



Company and Responsibility

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The term “Corporate Social Responsibility“ is on everyone’s lips. In the Dr. Oetker family business, sustainable activity has long been standard practice – unwritten, yet invariably applied. Principles and conduct tried and tested by tradition and constantly refined define our company, one which is never geared solely towards attaining mere short-term successes, but always towards ensuring its continued existence. Underlying this is our basic tenet that the interests of the company take priority over those of the owner family.



We rigorously pursue the goal of safeguarding and enhancing established values long-term through a high degree of dependability and sustainable economic management in all areas. Entrepreneurial responsibility is assumed on a daily basis at Dr. Oetker.

This brochure shows how, by demonstrating unbroken commitment to environmental stewardship and instituting numerous social measures, we meet our obligations in accord with economic value creation, thereby satisfying key requirements for the long-term success of the company.

A handwritten signature in blue ink that reads "August Oetker". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. h. c. August Oetker

Sustainable activity with a long tradition

Throughout a company history stretching back over more than a century, certain values whose consistent implementation fosters the company's sustainable economic development have evolved within the Dr. Oetker family enterprise. Tried and tested by tradition, constantly refined, these principles determine corporate practice. They are never directed solely at achieving quick profit maximisation, but invariably take the company's long-term existence as their yardstick.



Profile

Dr. Oetker GmbH forms the umbrella of numerous Dr. Oetker production and distribution companies operating in some 40 countries. Besides Germany, these companies are active primarily in Europe, but also in parts of North and South America, as well as in China and India.

The turnover of the companies under the overall control of Dr. Oetker GmbH amounts to more than one and a half billion euros. Well over 7,000 people work for Dr. Oetker – around half of them at six German locations which belong to Dr. August Oetker Nahrungsmittel KG, the German core company.

In ten product lines, including baking articles, baking mixtures, dessert powders, chilled ready desserts and yoghurt products, muesli, frozen pizzas and snacks, Dr. Oetker is represented by some 300 different items in Germany and is market leader in almost all its assortments – a mark of the enormous popularity of the products. In Europe, the company leads the market in the baking, dessert and pizza sectors. The international ranges comprise a total of over 3,000 different products, some being the same across national borders, some appealing to country-specific tastes. The final-consumer business is augmented by special product lines aimed at bulk buyers.

Dr. Oetker is represented by production and distribution companies inside and outside Germany.



The Dr. Oetker plant in Romania was built to high Western European standards.



Wittlich is home to one of two Dr. Oetker plants producing frozen pizzas and snacks in Germany.



In Germany, six plants manufacture the Dr. Oetker range for the German market as well as many international ones. Baking ingredients, flavours and desserts are produced in Bielefeld, Vitalis muesli and baking mixes in Oerlinghausen and freshness products in Moers. Dr. Oetker pizzas and Intermezzo snacks find their way to customers inside and outside Germany from the Wittlich and Wittenburg plants. Many of Dr. Oetker Food-Ser-

vice's products are delivered to restaurants, canteens, hospital kitchens and other institutions from Ettlingen.

The foreign production sites are located in Italy, France and the Netherlands, as well as in Canada and Brazil. In addition, plants operate in Poland, Hungary, Romania, the Czech Republic, Russia, Slovakia and Turkey.



The Dr. Oetker brand has been standing for superlative quality for well over a century.

Principles with staying power

Long-term corporate success is defined not least by clear sales and earnings targets. With an unambiguous agenda regarding leading positions in the respective markets, Dr. Oetker also sets itself demanding goals whose attainment is seen as a criterion for the future viability of the corresponding product lines. In this process, safeguarding and enhancing established values long-term always takes priority. It is also evident from the appropriation of profits, intensive capital expenditure and equity ratio what significance is attached to sustainable economic management at all Dr. Oetker companies.

