

**Appendix B Reference Matrix**

Based on NPR 9026+C1:2012

Date: 29-01-2013

No.	Question	Answer to the question	Source
<b>The Seven Principles of ISO 26000</b>			
1	Our organization is accountable for its impacts on society, the economy and the environment. Which activities does your organization undertake to give substance to this principle?	<p>FrieslandCampina is accountable for its impacts on society, the economy and the environment. We are accountable for:</p> <ul style="list-style-type: none"> <li>√ The impacts of our decisions and activities on society, the environment and the economy, especially significant negative consequences;</li> <li>√ The actions taken to prevent repetition of these negative impacts.</li> </ul> <p>FrieslandCampina accounts for its actions and impacts and the actions taken in its annual and CSR report, on its website and in its contact and communication opportunities with its stakeholders. FrieslandCampina uses management systems and the internal control framework to prevent repetition of unintended and unforeseen negative impacts. Every FrieslandCampina production facility uses an environment and work safety management system that complies with the specifications of ISO 14001 and OHSAS 18001. FrieslandCampina has developed its own standard for this purpose: the Foqus SHE management system.</p> <p>The environment and work safety management system is safeguarded by means of internal and external audits. All the companies are ISO 14001 and OHSAS 18001 certificated or have a declaration that the environment management system complies with the stipulations of ISO 14001. Controlling, evaluation and improving of activities is embedded in the management systems.</p> <p>FrieslandCampina has a number of programmes aimed at the improvement of the company's performance and culture. Facilities are working with an improvement programme such as Continuous Improvement, Total productive Management (TPM) and/or World Class Operations Management (WCOM). The goal is to implement an improvement programme at every facility in 2012.</p>	<p>Annual Report (<a href="http://www.frieslandcampina.com/english/financial/reports.aspx">http://www.frieslandcampina.com/english/financial/reports.aspx</a>).</p> <p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p> <p>Corporate website (<a href="http://www.frieslandcampina.com/english/responsibility.aspx">http://www.frieslandcampina.com/english/responsibility.aspx</a>).</p> <p>Foqus (<a href="http://www.frieslandcampina.com/english/responsibility/foqus-for-quality.aspx">http://www.frieslandcampina.com/english/responsibility/foqus-for-quality.aspx</a>)</p>
2	Our organization is transparent about decisions and activities which have an impact on our environment. Which activities does your organization undertake to give substance to this principle?	<p>We are transparent about:</p> <ul style="list-style-type: none"> <li>√ Purpose, nature and location of our activities;</li> <li>√ The identity of any controlling interest in the activity of our organization;</li> <li>√ The manner in which decisions are made, implemented and reviewed;</li> <li>√ The definition of the roles, responsibilities, accountabilities and authorities across the different functions in our organization;</li> <li>√ Who in our organization has what position in the context of decision making;</li> <li>√ Standards and criteria against which our organization evaluates its own performance relating to social responsibility;</li> <li>√ The performance of FrieslandCampina on relevant and significant issues of social responsibility;</li> <li>√ Our financial performance;</li> <li>√ Sources, amounts and application of funds;</li> <li>√ The known and likely impacts of our decisions and activities on our stakeholders, society, the economy and the environment;</li> <li>√ Our stakeholders and the criteria and procedures used to identify, select and engage them.</li> </ul> <p>The information is:</p> <ul style="list-style-type: none"> <li>√ Publically and easily available;</li> <li>√ Understandable for our stakeholders;</li> <li>√ Timely, factual correct, clear and objective.</li> </ul> <p>FrieslandCampina communicates about the goal, nature and location of its activities on its website and annual reports. In addition FrieslandCampina is accessible for questions and comments via telephone or e-mail. The identity of controlling interest in the activities of FrieslandCampina is reported in the annual report and on the website of FrieslandCampina (note: all shares of the company are owned by Zuivelcoöperatie FrieslandCampina U.A.). The organizational structure of the executive and supervisory board of FrieslandCampina, the manner in which decisions are made, implemented and reviewed, including the definition of the roles, responsibilities, accountabilities and authorities are described in the Corporate Governance chapter in the annual report and in the Corporate Governance section on the website of FrieslandCampina. The most important decisions are included in the annual report as well. In addition, important decisions are communicated in the news &amp; press section on the website of FrieslandCampina, in press releases and other publications.</p> <p>FrieslandCampina measures and monitors its own performance relating to environmental, social and ethical aspects, through defined KPIs. In its Code of Conduct and CSR report FrieslandCampina reports on the standards and criteria against which the company evaluates its performance (e.g. the Universal Declaration on Human Rights, ISO14001, OHSAS 18001). The KPIs and performance are reported in its annual and CSR report and when relevant in publications, press releases and other contact opportunities with stakeholders. The sources, amounts and applications of funds are reported in the annual report of FrieslandCampina.</p> <p>Relevant stakeholders are informed about significant impacts in stakeholder meetings and dialogues. In the CSR report, the responsibility section of the website and other contact opportunities with stakeholders, impacts in general are reported. The method of FrieslandCampina to identify, choose and engage stakeholders, is described in the stakeholder plan (appendix 6, not publically available) and summarized in the CSR Report.</p>	<p>Annual Report (<a href="http://www.frieslandcampina.com/english/financial/reports.aspx">http://www.frieslandcampina.com/english/financial/reports.aspx</a>).</p> <p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p> <p>Corporate website (<a href="http://www.frieslandcampina.com/english/about-us.aspx">http://www.frieslandcampina.com/english/about-us.aspx</a> and <a href="http://www.frieslandcampina.com/english/news-and-press/news.aspx">http://www.frieslandcampina.com/english/news-and-press/news.aspx</a>).</p>
3	Our organization behaves ethically. Which activities does your organization undertake to give substance to this principle?	<p>FrieslandCampina strives to behave in an ethical manner and is actively promoting ethical behaviour. We:</p> <ul style="list-style-type: none"> <li>√ Identify and state core values and principles;</li> <li>√ Develop and use governance structures that help promoting ethical behaviour within the organization, in decision making and in interactions with others.</li> <li>√ Identify, adopt and apply standards of ethical behaviour appropriate to the purpose and activities and consistent with the principles outlined in ISO 26000.</li> <li>√ Encourage and promote the compliance to these standards;</li> <li>√ define and communicate the standards of ethical behavior expected from our governance structure, personnel, suppliers, contractors, owners and managers, and particularly from those that have the opportunity, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of our organization and people acting on its behalf;</li> <li>√ Prevent or resolve conflicts of interest throughout the organization that could otherwise lead to unethical behaviour;</li> <li>√ Establish and maintain oversight mechanisms and controls to monitor, support and enforce ethical behaviour;</li> </ul>	<p>Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Whistleblower procedure (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Business Practices for Suppliers (not publically available).</p> <p>Internal Control Framework (not publically available).</p>

