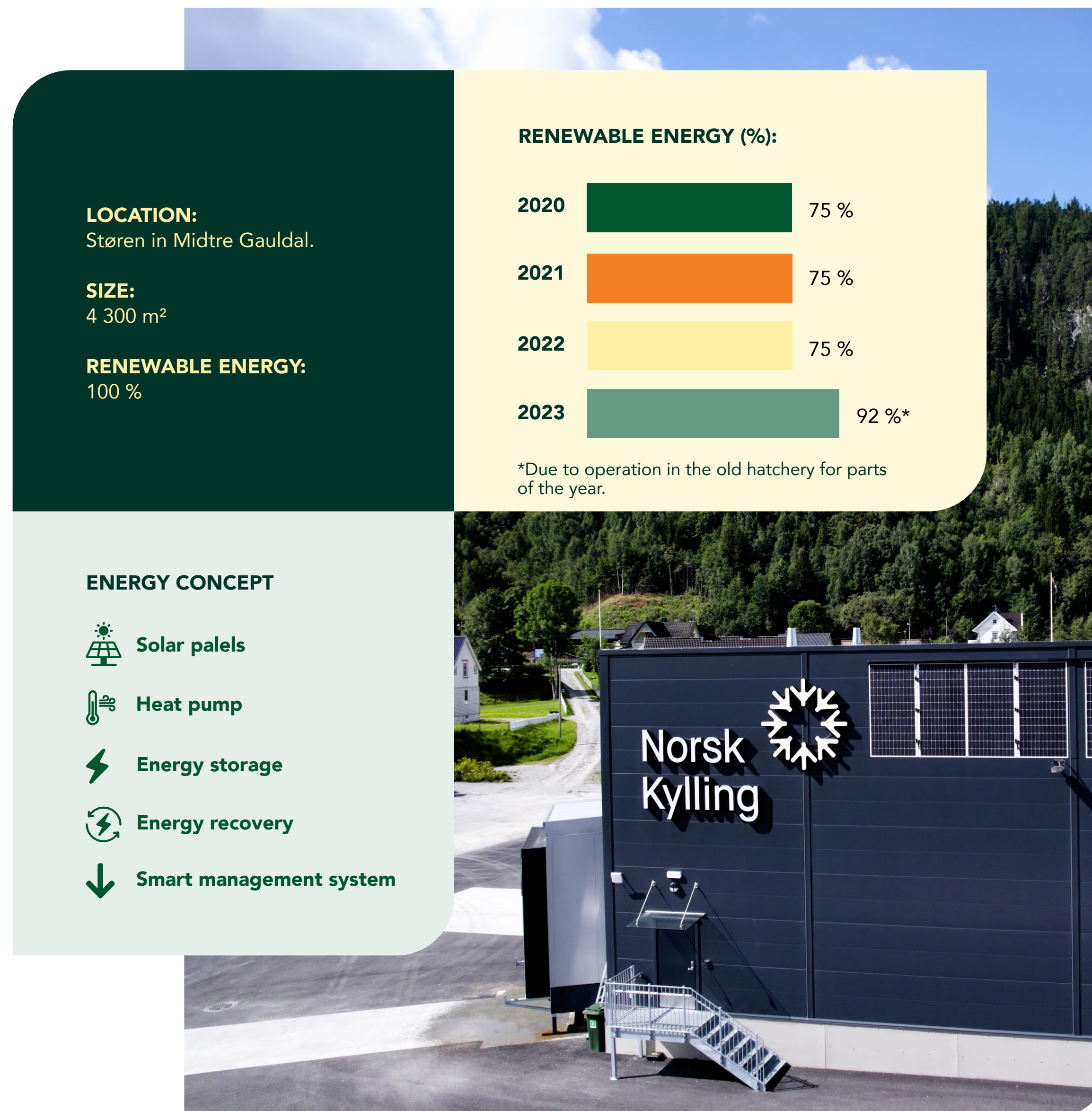


Energy concept: Farmhouse

65 percent of the farmhouse area in our value chain is operated using green solutions, resulting in a 43 percent reduction in carbon footprint since 2020.

The farmers we collaborate with are leading in investments in environmentally friendly energy sources and new technology. This contributes to reducing the carbon footprint of each chicken we produce. A significant step towards more sustainable food production and agriculture.