A stable value: the Dr. Oetker brand

From the very start, the company's founder, Dr. August Oetker, vouched for his products with his name. Then as now, the Dr. Oetker trademark denotes that these products are of superior quality, are guaranteed to turn out well, and taste outstanding. The value of the brand was, and is, preserved by the fact that these pledges of quality are redeemed time and again, and the consumer is – as far as at all possible – never disappointed. Accordingly, Dr. Oetker continuously invests in communicating the brand, and all its activities are guided by a stringent quality policy. This begins with the most meticulous selection of raw materials and continues through to the maintenance of the very highest standards in production and logistics. In pursuit of this rigorous brand orientation, Dr. Oetker manufactures branded products and markets them at prices commensurate with this special service. This approach further contributes to safeguarding the value-creating potential of the Dr. Oetker brand on a long-term basis.

Future in new markets

For many decades Dr. Oetker has remained in direct contact with the consumer, addressing his or her needs. For around 100 years the Dr. Oetker Versuchsküche has guaranteed that Dr. Oetker products always produce the best results, has tested products under consumer conditions, has created instructions for their preparation and developed recipes. Reached via hotline or in writing, it experiences daily which problems call for solutions, which products are in demand. And the closely woven Dr. Oetker distribution network, too, constantly has its “finger on the customers’ pulse”. Aside from the traditional items, new products and assortments provide proof time and again that, with a strictly market-oriented product policy, Dr. Oetker responds to changing requirements and exploits new markets. At Dr. Oetker this continuous orientation to need is accompanied by substantial investment in research and development. The company’s ability to meet future challenges is, accordingly, underscored by an innovation rate that is remarkably high in the food industry. This rate quantifies the share of sales of products at an introductory period of no more than two years and averages around 15 per cent. Wherever feasible, the quality of the products is optimised, and development and production processes constantly modernised and rationalised. The entire company is consciously engaged in a continuous process of renewal.

Overcoming borders

This long-term orientation is also seen in foreign investment, for example, in the Eastern European countries. Long before the markets there showed any signs of prospering – or indeed any prospects of acceding to the EU were in sight – Dr. Oetker was stepping up its engagement in Eastern Europe and establishing the infrastructure necessary for opening up the market. Here, as in other projects outside Germany, the increasing international linkage of markets is taken into account and exploited for the sustainable development of the Dr. Oetker enterprise in a globalised economic order.

Balancing risk

The Dr. Oetker food company is part of the Oetker Group, which operates in six different business divisions. The divisions comprise Food, Beer and Non-Alcoholic Beverages, Sparkling Wine, Wine and Spirits, Shipping, and Banking – a further division embraces top-class hotels, a chemical plant and a publisher of cookery and baking books. The extremely diversified structure of the Oetker Group, which operates in such varied branches of industry, serves in particular to spread entrepreneurial risks and thus ensure the company’s long-term existence.

Intensive research and development, as well as innovative products, document the company's fitness for the future.