No.	Question	Answer to the question	Source
		<p>√ Recognize and address situations where local laws and regulations either do not exist or conflict with ethical behaviour;</p> <p>√ Adopt and apply internationally recognized standards of ethical behaviour when conducting research with respect to people;</p> <p>√ respect the welfare of animals, when affecting their lives and existence, including by providing decent conditions for keeping, breeding, producing, transporting and using animals.</p> <p>FrieslandCampina formalized ethical behaviour in the:</p> <p>√ Code of Conduct;</p> <p>√ Whistle blower procedure;</p> <p>√ Business Practices for Suppliers;</p> <p>√ Internal Control Framework.</p> <p>To promote the correct and principled conduct of its employees, FrieslandCampina has drawn up a Code of Conduct. The Code of Conduct of FrieslandCampina describes its core values, principles and guidelines that govern the way the company works. Issues covered by the Code include human rights, the exclusion of corruption, child labour, forced labour, the discrimination of employees and respect for employees' right to organize themselves in trade unions. The Executive Board is responsible for ensuring the Code of Conduct is understood by all employees. Management teams must sign for distribution of and compliance with the Code of Conduct annually. Compliance is monitored annually and the findings are reported to the Supervisory Board's Audit Committee. The Code of Conduct is distributed among employees in employee meetings and on the intranet. Articles about the relevance of the Code of Conduct are published in employee magazines of FrieslandCampina, Business Groups and Operating Companies.</p> <p>On various management levels meetings are held on the Code of Conduct. An e-learning tool and a toolkit with supporting material for communication are available for senior staff. Sanctions/disciplinary measures are taken at non-compliance with the Code of Conduct.</p> <p>Employees are requested to report any contraventions of the Code of Conduct. To promote transparency and integrity, FrieslandCampina has developed a Whistleblower's Regulation. The Regulation serves as a guideline for expressing concern and protects the whistleblower from disciplinary measures or unfair treatment. All employees have been told about the Regulation and in every component of the organization a trusted local intermediary has been designated and instructed. All reports will be dealt with in a confidential manner. A Corporate Integrity Committee comprising a member of the Executive Board, the Secretary of the Executive Board and the Corporate Compliance Officer has been formed that is responsible for ensuring the correct procedures are followed for reporting contraventions.</p> <p>The Integrity Committee also assesses, investigates and processes reported contraventions. The activities of the Integrity Committee are reported to the Supervisory Board's Audit Committee by the Executive Board on an annual basis. Parties other than employees can report unethical behaviour through the regular complaint channels of FrieslandCampina.</p> <p>Managing legal and ethical issues and managing compliance is part of the Internal Control Framework of FrieslandCampina. Management is responsible for implementing the Internal Control Framework. Compliance with the Internal Control Framework is monitored by the Corporate Internal Audit department.</p> <p>FrieslandCampina has drawn-up a set of standards for its suppliers, the Business Practices for Suppliers. The topics covered by these supplier standards include statutory national and local requirements, industry standards, human rights, food safety and quality, and sustainable business operations. The Business Practices for Suppliers need to be signed by suppliers in addition to a contract. Compliance is monitored at strategic suppliers during quality audits. Sanctions/ disciplinary measures are taken at non-compliance with the Business Practices.</p> <p>FrieslandCampina believes it is important that milk, and other raw materials necessary for its products, are produced in a sustainable manner. This includes a policy aimed at the well-being of animals (milking cows). This approach revolves around the cooperation with the member dairy farmers, suppliers and local communities. This is why FrieslandCampina wants to draw-up a standard for sustainable dairy farming. A start has been made with the drawing-up of a sustainability concept that Zuivelcoöperatie FrieslandCampina has presented to its members for discussion. In consultation with the Nederlandse Zuivelorganisatie NZO (Dutch Dairy Organization) and the Land- en Tuinbouw Organisatie Nederland LTO (Dutch Agriculture and Horticulture Organization) several components of this sustainability concept have been laid-down in the Sustainable Dairy Chain action program. Part of this program is encouraging outdoor grazing and improving the health and welfare of dairy cows.</p> <p>All our member dairy farmers in the Netherlands, Germany and Belgium can take part in our outdoor grazing programme. Farmers whose cows graze for at least 120 days a year least six hours a day receive an incentive payment. Independent monitoring organisations check whether our member dairy farmers are in fact allowing their cows to graze outdoors. For practical information on outdoor grazing, our Dutch member dairy farmers can contact the Outdoor grazing foundation (Stichting Weidegang). The foundation can also assist dairy farmers in difficult situations such as dairy farmers with large dairy herds and relatively little land or dairy farmers with an automatic milking system (milk robot).</p>	<p>Outdoor grazing policy  <a href="http://www.frieslandcampina.com/english/responsibility/outdoor-grazing-weidegang-koe-in-wei.aspx">http://www.frieslandcampina.com/english/responsibility/outdoor-grazing-weidegang-koe-in-wei.aspx</a>)</p>

No.	Question	Answer to the question	Source
4	<p>Our organization respects the interests of our stakeholders and take them into account. Which activities does your organization undertake to give substance to this principle?</p>	<p>FrieslandCampina respects stakeholder interests. We:</p> <ul style="list-style-type: none"> <li>√ Identify our stakeholders;</li> <li>√ Recognize and have due regard for the interests as well as the rights of our stakeholders and we respond to their expressed concerns;</li> <li>√ Recognize that stakeholders can significantly affect the activities of the organization;</li> <li>√ Assess and take into account the ability of stakeholders to contact, engage with and influence the organization;</li> <li>√ Take into account the relation of our stakeholders' interests to the broader expectations of society and to sustainable development, as well as the nature of the stakeholders' relationship with our organization</li> <li>√ Consider the views of stakeholders whose interests are likely to be affected by a decision or activity even if they have no formal role in the governance of the organization or are unaware of these interests.</li> </ul> <p>FrieslandCampina attaches great value to maintaining a good relationship and dialogue with its stakeholders. The company strives for the right balance between the interests and expectations of FrieslandCampina and those of the member dairy farmers, consumers, employees, industrial customers, partners, (local) authorities and social organizations.</p> <p>FrieslandCampina identified its stakeholders, recognizes and knows their influence and interests and defined a vision for each stakeholder group. FrieslandCampina defined stakeholders that are relevant from corporate perspective. These are mainly Non Governmental Organizations (NGOs) that can have an influence on the (corporate) CSR policy of the company. The dialogue with these relevant NGOs is organized on corporate level. On the one hand this is to enable sustainability issues to be recognized in good time and a joint approach to be developed. On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature and Solidaridad when making raw materials chains more sustainable. Stakeholder management of other relevant parties takes place not only on corporate level, but on other levels in the company as well. Business Groups, Operating Companies and other organizational units are facilitated and stimulated to implement local stakeholder management according to the corporate standards.</p> <p>The management and the designated employees are encouraged to work with the authorities and other legislative and regulating bodies to draw-up legislation and regulations. The contact can either be direct or via sector organizations and forms of cooperation. Results of dialogues are taken into account in developing (CSR) policies and plans of action.</p> <p>The stakeholder plan (appendix 6, not publically available) and CSR report further describe the FrieslandCampina policy on stakeholders.</p>	<p>Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p>
5	<p>Our organization respects the applicable laws and regulations. Which activities does your organization undertake to give substance to this principle?</p>	<p>FrieslandCampina accepts that respect for the rule of law is mandatory. We:</p> <ul style="list-style-type: none"> <li>√ Keep ourselves informed of all legal obligations;</li> <li>√ Comply with legal requirements in all jurisdictions in which the organization operates, even if those laws and regulations are not adequately enforced;</li> <li>√ Ensure that our relationships and activities comply with the intended and applicable legal framework;</li> <li>√ Inform employees about recent and relevant laws and regulations and how they can comply;</li> <li>√ Periodically review compliance with applicable laws and regulations.</li> </ul> <p>FrieslandCampina has knowledge of the applicable legal and regulatory framework. Knowledge is kept up to date and it is ensured that minimum requirements are always met. Management directors and plant managers are responsible to be up to date and compliant with laws and regulations. Education, training and keeping up to date of active or recent developments by being involved with the industry association and other memberships are ways to keep informed of all legal obligations. FrieslandCampina included the review of compliance with applicable laws and regulations in its management systems. Every FrieslandCampina production facility uses an environment and work safety management system that complies with the specifications of ISO 14001 and OHSAS 18001. FrieslandCampina has developed its own standard for this purpose: the Foqus SHE management system. The environmental and works safety risks at the facilities are assessed using a standard risk analysis that is implemented at every facility. All the companies are ISO 14001 and OHSAS 18001 certified or have a declaration that the environment management system complies with the stipulations of ISO 14001. In addition (internal and external) auditors and accountants test the compliance with applicable laws and regulations.</p>	<p>Various management systems of FrieslandCampina.</p>