To identify the best solutions, we needed data on how farmhouses use energy. Therefore, we initiated a project where we installed measuring points in two farmhouses as tools for developing and selecting solutions tailored to the needs of the animals and farmers. Together with the farmers, we have also formed a dedicated group working towards future energy-efficient farmhouses.

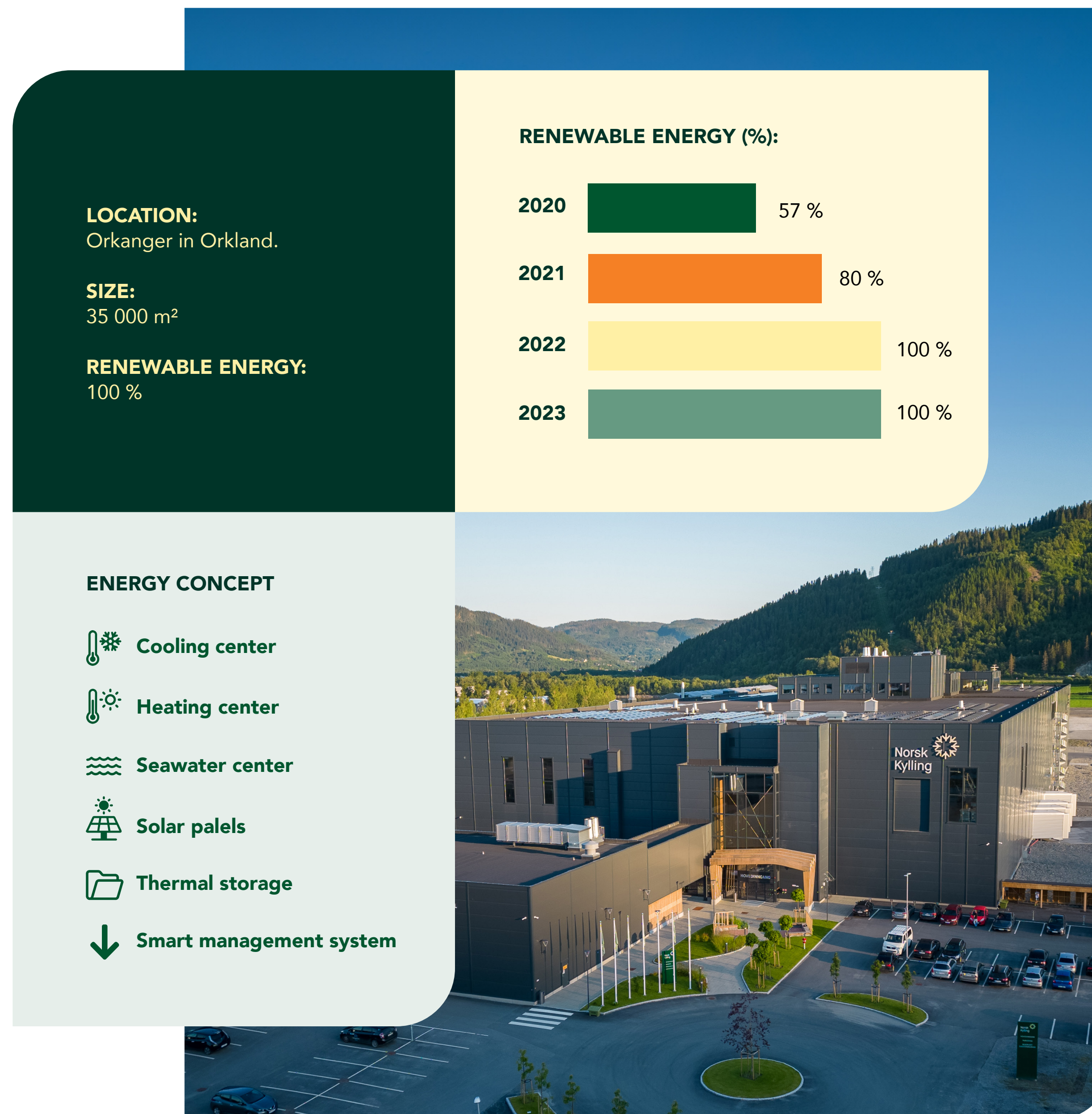


Energy concept: Broiler hatchery

The hatchery is now operated on 100 percent renewable energy. This has contributed to an 86 percent reduction in carbon footprint since 2020.