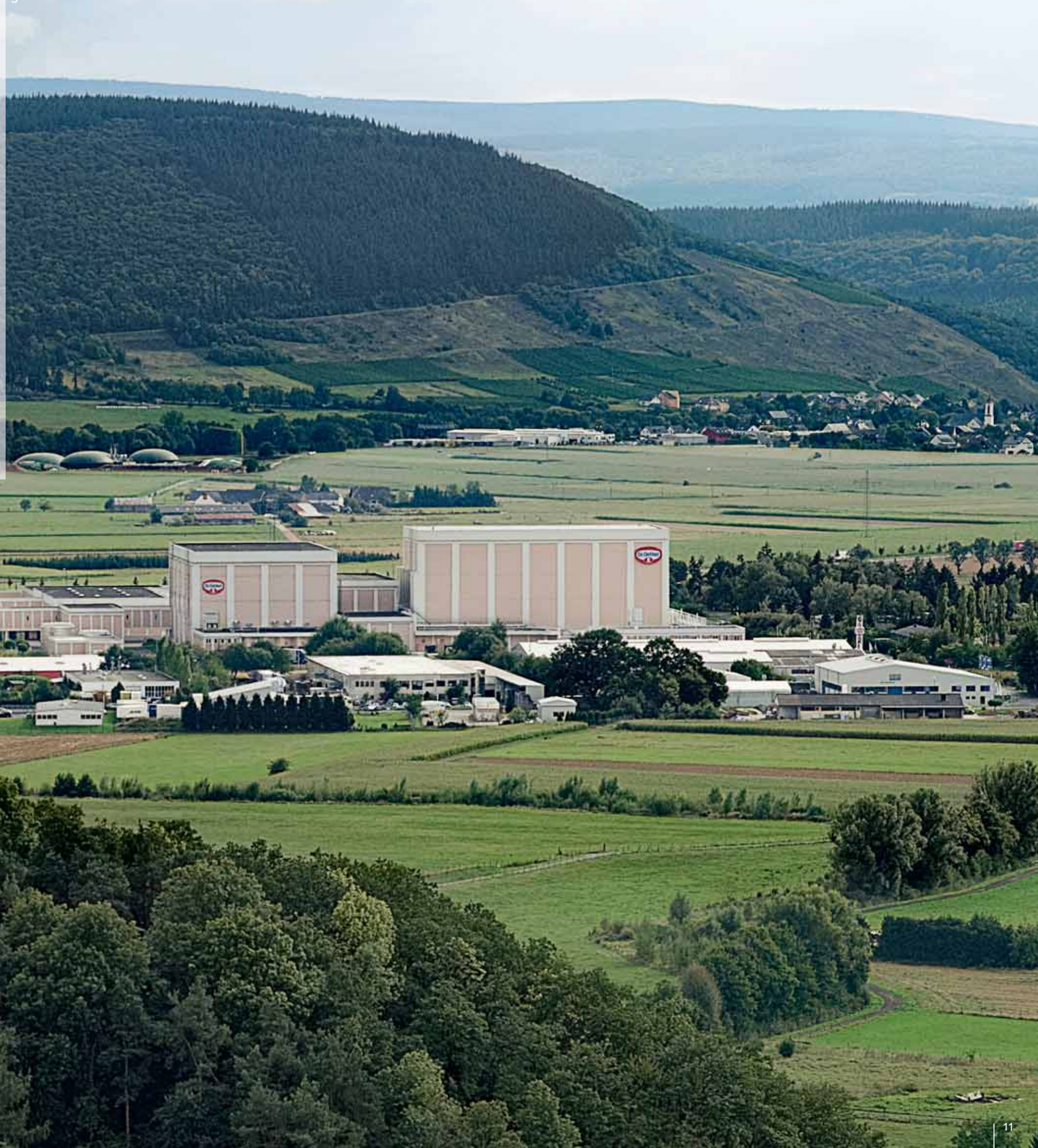
Internationalisation of the business is being driven forward continuously.



Committed to environmental protection

The protection of the environment has long enjoyed very special significance at Dr. Oetker. In order continuously to reduce environmental impact still further, products and processes undergo constant optimisation. The saying "Nothing is so good that it could not be improved even further" also applies in the field of environmental protection at Dr. Oetker. This constant striving for further optimisation is documented by the formulation of concrete, persistently renewed objectives and measures. Attainment of these demanding objectives is subject to regular, thorough review.

Environmental stewardship is firmly integrated into corporate governance and set out in environmental protection guidelines. It goes without saying that environmental protection regulations are binding on every Dr. Oetker employee. In addition, all Dr. Oetker locations assume responsibility for environmental protection on their own initiative.



Environmental and Quality Management System

The regular re-certification of the integrated environmental and safety management system according to the internationally valid DIN EN ISO 14001 in Dr. Oetker plants documents the continuous improvement of the management system. This prescribes the responsibility in environmental protection management as a binding set of rules to be applied inside and outside the company in a comprehensible manner and in accordance with statutory guidelines. The integrated management system

includes the organisational arrangements, processes, competences, procedures and work instructions which serve the monitoring and further improvement of the environmental management system within the company. A management manual valid for Dr. Oetker internationally, precisely mapping out processes and structures, is reproduced in an EDP-supported database.