No.	Question	Answer to the question	Source
6	<p>Our organization respects the international norms of behavior.</p> <p>Which activities does your organization undertake to give substance to this principle?</p>	<p>Friesland respects international norms of behaviour. We:</p> <ul style="list-style-type: none"> <li>√ respect international norms of behavior in situations where the law or its implementation does not provide for adequate environmental or social safeguards, or conflicts with international norms of behavior;</li> <li>√ reconsider our relations and activities in areas where the law or its implementation is in conflict with international norms of behavior and where not following these norms would have significant consequences;</li> <li>√ consider legitimate opportunities and channels to seek to influence relevant organizations and authorities to remedy conflicts of laws and regulations with the international norms of behavior;</li> <li>√ avoid being complicit in the activities of another organization that are not consistent with international norms of behavior.</li> </ul> <p>FrieslandCampina acts in all situations according to its own principles and values as laid down in the Code of Conduct. The Code of Conduct is based on international norms of behaviour, such as the Universal Declaration on Human Rights. Other issues covered by the Code include the exclusion of corruption, child labour, forced labour, the discrimination of employees and respect for employees' right to organize themselves in trade unions. The Executive Board is responsible for ensuring the Code of Conduct is understood by all employees. Management teams must sign for distribution of and compliance with the Code of Conduct annually. Compliance is monitored annually and the findings are reported to the Supervisory Board's Audit Committee. The Code of Conduct is distributed among employees in employee meetings and on the intranet. Articles about the relevance of the Code of Conduct are published in employee magazines of FrieslandCampina, Business Groups and Operating Companies. On various management levels meetings are held on the Code of Conduct.</p> <p>An e-learning tool and a toolkit with supporting material for communication are available for senior staff. Sanctions/disciplinary measures are taken at non-compliance with the Code of Conduct. If conflicts occur, appropriate actions are taken in consultation with the persons involved and management. This is part of the management systems of FrieslandCampina. FrieslandCampina has drawn-up a set of standards for its suppliers, the Business Practices for Suppliers. The topics covered by these supplier standards include statutory national and local requirements, industry standards, human rights, food safety and quality, and sustainable business operations. The supplier standards are derived from the Code of Conduct. The Business Practices for Suppliers need to be signed by suppliers in addition to a contract. Compliance is monitored at strategic suppliers during quality audits. Sanctions/disciplinary measures are taken at non-compliance with the Business Practices.</p> <p>FrieslandCampina sets great store by a good relationship with stakeholders and strives to find the right balance between all the, sometimes conflicting, expectations and needs of suppliers, customers, social organizations and local authorities. The management and the designated employees are encouraged to work with the authorities and other legislative and regulating bodies to draw-up legislation and regulations. The contact can either be direct or via branch organizations and forms of cooperation. FrieslandCampina is also in regular contact with various social organisations. On the one hand this is to enable sustainability issues to be recognized in good time and a joint approach to be developed. On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature, Solidaridad and Stichting Natuur en Milieu when making raw materials chains more sustainable. FrieslandCampina does not support any political party or political organization.</p>	<p>Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Business Practices for Suppliers (not publically available).</p>
7	<p>Our organization respects and recognizes the universal human rights.</p> <p>Which activities does your organization undertake to give substance to this principle?</p>	<p>FrieslandCampina respects and acknowledges the Universal Human Rights. We:</p> <ul style="list-style-type: none"> <li>√ Respect these rights in all countries, cultures and situations;</li> <li>√ Take steps to respect human rights and avoid taking advantage of these situations in situations where human rights are not protected;</li> <li>√ adhere to the principle of respect for international norms of behavior in situations where the law or its implementation does not provide for adequate protection of human rights.</li> </ul> <p>To promote the correct and principled conduct of its employees, FrieslandCampina has drawn up a Code of Conduct. This Code states that FrieslandCampina considers the United Nations' Universal Declaration of Human Rights to be the universal standard. Other issues covered by the Code include the exclusion of corruption, child labour, forced labour, the discrimination of employees and respect for employees' right to organize themselves in trade unions. The Executive Board is responsible for ensuring the Code of Conduct is understood by all employees. Management teams must sign for distribution of and compliance with the Code of Conduct annually. Compliance is monitored annually and the findings are reported to the Supervisory Board's Audit Committee. The Code of Conduct is distributed among employees in employee meetings and on the intranet. Articles about the relevance of the Code of Conduct are published in employee magazines of FrieslandCampina, Business Groups and Operating Companies. On various management levels meetings are held on the Code of Conduct.</p> <p>An e-learning tool and a toolkit with supporting material for communication are available for senior staff. Sanctions/disciplinary measures are taken at non-compliance with the Code of Conduct.</p> <p>FrieslandCampina has drawn-up a set of standards for its suppliers, the Business Practices for Suppliers. The topics covered by these supplier standards include statutory national and local requirements, industry standards, human rights, food safety and quality, and sustainable business operations. The supplier standards are derived from the Code of Conduct. The Business Practices for Suppliers need to be signed by suppliers in addition to a contract. Compliance is monitored at strategic suppliers during quality audits. Sanctions/disciplinary measures are taken at non-compliance with the Business Practices.</p>	<p>Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Whistleblower procedure (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Business Practices for Suppliers (not publically available).</p>

No.	Question	Answer to the question	Source
<b>Stakeholder identification and engagement</b>			
8	How did your organization identify its stakeholders (who were involved and how were they consulted)?	<p>To identify stakeholders FrieslandCampina asked the following questions:</p> <ul style="list-style-type: none"> <li>✓ To whom does the organization have legal obligations?</li> <li>✓ Who might be positively or negatively affected by the organization's decisions or activities?</li> <li>✓ Who is likely to express concerns about the decisions and activities of the organization?</li> <li>✓ Who has been involved in the past about the decisions and activities of the organization?</li> <li>✓ Who can help the organization address specific impacts?</li> <li>✓ Who can affect the organization's ability to meet its responsibilities?</li> <li>✓ Who would be disadvantaged if excluded from the engagement?</li> <li>✓ Who in the value chain is affected?</li> </ul> <p>The outcome of stakeholder identification is a list of relevant stakeholders for FrieslandCampina and a stakeholder plan (appendix 6, not publically available) that describes the method and frequency of the desired dialogue with the various stakeholders. FrieslandCampina attaches great value to maintaining a good relationship and dialogue with its stakeholders. The company strives for the right balance between the interests and expectations of FrieslandCampina and those of the member dairy farmers, consumers, employees, industrial customers, partners, (local) authorities and social organizations. FrieslandCampina defined a vision for each stakeholder group.</p>	Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a> ).
9	Who are the stakeholders of your organization?	<p>Stakeholders in the following categories were identified for FrieslandCampina:</p> <ul style="list-style-type: none"> <li>✓ Customers</li> <li>✓ Consumers</li> <li>✓ Employees</li> <li>✓ Governmental authorities</li> <li>✓ Non-governmental organisations</li> <li>✓ Investors/financial sector</li> <li>✓ Shareholders</li> <li>✓ Trade unions</li> <li>✓ Sector organizations</li> <li>✓ Suppliers</li> <li>✓ Scientists</li> <li>✓ Local community</li> </ul> <p>The stakeholder plan (appendix 6, not publically available) and CSR report describe the by FrieslandCampina identified stakeholders.</p>	Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a> ). CSR report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> )
10	Why and how does your organization engage its stakeholders? Give examples.	<p>FrieslandCampina engages stakeholders to:</p> <ul style="list-style-type: none"> <li>✓ Increase our understanding of the likely consequences of our decisions and activities on specific stakeholders;</li> <li>✓ Determine how best to increase the beneficial impacts of our decisions and activities and how to lessen any adverse impact;</li> <li>✓ Determine whether our claims about our social responsibility are perceived to be credible;</li> <li>✓ Help us to review and improve our social responsibility performance;</li> <li>✓ reconcile conflicts involving our own interests, those of our stakeholders and the expectations of society as a whole;</li> <li>✓ Fulfil legal obligations we have towards stakeholders;</li> <li>✓ Increase transparency of our decisions and activities;</li> <li>✓ form partnerships to achieve mutually beneficial objectives.</li> </ul> <p>FrieslandCampina sets great store by a good relationship with stakeholders and strives to find the right balance between all the, sometimes conflicting, expectations and needs of suppliers, customers, social organizations and local authorities. FrieslandCampina believes good cooperation with stakeholders to be crucial for making product chains and business processes more sustainable. FrieslandCampina defined stakeholders that are relevant from corporate perspective. These are mainly Non Governmental Organizations (NGOs) that can have an influence on the (corporate) CSR policy of the company (e.g. World Wild Fund for Nature (WWF), Solidaridad, the World Health Organization (WHO), IUCN (nature conservation)). The dialogue with these relevant NGOs is organized on corporate level. On the one hand this is to enable sustainability issues to be recognized in good time and a joint approach to be developed.</p> <p>On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature and Solidaridad when making raw materials chains more sustainable. Stakeholder management of other relevant parties takes place not only on corporate level, but on other levels in the company as well. Business Groups, Operating Companies and other organizational units are facilitated and stimulated to implement local stakeholder management according to the corporate standards. The management and the designated employees are encouraged to work with the authorities and other legislative and regulating bodies to draw-up legislation and regulations. The contact can either be direct or via sector organizations and forms of cooperation. Results of dialogues are taken into account in developing (CSR) policies and plans of action.</p>	Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a> ).
<b>Determining relevance, significance and priority</b>			
11	State whether during the determination of relevant issues you have looked at:	<p>To determine the relevance of issues, the following criteria are used:</p> <ul style="list-style-type: none"> <li>✓ The relation of the issue have with the own activities and decisions;</li> <li>✓ The relation of the issue with the value chain and partners (activities and decisions of organisations in the the supply chain and sphere of influence);</li> <li>✓ The relation of the issue with stakeholder expectations and sustainable development (both with regards to daily activities and exceptional situations).</li> </ul>	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
12	Which subjects are relevant?	Almost all issues are relevant for FrieslandCampina, except for 'access to essential services'. The result of the issue selection is included in appendix 3.	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
13	Which criteria did you use in determining the significant issues?	<p>To determine significance of issues the following criteria were used:</p> <ul style="list-style-type: none"> <li>✓ The extent of the impact of the issue on stakeholders and sustainable development.</li> <li>✓ The potential effect of taking action or failing to take action on the issue.</li> <li>✓ The level of stakeholder concern about the issue.</li> <li>✓ The potential effect of action versus the resources required for implementation.</li> <li>✓ The current performance versus existing laws, regulations and benchmarks (assumed to be the expectations of society).</li> </ul>	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
14	Which issues are significant?	Almost all ISO 26000 issues are significant for FrieslandCampina except for consumer data protection and privacy and access to essential services. The result of the issue selection is included in appendix 3.	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).