Climate and environment are key focus areas in the new hatchery. It is powered by renewable energy from solar panels and the electricity grid. The solar panels on the walls and roof are expected to produce 80,000 kilowatt-hours per year. A smart power management system reduces the strain on the power grid and cuts costs.

Heat recovery from production is utilised for building heating and process cooling. We have also invested in a solution to recover heat from the eggs, estimated at 3 watts per egg. With at least 14.5 million eggs per year, this is a significant contribution.



Energy concept: Processing plant

The processing plant with leading energy solutions has reduced the carbon footprint by 86 percent since 2020.

The processing plant utilise 100 percent renewable energy. It is designed to minimise its own energy consumption and has an energy concept based on thinking beyond individual interests. Therefore, we have an energy center capable of sharing green energy sources with nearby industry.

The energy center is divided into four main sections: a compressed air center, a cooling center, a heating center, and a seawater center. We recover surplus heat from Elkem Thamshavn, which saves the environment from energy production equivalent to that needed for 1,600 homes. We also employ a smart power management system and have thermal energy storage. For cooling, we use seawater from Orkdalsfjorden, and our roof is equipped with 2,260 m² of solar panels.



The right packaging

Choosing the right packaging is a crucial environmental initiative that requires research and development. In 2023, our focus was on:

- Increasing the proportion of recycled materials
- Reducing the amount of packaging
- Exploring alternative materials
- Extending product shelf life
- Reducing food waste
- Collaborating across industries

100 % OF OUR PACKAGING IS RECYCLABLE. WE AIM TO FIND PACKAGING MATERIALS THAT ARE ALSO MADE FROM RECYCLED MATERIALS.



WE HAVE MADE THE PLASTLØFTET COMMITMENT

Plastløftet is launched by Grønt Punkt Norge as an initiative to contribute to a more circular plastic economy. Through Plastløftet, we pledge to:

INCREASE THE USE OF RECYCLED PLASTIC

AVOID UNNECESSARY PLASTIC USAGE

DESIGN FOR RECYCLABILITY

RECYCLED MATERIALS (%):



Collaboration for pollinating insects



We have biodiversity projects in collaboration with Skjetlein Upper Secondary School. The students have put in a lot of effort to create good habitats for pollinating insects on the school grounds.



The flower strips attract pollinating insects such as hoverflies, honeybees, solitary bees, as well as various species of bumblebees.

Since 2021, we have had an annual project where farmers plant flower hedgerows along the grain fields to enhance insect biodiversity. We have also planted the area around the processing plant. The project was initiated in collaboration with NIBIO and Felleskjøpet, and it has helped us confirm that flower hedgerows are an important food resource for pollinating insects.

21,350 M2 FLOWER HEDGEROWS
AT THE FARMS

10,000 M2 FLOWER HEDGEROWS AT
THE PROCESSING PLANT

Recertified as an Eco-Lighthouse

Recertification as an Eco-Lighthouse reaffirms our commitment and systematic efforts to reduce our environmental impact. It also contributes to ensuring a good and safe working environment.

We first achieved Eco-Lighthouse certification in 2017 and were honoured as 'Eco-Lighthouse of the Year' in the category of 'Turnaround of the Year'. Since then, we have been working intensively and comprehensively towards creating a green value chain that sets a new environmental standard for future food industry.

THE CERTIFICATION INCLUDES REQUIREMENTS FOR:

- Work environment
- Purchasing
- Waste management
- Energy
- Transport
- Land use
- Biodiversity

– I am very impressed with how Norsk Kylling systematically registers, documents, and improves its work. Norsk Kylling is setting an example for others to follow. I am truly impressed with how forward-thinking the company is. They deserve top marks for their efforts.

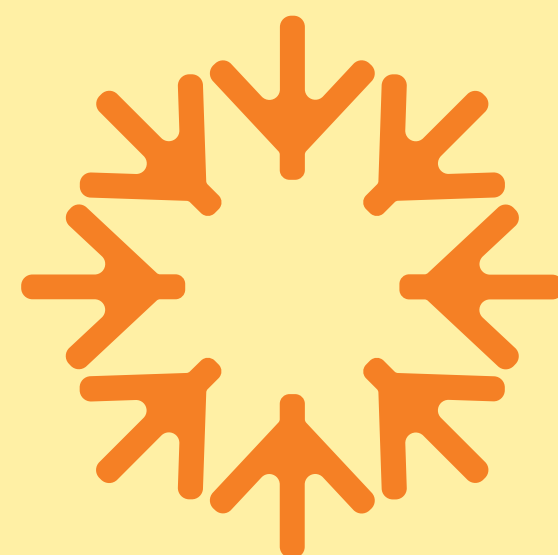
Jorulf Magne Gumdal, certifier at Certnor.