The head of the central environment department, based in Bielefeld, is the environment representative, who reports directly to the Executive

Board. As a coordinator, he supervises the implementation of all environmental protection measures and supports plant managers in an advisory capacity. Additionally, he is involved in all environmentally relevant decisions. The conduct of internal audits and the preparation of all locations for external certification is as much a part of his area of responsibility as is the institution of appropriate corrective measures in the event of non-conformity. Through his work the environment representative ensures the continuous further development of environmental protection at Dr. Oetker.

The Environment and Quality Committee, which sits annually, consists of one member of the Executive Board, managers from various specialist areas, such as production and research and development, and the environment representative. This steering and decision-making body plans and coordinates the annual environmental and quality targets and measures, and reviews the previous year's targets in a status ante/status quo comparison.

Dr. Oetker Environmental Guidelines

1. Dr. Oetker practises environmental protection on its own initiative and responsibility and acts on the principle that problems must be solved at source if at all possible. The potential environmental effects of new products, methods and operations are assessed in advance.
2. Dr. Oetker develops, produces and distributes products while taking account of the relevant environmental laws and regulations, whereby compliance with legal provisions is understood to be a minimum requirement.
3. Dr. Oetker observes the principle of the conservation of natural resources to the greatest possible extent. In the process, account is taken of the entire life-cycle of the products manufactured. The avoidance, reduction or recycling of waste materials has priority over disposal.
4. Dr. Oetker takes account of the effects of its activities on its surroundings and institutes measures to avoid, remove or, where this is not possible, reduce pressures on the environment to a minimum.
5. Dr. Oetker institutes measures to avoid malfunctions which impact the environment.
6. Dr. Oetker is in constructive dialogue with authorities, scientists, customers and suppliers in the interests of further developing environmental protection.
7. Dr. Oetker prescribes processes for monitoring its environmental policy and targets. In cases of non-conformity, measures are instituted to remedy weaknesses.
8. Dr. Oetker operates an open environmental information policy vis-à-vis the public. The public is informed about prescribed environmental targets, measures and results. This takes place in the Oetker Group's Annual Report.
9. Dr. Oetker regards it as a duty to foster environmental awareness in the initial and further training of its employees and to motivate and urge them to act in an environmentally conscious manner. In order to preserve and enhance the high level already achieved in the field of environmental protection, employees in all divisions and at all levels are called upon to cooperate actively at all times in improving environmental protection.
10. Dr. Oetker ensures that contractors working on company premises apply the norms valid for Dr. Oetker. In addition, Dr. Oetker works towards achieving environmentally compatible conduct on the part of its suppliers and contractual partners.
11. The Dr. Oetker Executive Board issues framework guidelines on the organisation of environmental protection to ensure that these environmental guidelines are implemented in all the divisions of the company.

The working groups "Environment and Work Safety" and "Environment and Quality" are responsible for meeting the targets established in the environment committee. They meet several times a year, using the meetings to deal with current issues with environmental and quality relevance, such as the proper handling of hazardous materials.

Besides the full-time representative for environmental protection, there is a company environment representative at each Dr. Oetker location. The company environment representatives receive regular training and are the immediate contacts for their colleagues on issues relating to environmental protection and the implementation of the quality policy. The Executive Board and the full-time environmental protection representative oversee the maintenance, effectiveness and suitability of environmental management. Once a year, within the context of the management review at the individual locations, the Executive Board checks whether the statutory requirements have been fulfilled. In this process, the environmental audits serve as the source of information. In addition, the Executive Board

reviews whether targets have been met and further environmentally relevant measures carried out.