No.	Question	Answer to the question	Source
15	Which criteria did you use in determining the issues of high priority?	<p>The criteria that are used to establish priority of CSR issues for FrieslandCampina are:</p> <ul style="list-style-type: none"> <li>√ The level of compliance with laws, norms of behaviour, human rights, and health, associated with the issue;</li> <li>√ Whether or not actions will have an effect in the long term (time to reach the desired results);</li> <li>√ The level of concern to stakeholders or contribution to meeting the company's own objectives;</li> <li>√ Whether there can be significant cost implications if the issue is not addressed quickly;</li> <li>√ Whether actions on the issue can be easily implemented and have a motivating effect on employees (ease and speed of implementation and 'quick wins').</li> </ul>	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
16	Which issues have priority?	<p>Only the significant issues are assessed on priority.</p> <p>High priority issues: environmental issues, organizational governance, due diligence on human rights and health and safety at work</p> <p>Low priority issues: education and culture.</p> <p>All other issues have a medium priority.</p> <p>The priority per CSR issue can be found in appendix 3.</p>	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
17	Which actions have been taken as a result of these priorities or which actions are you going to take?	<p>The ISO 26000 scan has lead to further points of improvement. We undertook the following actions:</p> <ul style="list-style-type: none"> <li>- define the operational implementation and monitoring process for (CSR) policies for all business groups and operating companies where FrieslandCampina operates.</li> <li>- being transparent how stakeholders are identified and how dialogues are held with parties other than NGO's.</li> <li>- improve the internal knowledge about CSR and ISO 26000 by developing an intranet site with all relevant information.</li> </ul> <p>We will undertake the following actions:</p> <ul style="list-style-type: none"> <li>- The Internal Control Framework will be complemented with the ISO 26000 issues and principles.</li> </ul>	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
18	Explanation on determining priorities (explain also why certain issues are or are not considered).	The priority per CSR issue can be found in appendix 3.	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
19	Indicate which stakeholders you have involved in determining relevancy, significance and the issues of priority and how you have done this.	<p>FrieslandCampina consults its stakeholders regularly in various types of dialogues. The available knowledge and the results of these dialogues were input for determining relevance, significance and priority of the issues per core subject.</p> <p>FrieslandCampina attaches great value to maintaining a good relationship and dialogue with all its stakeholders. This results in a greater understanding of social developments and of what concerns all the stakeholders in the relationship with FrieslandCampina. FrieslandCampina's aim with this relationship is to achieve improvements in its business operations. The dialogue with stakeholders also plays a major role in the vision of chain management. The contacts with stakeholders enable FrieslandCampina to communicate its vision and learn what, in their turn, these stakeholders expect of FrieslandCampina. FrieslandCampina strives for the right balance between its performance and the expectations of the member dairy farmers, consumers, employees, industrial customers, partners, (local) authorities and social organisations. Virtually every group of stakeholder was involved in elaborating the CSR policy strategy.</p>	ISO 26000 scan Royal FrieslandCampina, August 2011 (not publically available). Issue Selection (Appendix 3 - not publically available under NEN Option 2).
<b>Chain responsibility and sphere of influence</b>			
20	Which (types of) organizations are in your sphere of influence and how are they related to your organization?	<p>FrieslandCampina defined the following stakeholder categories in its sphere of influence:</p> <ul style="list-style-type: none"> <li>√ Customers</li> <li>√ Consumers</li> <li>√ Employees</li> <li>√ Governmental authorities</li> <li>√ Non-governmental organization</li> <li>√ Investors/financial sector</li> <li>√ Shareholders</li> <li>√ Trade unions</li> <li>√ Sector organizations</li> <li>√ Suppliers</li> <li>√ Scientists</li> <li>√ Local community</li> </ul> <p>An overview of all stakeholders of FrieslandCampina can be found in the stakeholder plan in appendix 6 (not publically available). More information on stakeholder engagement can be found in the CSR report of FrieslandCampina.</p> <p>FrieslandCampina is exerting influence in the following manner:</p> <ul style="list-style-type: none"> <li>√ Regarding ownership and governance: FrieslandCampina is exerting influence on the own organization, meaning Royal FrieslandCampina NV, the organization of Business Groups and Operating Companies, excluding the farmers cooperation, through its CSR policy.</li> <li>√ Regarding economic relationships: FrieslandCampina is exerting influence on parties that we can influence through our economic relations, focusing mainly on the influence the company has in its supply chain meaning the farmers, customers and suppliers through the Business Practices for Suppliers, its stakeholder dialogues and by being member of or an active participant in various initiatives and consultation bodies. More information on stakeholder dialogue and a list of consultation bodies can be found in the CSR report.</li> <li>√ Regarding legal/political authority: FrieslandCampina is exerting influence on parties through our legal and political authority, meaning our employees through the Code of Conduct.</li> <li>√ Regarding public opinion: FrieslandCampina is exerting influence on the public through our website, marketing and other ways of communication.</li> </ul>	Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a> ) CSR report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> )