CHAPTER 5

Food and quality





FOOD SAFETY DECLARATION

Norsk Kylling aims to be a responsible and leading player in the production of safe food. We will work systematically throughout the value chain with a focus on food safety. All employees at Norsk Kylling will be trained and accountable to consistently deliver products of the highest quality.

EXCERPT FROM THE FOOD SAFETY DECLARATION IN NORSK KYLLING:

- **We commit** to fostering a food safety culture and continuously improving it.
- **We will** actively engage with deviation and complaint management systems and handle feedback from our customers.
- **We will** build a food safety culture through concrete goals.
- **Everyone** is responsible for reporting unwanted incidents and deviations, and suggesting improvements related to food safety and food quality.
- **We will** actively contribute to research and development of new solutions that can enhance food quality, food safety, and product shelf life.
- **All** suppliers of raw materials, ingredients, and food contact materials must be certified and/or approved according to our quality standards.
- **We will** be open and share experiences with others so we can learn from each other.

Top grade in global food safety standard

In 2023, we achieved the highest rating in the global food safety standard, BRCGS. The audit was conducted by DNV and covered the entire production at the factory, from slaughtering to finished product and packaging.

THROUGH TARGETED EFFORTS, THE CERTIFICATION DEMONSTRATES THAT WE HAVE:

- Strong procedures and solid structure
- Close monitoring of daily operations



BRCGS

The British Retail Consortium Global Standards (BRCGS) is a recognised standard for auditing food safety and quality. BRCGS was the first food safety standard to be approved by the Global Food Safety Initiative (GFSI). The certification is conducted annually by an accredited certification body. Norsk Kylling was audited by DNV and achieved the highest possible rating in 2023.

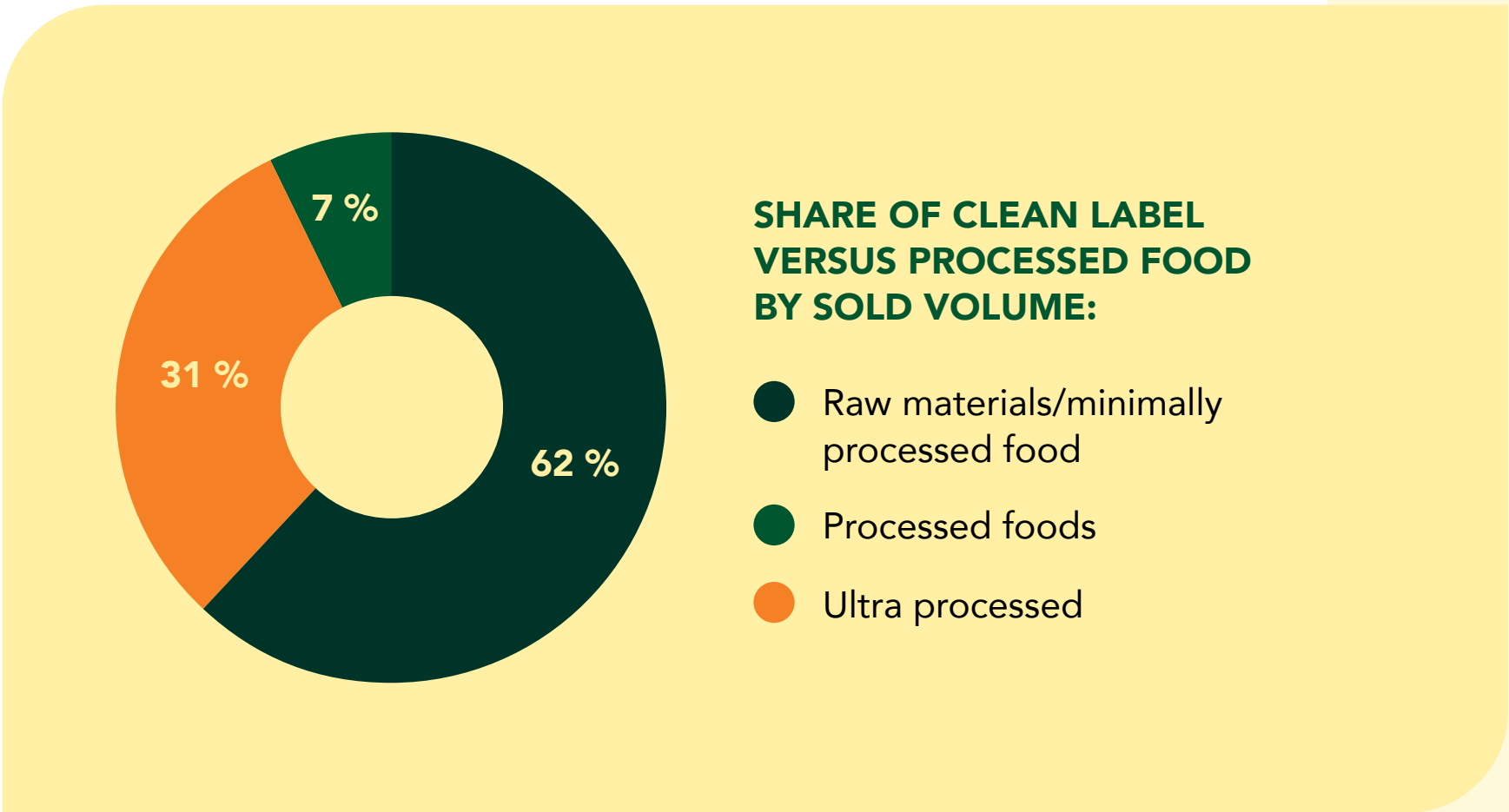
– The processing plant were BRCGS certified for the first time in 2022, achieving an A grade. Given the extensive infrastructure and processes involved, this was impressive. Following up with an AA grade now is truly fantastic!