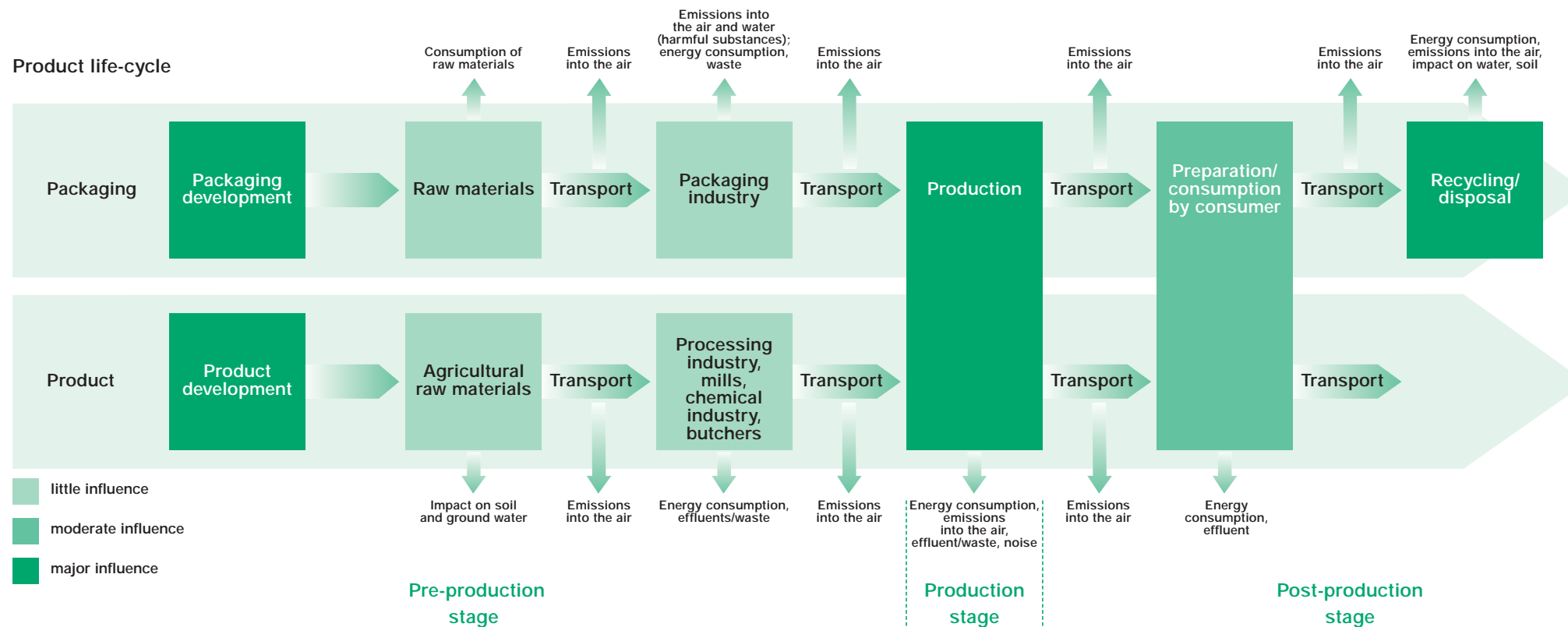
Intensive efforts are being undertaken to transfer the standards established at the German production sites to the sister companies outside Germany and implement an integrated environmental and quality management system throughout.

Environmental protection throughout the product life-cycle

The consideration given to environmental effects is not confined to the production process. Rather, the entire product life-cycle is analysed with regard to ecological implications. From the initial product idea through product and packaging development, from the selection of raw materials through the individual production stages to product shipment and the recycling or disposal of packaging: at Dr. Oetker, account is taken of environmental effects at all stages of the product life-cycle and measures are developed in advance to keep the environmental impact as low as possible.



Processes and structures undergo regular scrutiny.



The chart shows at what points in the product life-cycle certain environmental impact occurs and at what stages Dr. Oetker can exert major influence. Within the realm of these possibilities, everything is done to continuously reduce environmental effects.

Stringent criteria in raw materials sourcing

The consideration of ecological aspects begins long before Dr. Oetker products are manufactured – to be precise, during selection and purchase of the necessary basic ingredients. For the comprehensive vetting of suppliers and stringent monitoring permits Dr. Oetker to exert influence in this area.