No.	Question	Answer to the question	Source
21	How does your organization encourage social responsibility with other organizations? Give examples.	<p>FrieslandCampina uses the following methods for exercising influence:</p> <ul style="list-style-type: none"> <li>√ setting social responsibility criteria in contractual provisions or incentives;</li> <li>√ Making a public statements about social responsibility;</li> <li>√ Engaging with the community, political leaders and other stakeholders;</li> <li>√ Applying social responsibility criteria for investment decisions;</li> <li>√ Sharing knowledge on social responsibility issues with stakeholders, thereby enlarging their awareness;</li> <li>√ Undertaking responsible lobbying and using media relations;</li> <li>√ Promoting good practices;</li> <li>√ By working together with suppliers, customers and sector associations on sustainability projects.</li> </ul> <p>FrieslandCampina is exerting influence by using its Code of Conduct for employees and Business Practices for Suppliers. In addition FrieslandCampina is stimulating CSR through its stakeholder dialogues and by being member of or an active participant in various consultation bodies.</p> <p>On corporate level FrieslandCampina organizes dialogues with relevant NGOs. On the one hand this is to enable sustainability issues to be recognized and a joint approach to be developed. On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature and Solidaridad when making raw materials chains more sustainable.</p> <p>In consultation bodies FrieslandCampina is among other things stimulating energy and CO2 reductions in the supply chain, implementing sustainable dairy farming and making international raw material (such as fruit, cacao and sugar) chains more sustainable. More information on the stakeholder dialogue and a list of all consultation bodies the company is involved in can be found in the CSR report.</p>	<p>Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>)</p> <p>CSR report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>)</p>
<b>Due diligence</b>			
22	How does your organization review (potential) (negative) impacts of its activities and decisions on society, environment and economy?	<p>The focus of due diligence for FrieslandCampina is on its supply chain. FrieslandCampina evaluates its strategic suppliers in the Strategic Vendor Rating on 4 criteria: costs, value, risks and CSR. Suppliers are evaluated annually by the Category Manager and his team using a standard procedure.</p> <p>In addition, FrieslandCampina is using its Code of Conduct for employees and Business Practices for Suppliers for due diligence. The Executive Board is responsible for ensuring the Code of Conduct is understood by all employees. Management teams must sign for distribution of and compliance with the Code of Conduct annually. Compliance is monitored annually and the findings are reported to the Supervisory Board's Audit Committee. Sanctions/disciplinary measures are taken at non-compliance with the Code of Conduct. The Business Practices for Suppliers need to be signed by suppliers in addition to a contract. Compliance is monitored at strategic suppliers during quality audits. Sanctions/disciplinary measures are taken at non-compliance with the Business Practices.</p>	<p>Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Strategic Vendor Rating (not publically available).</p> <p>Business Practices for Suppliers (not publically available).</p> <p>Internal Control Framework (not publically available).</p>
23	How does your organization review (potential) (negative) impacts of the activities and decisions of organizations in your sphere of influence on society, environment and economy?	<p>The focus of due diligence for FrieslandCampina is on its supply chain. FrieslandCampina evaluates its strategic suppliers in the Strategic Vendor Rating on 4 criteria: costs, value, risks and CSR. Suppliers are evaluated annually by the Category Manager and his team using a standard procedure.</p> <p>In addition, FrieslandCampina is using its Code of Conduct for employees and Business Practices for Suppliers for due diligence. The Executive Board is responsible for ensuring the Code of Conduct is understood by all employees. Management teams must sign for distribution of and compliance with the Code of Conduct annually. Compliance is monitored annually and the findings are reported to the Supervisory Board's Audit Committee. Sanctions/disciplinary measures are taken at non-compliance with the Code of Conduct. The Business Practices for Suppliers need to be signed by suppliers in addition to a contract. Compliance is monitored at strategic suppliers during quality audits. Sanctions/disciplinary measures are taken at non-compliance with the Business Practices.</p>	<p>Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Strategic Vendor Rating (not publically available).</p> <p>Business Practices for Suppliers (not publically available).</p>
24	How is due diligence exercised or implemented in your organization. Give examples.	<p>The following components are included in due diligence:</p> <ul style="list-style-type: none"> <li>√ Organizational policies that give meaningful guidance to those within the organization and those closely linked to the organization;</li> <li>√ Means of assessing the impact of existing and proposed activities;</li> <li>√ Means of integrating social responsibility core subjects throughout the organization;</li> <li>√ Means of tracking performance over time, to be able to make necessary adjustments in priorities and approach;</li> <li>√ Appropriate actions to address possible negative impacts.</li> </ul> <p>These components are part of the FrieslandCampina Internal Control Framework. Local management is responsible for implementing the Internal Control Framework. Compliance with the Internal Control Framework is monitored by the Corporate Internal Audit department.</p> <p>The focus of due diligence for FrieslandCampina is on its supply chain. FrieslandCampina evaluates its strategic suppliers in the Strategic Vendor Rating on 4 criteria: costs, value, risks and CSR. Suppliers are evaluated annually by the Category Manager and his team using a standard procedure.</p> <p>In addition, FrieslandCampina is using its Code of Conduct for employees and Business Practices for Suppliers for due diligence. The Executive Board is responsible for ensuring the Code of Conduct is understood by all employees. Management teams must sign for distribution of and compliance with the Code of Conduct annually. Compliance is monitored annually and the findings are reported to the Supervisory Board's Audit Committee. Sanctions/disciplinary measures are taken at non-compliance with the Code of Conduct. The Business Practices for Suppliers need to be signed by suppliers in addition to a contract. Compliance is monitored at strategic suppliers during quality audits. Sanctions/disciplinary measures are taken at non-compliance with the Business Practices.</p>	<p>Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).</p> <p>Strategic Vendor Rating (not publically available).</p> <p>Business Practices for Suppliers (not publically available).</p> <p>Internal Control Framework (not publically available).</p>

No.	Question	Answer to the question	Source
25	Which (potentially) negative impacts on society, environment and economy has your organization identified?	<p>FrieslandCampina sets great store by a good relationship with stakeholders and strives to find the right balance between all the, sometimes conflicting, expectations and needs of suppliers, customers, social organizations and local authorities. The CSR policy of FrieslandCampina is based on an external research on possible negative impacts and are clustered in 4 themes:</p> <ol style="list-style-type: none"> <li>1: Nutrition &amp; Health (obesity and nutrient-deficiency);</li> <li>2: Sustainable value chain (resource efficiency, sustainable raw materials, sustainable energy);</li> <li>3: Dairy development in Asia and Africa (support farmers in Asia and Africa);</li> <li>4: Responsible dairy farming (improved dairy farming in Netherlands, Germany and Belgium).</li> </ol> <p>Taking environmental and social issues into account is a key component of FrieslandCampina's policy and business operations and is a prerequisite for the company's FrieslandCampina believes good cooperation with stakeholders to be crucial for making product chains and business processes more sustainable. Through its approach on stakeholder engagement possible negative impacts on stakeholders are identified and addressed. When situations occur with recent or new negative impacts, these will be described in the CSR report. More information on stakeholder identification and (negative) impacts can be found in the stakeholder plan (appendix 6, not publically available) and the CSR Report of FrieslandCampina.</p>	<p>Stakeholder plan (not publically available).            CSR Policy (<a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).            CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>
<b>Vision, mission, policy and strategy</b>			
26	How does your organization give direction to its social responsibility? Give examples.	<p>FrieslandCampina integrated CSR in its organization by:</p> <ul style="list-style-type: none"> <li>√ including in the organization's aspirations or vision statement reference to the way in which it intends social responsibility to influence its activities.;</li> <li>√ incorporating in our purpose or in a mission statement specific, clear and concise references to important aspects of social responsibility, including the principles and issues of social responsibility that help determine the way the organization operates;</li> <li>√ adopting written codes of conduct or ethics that specify the organization's commitment to social responsibility by translating the principles and values into statements on appropriate behavior;</li> <li>√ including social responsibility as a key element of the organization's strategy, through its integration into systems, policies, processes and decision-making behavior.</li> <li>√ translating the priorities for action on core subjects and issues into manageable organizational objectives with strategies, processes and timelines. Objectives should be specific and measurable or verifiable. This includes detailed plans for achieving the objectives, including responsibilities, timelines, budgets and the effect on other activities of the organization.</li> </ul> <p>Taking environmental and social issues into account is a key component of FrieslandCampina's policy and business operations and is a prerequisite for the company's achievement of growth in the future. FrieslandCampina has made its integral CSR program visible in the 'CSR strategy house'.</p> <p>All the component parts of the CSR program are brought together in the form of a solid construction built on the basis of a well-considered vision of CSR and bearing in mind the long-term creation of value for all stakeholders. More information on the CSR policy can be found in the CSR report of FrieslandCampina.</p> <p>The policy in the field of Corporate Social Responsibility was formulated after a thorough analysis of the effects of FrieslandCampina's activities on people's everyday surroundings and the environment. Issue analyses were carried out in cooperation with KPMG Sustainability and TiasNimbas Business School. Based on the outcomes of these analyses and the Visions 2050 report published by the World Business Council for Sustainable Development (WBCSD) in 2010, FrieslandCampina developed the analysis model that forms the basis for its CSR approach. The analysis model can be found in the CSR Report of FrieslandCampina.</p>	<p>CSR Policy (<a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).            Code of Conduct (<a href="http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx">http://www.frieslandcampina.com/nederlands/about-us/corporate-governance/documenten.aspx</a>).            CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>
<b>Creating awareness and developing competencies</b>			
27	How does your organization raise awareness for social responsibility, within your organization and outside?	<p>FrieslandCampina is creating awareness and developing competencies for social responsibility in its own organization and in its supply chain by:</p> <ul style="list-style-type: none"> <li>√ Increasing the knowledge of the principles, social responsibility core subjects and issues;</li> <li>√ The involvement the organization's leadership in taking its social responsibility;</li> <li>√ Creating a culture of social responsibility.</li> </ul> <p>To enable FrieslandCampina to achieve the ambitions stated in its route2020 strategy, a worldwide Human Resources strategy has been developed. FrieslandCampina wants to rank among the best employers in this field. In the company's view CSR is a permanent component of the achievement of these goals and the involvement of its employees is essential. This applies in respect of both the vision of being a good employer and the view that employees are the most important link in the CSR ambitions chain. To visualise this FrieslandCampina uses the symbol of the four-leaved clover. The four leaves represent the four elements that come together in the heart and thus together lead to the succesfull building of a sustainable company.</p> <p>In its own organization FrieslandCampina's policy ensures its employees implement the CSR program. FrieslandCampina wants to be a challenging employer that respects its employees and inspires them to give their best. 'The way we work' has been introduced within FrieslandCampina as a guideline for building the right working atmosphere and culture to make its ambitions achievable. Communication with employees takes place both orally and in writing. Employees are kept up-to-date with the most important developments affecting FrieslandCampina via a variety of methods including progress discussions, employee meetings, a special page on the intranet, internal announcements and the employee magazine 'Spark'. The CSR policy is published in employee magazines of FrieslandCampina, Business Groups and Operating companies and on intranet. In addition FrieslandCampina communicates about CSR in its magazine for farmers.</p> <p>In the supply chain FrieslandCampina works with dairy farmers in Europe, but also in Asia and Africa to improve quantity, quality and sustainability in dairy farming. This is part of our CSR pillars Sustainable production chains and Dairy development in Asia and Africa. In developing these programs the emphasis is on cooperation with other organizations.</p>	<p>Internal stakeholders: HR Policy (not publically available).            External stakeholders: Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p>