Gunnar Andreas Aarvold, factory director at Norsk Kylling.

Responsible products

We offer a complete range of raw, grilled, processed, ready-to-serve, and frozen chicken products. Our products are available nationwide in stores, restaurants, and hotels.

In collaboration with REMA 1000 and Stange gårdsprodukter, we produce a wide variety of products under the brand names Solvinge and Stange. In 2023, REMA 1000 sold most raw chicken in the grocery sector nationwide, with a volume share measured in kilograms exceeding 30 percent. This means that three out of ten chickens on the plate were produced in a more responsible manner.



REMA 1000 sells 20 million Solvinge products per year, and for good reason! In 2023, we launched several new products:



Ready-to-serve sliced chicken fillet with sun-dried tomato and basil flavour



Ready-to-serve sliced chicken fillet with Mediterranean spices



Diced natural thigh fillet



Chili nuggets

Norwegian consumers have once again voted Solvinge as the most sustainable brand of chicken

In the Sustainable Brand Index, Europe's largest independent study on sustainability, Solvinge has been ranked as Norway's most sustainable chicken brand for the second consecutive year.

– For us, delivering on quality and price is important, but equally important is that the chicken we sell is produced responsibly. Norsk Kylling leads the way in this regard, and we are incredibly proud to have them as our own brand and supplier.

Pia Mellbye, sales and marketing director at REMA 1000.



SUSTAINABLE BRAND INDEX

Sustainable Brand Index includes 282 brands in Norway across 25 industries.

In the study, 13,000 consumers rank brands based on two main areas: *environmental responsibility and social responsibility.*

Within these areas, consumer awareness of the brand's responsibility and their attitudes and perceptions towards the brand's responsibility are measured.

Three medals in the Norwegian championship in meat products

We received one silver medal and two bronze medals during the prestigious competition in 2023. The Norwegian Meat and Poultry Association (Kjøtt- og fjørfebransjens Landsforbund) is responsible for selecting the country's best meat products.

– For Norsk Kylling, the Norwegian championship in meat products is an opportunity to receive independent and professional feedback on our products. It's rewarding to receive confirmation and a quality stamp from experts that shows we produce flavourful chicken.

Øyvind Andersen, sausage maker at Norsk Kylling.