The share of natural agricultural products such as starch, flour, sugar and cocoa powder in the raw materials for Dr. Oetker amounts to some 90 per cent. As a responsible company with a quite exceptional orientation towards quality, Dr. Oetker has defined high standards and makes very precise, constantly updated demands on suppliers of raw materials, who are obliged to undergo detailed inspections and extensive audits. At the same time, they must also meet high environmental standards, while Dr. Oetker organic products have to satisfy higher standards again.

There is a Dr. Oetker Food Standard, which describes and lays down precise criteria that are binding on suppliers. Suppliers of raw materials must demonstrate a functioning, tested and documented traceability system in line with EU Regulation 178/2002.

The company's standard additionally specifies animal welfare requirements, for acting responsibly

also means making food production consistent with the needs of animals. Thus, it must be demonstrated, for instance, that tuna is caught only with the use of dolphin-friendly fishing methods.

In the case of meat and meat products, the use of antibiotics is permitted exclusively for combating diseases among animals. Their use as fattening agents, growth promoters, etc. – as is the use of other substances for these purposes – is not permitted for Dr. Oetker suppliers.

The use of genetic engineering in food is viewed with reservations by many consumers. Dr. Oetker takes this scepticism seriously and therefore endeavours to purchase conventional raw materials for its products. Should the agricultural industry extend the areas under cultivation with genetically modified crops to such an extent that significant and demonstrable changes in the threshold value of 0.9 per cent are exceeded, Dr. Oetker will immediately inform consumers by means of correct labelling.

We also keep a watch on the working conditions in the supplying countries, where this is within the bounds of the possibilities open to us. Dr. Oetker is against any exploitation of children and also expects its raw material suppliers, on the issue of child labour in particular, to strictly follow the corresponding provisions of the International Labour Organisation (ILO).

The raw materials used at Dr. Oetker have to satisfy the most exacting demands.





Starch, flour, sugar and cocoa powder are processed in large amounts at Dr. Oetker.

Environmentally compatible packaging

Working closely with suppliers, we ensure that the use of raw materials packaging is reduced to the greatest possible degree – by having delivery effected in silo vehicles to an increased extent and in big bags and tanks. In the food industry, product packaging fulfils important basic functions, such as product, hygiene, taste and flavour protection, and is therefore indispensable. In addition, it provides the consumer with important information about the product, its preparation and use. All the environmental effects of product packaging are considered right back at the development stage, and care is taken to ensure the greatest possible environmental compatibility. Dr. Oetker uses chiefly cardboard and paper alongside glass, plastics and composites. Transport packing is predominantly 100 per cent recyclable corrugated paperboard and stretch film.

As paper and cardboard make up the biggest proportion of packaging at Dr. Oetker, particular attention must be paid to the environmental demands placed on the paper industry.

Environmentally sound production processes

All production processes are analysed for any possible risks, compliance with quality requirements checked at corresponding control points, and very special value is attached to meeting extremely high hygiene standards. Production processes cause certain environmental effects for soil, air and water; Dr. Oetker works constantly to minimise impact on a continuous basis.

Prepared at regular intervals, an ecological operating balance documents all material and energy flows which enter (input) and exit (output) the company in the course of the year. In addition, the inventory of land, buildings and materials, as well as changes to them, is highlighted. Eco accounting gives a precise overview of the environmentally relevant effects of entrepreneurial activity. It enables ecological weaknesses to be identified, new targets set and their success precisely monitored.

A large portion of the Dr. Oetker works premises, incidentally, consists of green spaces. Following new construction and rebuilding measures, we have carried out de-sealing in many places and taken account of habitat for flora and fauna wherever possible. Following a tradition, the “Tree of the Year” is planted at each German Dr. Oetker location every year.

In the manufacture and storage of chilled and frozen products, coolants are used, exclusively nitrogen and ammonia, to be precise. The latter is



All production processes are checked for the highest level of environmental compatibility.

Dr. Oetker manufactures both international and country-specific products.