No.	Question	Answer to the question	Source
		<p>On corporate level FrieslandCampina organizes dialogues with relevant NGOs. On the one hand this is to enable sustainability issues to be recognized and a joint approach to be developed. On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature and Solidaridad when making raw materials chains more sustainable.</p> <p>In consultation bodies FrieslandCampina is among other things stimulating energy and CO2 reductions in the supply chain, implementing sustainable dairy farming and making international raw material (such as fruit, cacao and sugar) chains more sustainable. More information on the stakeholder dialogue and a list of all consultation bodies the company is involved in can be found in the CSR report.</p>	
28	How does your organization build the necessary competency for taking social responsibility, within the organization and, if relevant, outside?	<p>In its own organization FrieslandCampina's policy ensures its employees implement the CSR program. FrieslandCampina wants to be a challenging employer that respects its employees and inspires them to give their best. 'The way we work' has been introduced within FrieslandCampina as a guideline for building the right working atmosphere and culture to make its ambitions achievable. Communication with employees takes place both orally and in writing. Employees are kept up-to-date with the most important developments affecting FrieslandCampina via a variety of methods including progress discussions, employee meetings, the intranet, internal announcements and the employee magazine 'Spark'. The CSR policy is published in employee magazines of FrieslandCampina, Business Groups and Operating companies and on intranet. In addition FrieslandCampina communicates about CSR in its magazine for farmers.</p> <p>In the supply chain FrieslandCampina works with dairy farmers in Europe, but also in Asia and Africa to improve quantity, quality and sustainability in dairy farming. This is part of our CSR pillars Sustainable production chains and Dairy development in Asia and Africa. In developing these programs the emphasis is on cooperation with other organizations.</p> <p>On corporate level FrieslandCampina organizes dialogues with relevant NGOs. On the one hand this is to enable sustainability issues to be recognized and a joint approach to be developed. On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature and Solidaridad when making raw materials chains more sustainable.</p> <p>In consultation bodies FrieslandCampina is among other things stimulating energy and CO2 reductions in the supply chain, implementing sustainable dairy farming and making international raw material (such as fruit, cacao and sugar) chains more sustainable. More information on the stakeholder dialogue and a list of all consultation bodies the company is involved in can be found in the CSR report.</p>	<p>Internal stakeholders: HR Policy (not publically available).</p> <p>External stakeholders: Stakeholder plan (not publically available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p>
<b>Integration of CSR in governance, systems and procedures</b>			
29	How has your organization integrated its social responsibility in its governance structure, operating systems and procedures?	<p>FrieslandCampina integrated all issues and principles of the ISO 26000 in our organization. We integrated this:</p> <ul style="list-style-type: none"> <li>✓ By monitoring and carefully managing the impacts of our activities on society, environment and economy.</li> <li>✓ By monitoring the impacts of organizations within our sphere of influence.</li> <li>✓ By taking into account impacts of decisions, for example about new activities.</li> <li>✓ By ensuring that the principles of social responsibility are part of our governance structure and are applied to our operating systems and culture.</li> <li>✓ By periodically reviewing whether we sufficiently take social responsibility into account in our procedures and processes.</li> </ul> <p>FrieslandCampina's CSR program falls under the responsibilities of the Corporate Environment &amp; Sustainability Department and the Corporate Social Responsibility (CSR) Board. The Corporate Environment &amp; Sustainability Department reports to the Corporate Public &amp; Quality Affairs Department.</p> <p>The CSR Board and the Corporate Environment &amp; Sustainability Department are jointly responsible for informing the Executive Board and the managements of the business groups and operating companies regarding the progress of the CSR program. The business groups and operating companies are responsible for the implementation of the CSR program.</p> <p>Within its priority areas FrieslandCampina carries out the action plans with which it wants to achieve its CSR ambitions. KPIs, targets and action plans have been developed or will be developed in the coming years. All the on-going activities in the CSR and sustainability field have also been incorporated into the strategy and existing management systems. Every FrieslandCampina production facility uses an environment and work safety management system that complies with the specifications of ISO 14001 and OHSAS 18001. FrieslandCampina has developed its own standard for this purpose: the Foqus SHE management system. The environmental and works safety risks at the facilities are assessed using a standard risk analysis that is implemented at every facility. All the companies are ISO 14001 and OHSAS 18001 certificated or have a declaration that the environment management system complies with the</p>	<p>CSR Policy (<a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p> <p>Foqus (<a href="http://www.frieslandcampina.com/english/responsibility/foqus-for-quality.aspx">http://www.frieslandcampina.com/english/responsibility/foqus-for-quality.aspx</a>)</p>
<b>Communication and reporting</b>			
30	Does your organization adhere to the following criteria when communicating on social responsibility?	<p>FrieslandCampina makes sure that the CSR related information that is distributed is:</p> <ul style="list-style-type: none"> <li>✓ Complete: information should address all significant activities and impacts related to social responsibility.</li> <li>✓ Understandable: information should be provided with regard for the knowledge and the cultural, social, educational and economic background of those who will be involved in the communication. Both the language used, and the manner in which the material is presented, including how it is organized, should be accessible for the stakeholders intended to receive the information.</li> <li>✓ Responsive: information should be responsive to stakeholder interests.</li> <li>✓ Accurate: information should be factually correct and should provide sufficient detail to be useful and appropriate for its purpose.</li> <li>✓ Balanced: information should be balanced and fair and should not omit relevant negative information concerning the impacts of an organization's activities.</li> <li>✓ Timely: out of date information can be misleading. Where information describes activities during a specific period of time, identification of the period of time covered will allow stakeholders to compare the performance of the organization with its earlier performance and with the performance of other organizations.</li> <li>✓ Accessible: information on specific issues should be available to the stakeholders concerned.</li> </ul>	<p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>