THE NORWEGIAN CHAMPIONSHIP IN MEAT PRODUCTS

The Norwegian championship in meat Products is organised by the Norwegian Meat and Poultry Association (KLF). This competition involves professionals evaluating each product based on criteria such as raw materials, appearance, smell, taste, and texture. Each year, around 500 products from over 60 producers compete to achieve titles and medals.



SILVER MEDAL
Solvinge natural
chicken spread



BRONZE MEDAL
Solvinge chicken
spread rosemary
& basil



BRONZE MEDAL
Solvinge ready-to-
serve sliced chicken
fillet with sun-dried
tomato and basil



We're where it happens

In 2023, we participated with food serving stands at over 20 events. We distributed tastings and sold food to thousands of visitors. This is a great way to share our food story and allow customers, partners, and others to taste the various products we make.

The Food Festival in Trøndelag and the Women's Handball World Championship were the two largest single events. Erik Olsen, with a background as a chef, is a natural participant.

Erik Olsen, regional sales manager at Norsk Kylling.

The chef of the year chooses Norsk Kylling

– Norsk Kylling's views on environment, sustainability, and welfare are values I deeply appreciate. Knowing that the animals have had a good life is incredibly important to me. It's about respecting the animals all the way from the farmer to the plate, and it's a requirement for me when choosing ingredients. And good ingredients are absolutely essential for me as a chef. That's why Norsk Kylling is a natural partner for me.

Håvard Werkland, winner of Chef of the year Norway 2023 and bronze medallist in Bocuse d'Or Europe 2024.

NORSK KYLLING IS PROUD TO SPONSOR HÅVARD. WE WISH HIM THE BEST OF LUCK IN HIS NEXT MILESTONE - THE BOCUSE D'OR WORLD FINAL IN LYON IN 2025.



Research on food waste

In 2023, we secured our first research project funded by the EU - micrOOrc. Together with 17 partners from nine different countries, we will collaborate to enhance food quality, extend product shelf life, reduce food waste, and promote a sustainable food system across borders. The project is led by the food research institute Nofima.

→ *– Products from Norsk Kylling have very good quality and shelf life initially, which contributes to minimal food waste. If we can develop technologies with dynamic shelf life in the project, we could further reduce food waste.*

Birgitte Moen, researcher in microbial molecular biology at Nofima.



Ina A. Lian, quality engineer at Norsk Kylling.

Poultry production is part of the curriculum at NTNU

In the fall of 2023, Ina from the quality department at Norsk Kylling gave a guest lecture at NTNU in the subject of Food Technology – Meat and Fish.

NTNU aimed to update students on current poultry production practices, as the available text-book materials were outdated. Ina discussed how Norsk Kylling manages production at every stage, from farmhouse to finished packaged product, emphasising animal welfare, quality, and food safety throughout the organisation.

– The guest lecture and materials from Norsk Kylling provided updated knowledge for both students and myself as a lecturer. A presentation on practical production insights is valuable and improves the perception of the poultry industry as a whole. Moving forward, I will use Norsk Kylling's value chain and expertise as a basis to develop a regular lecture on poultry production in the Food Technology – Meat and Fish course.

Åse Strand, associate professor at the department of biotechnology and food science at NTNU.



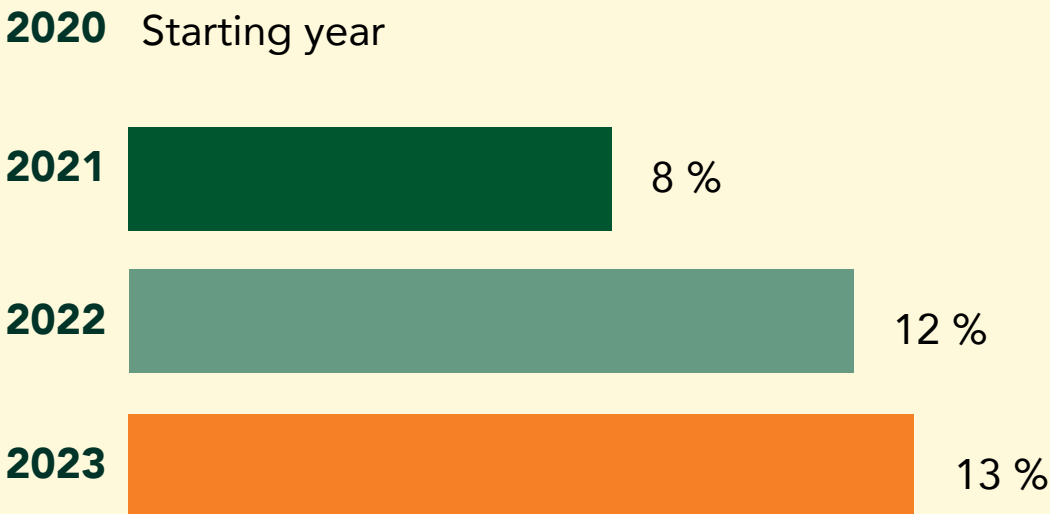
Product shelf life

Since 2020, we have increased the shelf life of our products by 13 percent.

HERE'S HOW WE WORK TO IMPROVE PRODUCT SHELF LIFE:

- Leading equipment, technology, and hygienic design
- Streamlined production with a short time from slaughter to finished packaged product
- Strict hygiene regime
- Participation in various research projects
- Training and skills enhancement

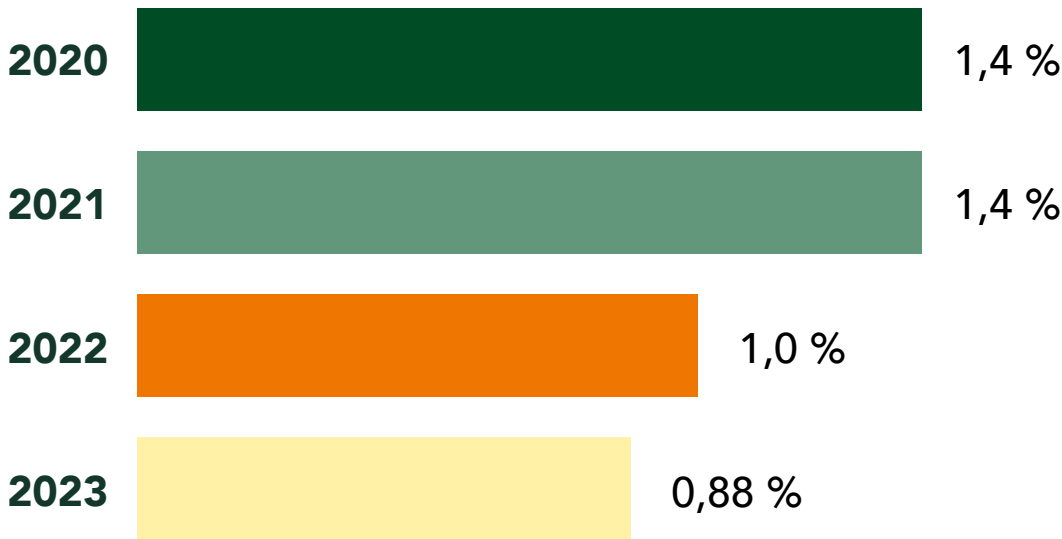
INCREASE IN PRODUCT SHELF LIFE (%):



We are reducing food waste

Reducing food waste can cover part of the increasing food demand. In 2023, we implemented several measures to cut food waste at the processing plant. We invested in new production equipment that improved the utilisation of chicken. We also established dedicated improvement groups in all production departments, where reducing food waste is one of the key focus areas.

IN 2023, WE ACHIEVED A FOOD WASTE RATE OF 0.88 %, MARKING A 36 % REDUCTION FROM 2020.



THE FOOD WASTE REDUCTION PROOF

The Food Waste Reduction Proof is awarded by Matvett to entities in the food and service industry that are leading in cutting food waste towards 2030. This proof acknowledges our concrete and targeted efforts in reducing food waste within our own operations and in collaboration with other stakeholders in the value chain.

KUTTMATSVINN
BEVISET



NORSK KYLLING AS

Bedriften jobber målrettet og konkret med matsvinn både i egen virksomhet og i samarbeid med andre aktører i verdikjeden.



We collaborate with Matsentralen

We collaborate with Matsentralen Trøndelag to rescue surplus food, which is redistributed through a large network of charitable organisations.



In 2023, we donated food equivalent to **40,000** meals!

This makes Norsk Kylling the 4th largest donor in the country of meat products to Matsentralen.



Matsentralen picks up chicken products from us. This is food that for various reasons cannot be sold but is safe to eat.



Matsentralen sorts and stores the food, which is then collected by various charitable organisations that assist those in need.