No.	Question	Answer to the question	Source
		<p>As of 2010 FrieslandCampina publishes an annual CSR Report that explains its strategy, policy and progress in the field of CSR. The use of quantitative data enables trends to be charted and used as a basis for managing the CSR program. The information also enables the performance related to each CSR theme to be evaluated. To meet stakeholders' information requirements, when compiling its CSR Report FrieslandCampina has followed the GRI guidelines and the criteria of the Ministry of Economic Affairs, Agriculture &amp; Innovation's Transparency benchmark. Both instruments came into being through an extensive process of consultation with the business world, social organizations and various bodies from all over the world. The 2011 CSR Report has been compiled in accordance with the guidelines of the Global Reporting Initiative (GRI). In its CSR report FrieslandCampina explains the reliability of the information and included a glossary for clarification of company, industry or CSR specific terms.</p> <p>The CSR report is published on the website of FrieslandCampina and is available in hard copy.</p>	
31	How does your organization communicate on its social responsibility? Give examples.	<p>FrieslandCampina communicates on CSR by:</p> <ul style="list-style-type: none"> <li>✓ In meetings or conversations with stakeholders.</li> <li>✓ By communication with stakeholders on specific issues or projects of social responsibility.</li> <li>✓ Internal communication between management and employees or members of the organization.</li> <li>✓ Internal team activities focused on integration of social responsibility throughout the organization.</li> <li>✓ Communication on the performances in the area of social responsibility.</li> <li>✓ Communication with suppliers about procurement requirements related to social responsibility.</li> <li>✓ Communication to the public about emergencies, in preparation for as well during an emergency.</li> <li>✓ Product-related communication for consumers.</li> <li>✓ Articles on social responsibility in magazines or newsletters.</li> <li>✓ Advertisements or other public statements to promote social responsibility.</li> <li>✓ Submitting information to government bodies or public inquiries.</li> <li>✓ Public social reporting.</li> </ul> <p>Examples are listed in the column on the right.</p>	<p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p> <p>Annual Report (<a href="http://www.frieslandcampina.com/english/financial/reports.aspx">http://www.frieslandcampina.com/english/financial/reports.aspx</a>).</p> <p>Corporate website (<a href="http://www.frieslandcampina.com/english/responsibility.aspx">http://www.frieslandcampina.com/english/responsibility.aspx</a>).</p> <p>Employee magazines (not available through the website).</p> <p>Customer magazines (not available through the website).</p> <p>Farmers magazine (not available through the website).</p> <p>Intranet (not public).</p> <p>iPhone and iPad app (<a href="https://itunes.apple.com/nl/app/frieslandcampina-csr-policy/id495945634?mt=8">https://itunes.apple.com/nl/app/frieslandcampina-csr-policy/id495945634?mt=8</a>)</p>
32a	Does your organization report on social responsibility via a social report (with an independent report or otherwise)?	Yes	<p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>
32b	Indicate whether your social report contains information on:	<p>The CSR report includes information on:</p> <ul style="list-style-type: none"> <li>✓ Goals related to issues and core subjects.</li> <li>✓ Performances related to issues and core subjects.</li> <li>✓ How and when stakeholders are involved in the reporting.</li> <li>✓ Successes and failures and how failings are dealt with.</li> </ul> <p>In the CSR report of FrieslandCampina attention is paid to various aspects that characterize good reporting. As of 2010 FrieslandCampina publishes an annual CSR Report that explains its strategy, policy and progress in the field of CSR. The use of quantitative data enables trends to be charted and used as a basis for managing the CSR program. The information also enables the performance related to each CSR theme to be evaluated. To meet stakeholders' information requirements, when compiling its CSR Report FrieslandCampina has followed the GRI guidelines and the criteria of the Ministry of Economic Affairs, Agriculture &amp; Innovation's Transparency benchmark. The 2011 CSR Report has been compiled in accordance with the guidelines of the Global Reporting Initiative (GRI).</p> <p>The CSR report is available on the website of FrieslandCampina and in hard copy.</p>	<p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>
32c	Did you consider the following while preparing your social report?	<p>In the CSR report the following aspects are taken into account:</p> <ul style="list-style-type: none"> <li>✓ The scale, substance and scope of the report should be appropriate for the size and nature of the organization;</li> <li>✓ The level of detail reflects the extent of our experience with such reporting.</li> </ul>	<p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>
33a	Has your organization experienced conflicts or disagreements with stakeholders?	No, in the period of this self-declaration FrieslandCampina did not encounter conflicts with stakeholders.	<p>Stakeholder plan (not publicly available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p>
33b	Which mechanisms have you developed to resolve possible conflicts or disagreements?	<p>FrieslandCampina uses the following mechanisms for resolving possible conflicts:</p> <ul style="list-style-type: none"> <li>✓ Direct discussions with affected stakeholders;</li> <li>✓ Provision of written information to prevent misunderstandings;</li> <li>✓ Formal complaints handling procedures;</li> <li>✓ Mediation or arbitration procedures;</li> <li>✓ Systems that enable reporting of wrongdoing without fear of reprisal.</li> </ul> <p>FrieslandCampina sets great store by a good relationship with stakeholders and strives to find the right balance between all the, sometimes conflicting, expectations and needs of suppliers, customers, social organizations and local authorities. Through our stakeholder consultations we strive to detect and solve possible conflicts timely. Our CSR policy is an example of this approach.</p> <p>The policy on stakeholders is described in the stakeholder plan (appendix 6, not publicly available) and the CSR Report.</p>	<p>Stakeholder plan (not publicly available, also see: <a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p> <p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>

No.	Question	Answer to the question	Source
<b>Monitoring activities and assessing performance</b>			
34	<p>How does your organization monitor the activities which affect the relevant subjects and issues?</p> <p>Indicate whether the following points apply for this monitoring:</p>	<p>FrieslandCampina uses the following method for monitoring activities:</p> <ul style="list-style-type: none"> <li>√ Feedback from stakeholders;</li> <li>√ Benchmarking;</li> <li>√ Measuring by means of performance indicators.</li> </ul> <p>For monitoring the following points are relevant:</p> <ul style="list-style-type: none"> <li>√ The extent of the monitoring process is in line with the extent and importance of activities;</li> <li>√ The monitoring gives results that are reliable, timely available and easy to understand;</li> <li>√ The monitoring process is tuned to the needs of stakeholders.</li> </ul> <p>FrieslandCampina's CSR program falls under the responsibilities of the Corporate Environment &amp; Sustainability Department and the Corporate Social Responsibility (CSR) Board. The Corporate Environment &amp; Sustainability Department reports to the Corporate Public &amp; Quality Affairs Department. The CSR Board and the Corporate Environment &amp; Sustainability Department are jointly responsible for informing the Executive Board and the management of the business groups and operating companies regarding the progress of the CSR program. The business groups and operating companies are responsible for the implementation of the CSR program.</p> <p>Within its priority areas FrieslandCampina carries out the action plans with which it wants to achieve its CSR ambitions. KPIs, targets and action plans have been developed or will be developed in the coming years. KPIs are part of the Foqus SHE Management System and financial reporting systems and procedures. The KPIs are reported and discussed in the quarterly management review with the Executive Board.</p> <p>CSR KPIs of FrieslandCampina are:</p> <ul style="list-style-type: none"> <li>• Products carrying the 'Choices' logo</li> <li>• Reduction of sugar in Consumer Products Europe's products</li> <li>• CO2 emissions</li> <li>• Other emissions (SO2, NOx)</li> <li>• Energy usage</li> <li>• Energy usage of energy saving measures</li> <li>• Water usage</li> <li>• Amount of separated waste streams</li> <li>• Hazardous waste</li> <li>• Participants in FrieslandCampina training courses, worldwide</li> <li>• Number of hours employees spent on FrieslandCampina Academy training courses</li> </ul> <ul style="list-style-type: none"> <li>• Average number of FTEs</li> <li>• Average number of FTEs male</li> <li>• Average number of FTEs female</li> <li>• Absenteeism through illness</li> <li>• Accidents per 200,000 hours worked (LTA Rate)</li> </ul> <p>The KPIs of FrieslandCampina are reported in the CSR report.</p>	<p>CSR Policy (<a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p> <p>CSR Report (<a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a>).</p>
35	<p>How does your organization review its performances on relevant subjects and issues?</p>	<p>FrieslandCampina asked the following questions when assessing our performance:</p> <ul style="list-style-type: none"> <li>√ Did we achieve the intended goals?</li> <li>√ If we look back, did we choose the correct goals?</li> <li>√ Did we choose the proper strategies and processes for these goals to be achieved?</li> <li>√ What worked out well, and why? What did not work out well, and why not?</li> <li>√ What should we have done different?</li> <li>√ Are all relevant persons involved?</li> </ul> <p>FrieslandCampina's CSR program falls under the responsibilities of the Corporate Environment &amp; Sustainability Department and the Corporate Social Responsibility (CSR) Board. The Corporate Environment &amp; Sustainability Department reports to the Corporate Public &amp; Quality Affairs Department. The CSR Board and the Corporate Environment &amp; Sustainability Department are jointly responsible for informing the Executive Board and the management of the business groups and operating companies regarding the progress of the CSR program. The business groups and operating companies are responsible for the implementation of the CSR program.</p> <p>Within its priority areas FrieslandCampina carries out the action plans with which it wants to achieve its CSR ambitions. KPIs, targets and action plans have been developed or will be developed in the coming years. KPIs are part of the Foqus SHE Management System and financial reporting systems and procedures. The KPIs are reported and discussed in the quarterly management review with the Executive Board. FrieslandCampina benchmarks its performance against the performance of peers on a regular base.</p>	<p>CSR Policy (<a href="http://www.frieslandcampina.com/english/responsibility/sustainability.aspx">http://www.frieslandcampina.com/english/responsibility/sustainability.aspx</a>).</p> <p>Foqus SHE Manual (not publically available, see also: <a href="http://www.frieslandcampina.com/english/responsibility/foqus-for-quality/foqus-brochure.aspx">http://www.frieslandcampina.com/english/responsibility/foqus-for-quality/foqus-brochure.aspx</a>).</p>