Charities either prepare meals or pack the food into bags for distribution or home delivery.



The food reaches those who need it most.



Julianne Winge, quality engineer at Norsk Kylling.

Quality company of the year

For our high-quality and continuous improvement work throughout the value chain, we were awarded the title of Quality company of the year 2022 by REMA 1000.

The award is a recognition of everyone at Norsk Kylling, especially the quality department, which has played a crucial role in ensuring good practices and food safety standards at every stage of production.

THE AWARD WAS BASED ON:

- BRCGS certification
- High food safety culture
- First industrial producer globally to meet all requirements of the European Chicken Commitment (ECC)
- Open and transparent communication, with a strong desire to share knowledge and experience
- Professional customer management
- Unique value chain for poultry production

KLFs honorary award

– In the past two years, Norsk Kylling has expanded its turnover and made significant technological advancements. KLF believes the company is a good example of achieving substantial progress through targeted and committed collaboration with stakeholders in the retail sector. Norsk Kylling demonstrates that it is profitable to operate responsibly and leaves a positive footprint with its work on animal welfare, quality, sustainability, and the environment.

Per Arne Sleipnes, editor at KLF Media.



KLFs HONORARY AWARD KJØTTØKSA

Kjøtt- og fjørfebransjens Landsforbund (KLF) is an interest and industry organisation representing the privately owned, independent sector of the meat, egg, and poultry industry in Norway. Norsk Kylling has been a member of KLF since 2007.

KLF's honorary award is given to a company that has excelled positively over the past two years, encompassing economic development, innovation pace, and notably, providing a safe workplace for its employees.



Health and diet

Norsk Kylling is affiliated with the Norwegian Directorate of Health's intention agreement for a healthier diet. We collaborate with health authorities and the rest of the food industry to make it easier for consumers to make healthy choices.

THE NORWEGIAN DIRECTORATE OF HEALTH RECOMMENDS CHOOSING LEAN MEAT AND LEAN MEAT PRODUCTS*.

CHICKEN IS HEALTHY AND RICH IN PROTEIN.

*Source: The Directorate of Health. Dietary advice and nutrients.



Targets and reporting

Non-exhaustive.

*The basis for calculating emissions from feed was changes in Q4 2020. To compare emissions to 2020, an adjustment has been made to standardise emissions across years.
** Kilometers driven.
*** Since the start with the trucks in February 2023.

TOPIC		GOAL	2020	2023	GOAL 2025	GOAL 2030
HSE	Number of apprentices	Number per year – all fields	2	2	3	5
	Number of trade certificates	Number per year – all fields	2	5	5	10
	Sick leave	Sick leave (%)	8 %	9,1 %	8 %	8 %
	Absence injuries	Number per year	2	4	0	0
Animal welfare	Ethical accounting	Grade at facilities	A A B	A A A	A A A	A A A
	ECC standard	Share of production in compliance (%)	Not assessed	100 %	100 %	100 %
	Slower-growing chicken	Share of production (%)	100 %	100 %	100 %	100 %
Feed	Soy	Share of soy in chicken feed (%)	19 %	13 %	9 %	0 %
	Emissions	Reduction in feed-related emissions (%)	Starting year	-11 %*	-30 %	-50 %
Renewable energy	Hatchery	Share of renewable energy (%)	75 %	100 %	100 %	100 %
	Processing plant	Share of renewable energy (%)	57 %	100 %	100 %	100 %
	Farmhouses	Share of renewable energy (%)	25 %	65 %	80 %	100 %
Transport	Renewable fuel	Share of renewable fuel (%)**	0 %	14 %***	30 %	100 %
Packaging	Recycled materials	Share of recycled materials (%)	37 %	37 %	50 %	100 %
	Recyclable materials	Share of recyclable materials (%)	100 %	100 %	100 %	100 %
Carbon footprint	Value chain	Emissions per kg of chicken	Starting year	-14 %	-28 %	-51 %
Food safety	BRCGS certification	Grade	Not assessed	AA	AA	AA
Food waste	From processing plant	Reduction in food waste (%)	Starting year	-36 %	-50 %	-75 %
	Product shelf life	Increase in shelf life (%)	Starting year	13 %	15 %	18 %





Do you have input
or questions for
Norsk Kylling?

[Contact here](#)

norskkylling.no