No.	Question	Answer to the question	Source
36	Did you involve stakeholders, if so which ones?	<p>FrieslandCampina sets great store by a good relationship with stakeholders and strives to find the right balance between all the, sometimes conflicting, expectations and needs of suppliers, customers, social organizations and local authorities. FrieslandCampina believes good cooperation with stakeholders to be crucial for making product chains and business processes more sustainable. FrieslandCampina defined stakeholders that are relevant from corporate perspective. These are mainly Non Governmental Organizations (NGOs) that can have an influence on the (corporate) CSR policy of the company (e.g. World Wild Fund for Nature (WWF), Solidaridad, the World Health Organization (WHO), IUCN (nature conservation)). The dialogue with these relevant NGOs is organized on corporate level. On the one hand this is to enable sustainability issues to be recognized in good time and a joint approach to be developed.</p> <p>On the other hand, FrieslandCampina works at a project level with bodies such as the World Wide Fund for Nature and Solidaridad when making raw materials chains more sustainable.</p> <p>Stakeholder management of other relevant parties takes place not only on corporate level, but on other levels in the company as well. Business Groups, Operating Companies and other organizational units are facilitated and stimulated to implement local stakeholder management according to the corporate standards. The management and the designated employees are encouraged to work with the authorities and other legislative and regulating bodies to draw-up legislation and regulations. The contact can either be direct or via sector organizations and forms of cooperation. The contacts with stakeholders enable FrieslandCampina to communicate its vision and learn what, in their turn, these stakeholders expect of FrieslandCampina. FrieslandCampina strives for the right balance between its performance and the expectations of the member dairy farmers, consumers, employees, industrial customers, partners, (local) authorities and social organisations.</p> <p><i>Virtually every group of stakeholder was involved.</i></p> <p>To meet stakeholders' information requirements, when compiling its CSR Report FrieslandCampina has followed the GRI guidelines and the criteria of the Ministry of Economic Affairs, Agriculture &amp; Innovation's Transparency benchmark. Both instruments came into being through an extensive process of consultation with the business world, social organizations and various bodies from all over the world.</p>	CSR Report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> ).
37a	Which improvements or successes did your organization achieve?	In its CSR Report FrieslandCampina reports on its performance on the targets that were set and also on supplementary measures in order to improve performance still further.	CSR Report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> ).
37b	Which objectives have not (yet) been achieved?	In its CSR Report FrieslandCampina reports on its performance on the targets that were set and also on supplementary measures in order to improve performance still further.	CSR Report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> ).
<b>Selecting CSR initiatives and tools</b>			
38	In which social responsibility initiatives and possible matching instruments does your organization partake?	<p>FrieslandCampina used the following CSR initiatives and tools in the period of this self-declaration:</p> <ul style="list-style-type: none"> <li>✓ Global Dairy Agenda for Action on Climate Change;</li> <li>✓ Covenant Integrale Milieu Taakstelling (Integrated Environmental Terms of Reference Covenant);</li> <li>✓ Meerjarenspraakenergiebesparing (The multi-year energy-efficiency agreement);</li> <li>✓ Convenant Schone en Zuinige Agrosectoren (Covenant Clean and Economical Agriculture Sectors);</li> <li>✓ Uitvoeringsagenda Duurzame Veehouderij (Implementation Agenda for Sustainable Dairy Farming);</li> <li>✓ Actieprogramma Duurzame Zuivelketen (Action Programme Sustainable Dairy Chain);</li> <li>✓ DiergezondheidsMonitor (Animal Health Monitor), which is a component of the FrieslandCampina quality system, Foqus;</li> <li>✓ Sustainable Agriculture Initiative Platform;</li> <li>✓ Initiatief Duurzame Handel;</li> <li>✓ Initiatief Duurzame Soja (part of Initiatief Duurzame Handel);</li> </ul> <ul style="list-style-type: none"> <li>✓ Taskforce Duurzame Soja;</li> <li>✓ Round Table on Responsible Soy;</li> <li>✓ UTZ CERTIFIED;</li> <li>✓ World Cocoa Foundation;</li> <li>✓ Round Table on Sustainable Palm Oil;</li> <li>✓ Global Reporting Initiative G3.1 Sustainability Reporting Guidelines;</li> <li>✓ Sustainability reporting criteria of the Dutch Ministry of Economic Affairs, Agriculture &amp; Innovation's Transparency benchmark.</li> </ul> <p>In addition FrieslandCampina is a member of or active participant in various (other) consultation bodies. These are listed in the CSR report.</p>	CSR Report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> ).
39	Which of the points underneath did you consider while choosing this initiative?	<p>FrieslandCampina included the following criteria in its choice for initiatives:</p> <ul style="list-style-type: none"> <li>✓ Gives practical guidelines to initiate working with social responsibility.</li> <li>✓ Whether the initiative is designed for our type of organization or our fields of interest;</li> <li>✓ Whether the initiative is developed to be used by different organizations;</li> <li>✓ Whether the initiative assists us to reach specific stakeholder groups;</li> <li>✓ Whether the initiative has a good reputation where credibility and integrity are concerned;</li> <li>✓ The accessibility of the initiative.</li> </ul> <p>FrieslandCampina chose initiatives based on an external stakeholder analysis carried out by KPMG Sustainability en TiasNimbas Business School, internal analyses and consultations with stakeholders (e.g. governments). During this research the next steps were followed:</p> <ol style="list-style-type: none"> <li>1. Benchmark to CSR policy competitors.</li> <li>2. Regional Issue analyses: issues are were shortlisted based on the degree of importance for local government and NGO's.</li> <li>3. Interviews with managing directors to check the researched issues in the specific countries.</li> </ol>	CSR Report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> ).
40	Which specific actions are carried out related to the social responsibility initiative?	In consultation bodies and the above mentioned initiatives FrieslandCampina is among other things stimulating energy and CO2 reductions in the supply chain, implementing sustainable dairy farming and making international raw materials (such as fruit, cacao and sugar) chains more sustainable.	CSR Report ( <a href="http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx">http://www.frieslandcampina.com/english/responsibility/responsibility-reports.aspx</a> ).