Superlative quality, efficiency and resource conservation determine the manufacturing process.

used because, in contrast to CFCs (chlorofluorocarbons), it does not damage the ozone layer. The refrigeration units are regularly maintained to the highest technical standards to avoid breakdowns which might result in the release of ammonia. At the Dr. Oetker plants manufacturing frozen food, the safety management system has been constantly broadened. Thus, employees are regularly trained in collaboration with local fire brigades, and contingencies – however unlikely they may be – repeatedly simulated for practice purposes.

As a food manufacturer, Dr. Oetker is subject to stringent statutory hygiene and cleanliness requirements. Therefore the use of cleaning agents and disinfectants is essential, although we pay very strict attention to their environmentally compatible composition. All cleaning agents are discussed and agreed with the environment representative in accordance with a precise requirements catalogue prior to their use and entered in an EDP-based catalogue. This allows the level of consumption at their place of use to be very accurately recorded.

Possible risks to human beings and the environment emanating from hazardous materials and materials harmful to water are checked in advance. Organisational regulations governing the handling of such materials are prescribed in the environmental management manual and, additionally, appropriate employee training takes place. The hazardous materials register, available in each Dr. Oetker plant, provides a precise overview of the substances used. This makes it more easily possible to replace materials posing a greater hazard with less harmful or even harmless ones

At Dr. Oetker plants, water is used for the most part in the cleaning of production sites. Using modern separation methods, we are able to re-use less polluted waste water for preliminary cleaning. Water is also used for cooling compressor units. In this process we use a certain amount of ground water,

which is then fed back into seepage wells and so kept within the natural cycle.

Energy management systems have been successively implemented at Dr. Oetker plants. EDP-based visual displays of detailed energy consumption data permit precise overview and pinpoint control, which is benefiting resource conservation appreciably. Additionally, an environmental monitoring system provides an overall view of consumption figures, allowing comparison of the individual plant locations. This enables transparent depiction of savings potentials. The gradual reduction of energy consumption, and the related lowering of emissions, will continue to constitute one of the areas of focus at Dr. Oetker.

Production flows are monitored with cutting-edge systems.



Optimised logistics

As early as the raw materials procurement stage, care is taken to ensure that produce is sourced preferably from regional providers so as to minimise the effects of necessary transportation to the greatest possible extent.

After completion, Dr. Oetker products must be transported to our retail partners. Transport is effected by truck, as, given modern logistics requirements, rail does not yet represent an alternative to road transport for Dr. Oetker. With sophisticated logistics concepts and investments in the appropriate infrastructure, we are curbing the resulting environmental impact step by step. We have, for instance, built logistics centres directly adjacent to two plants and their operation has since made a substantial contribution to relieving pressure on the roads.

Cutting waste, effluent and air emissions

As in any manufacturing business, several types of waste accrue at Dr. Oetker plants. In accordance with statutory guidelines, they are divided into the categories "Waste for disposal" and "Waste for recycling". Dr. Oetker plants go to remarkable lengths to separate up to 30 different waste categories, with a

Environmental impact is kept to the absolute minimum.



colour-coded separation system ensuring that they are clearly identifiable. Containers that are easy to distinguish visually are available for waste separation on factory premises before the waste undergoes further sorting and is recycled as a raw material. The share of "Waste for disposal" in the total amount of waste generated has been continuously reduced in this way. The increased use of reusable containers and the expansion of pneumatic raw material conveyor equipment has also resulted in a very steep reduction in the amount of waste produced in-house.

Regular measurements monitor the level of harmful materials in our effluents. At the Dr. Oetker plants where ambient foods are produced, the effluent is classified as "household-like". At production sites manufacturing frozen pizzas and snacks, the effluent contains organic substances which accrue mainly in the cleaning of production equipment. At the Dr. Oetker plant in Wittlich, we pre-purify the effluent in a company-owned biological water-treatment plant before discharging it into the municipal sewers.

Emissions responsible for polluting the air principally arise through the use of electricity from coal-fired power stations and the burning of heating oil and natural gas. In addition, the output of CO₂ and other gases, which is caused by truck and automobile traffic, contributes to air pollution. Thanks above all to the lowering of energy consumption levels and to sophisticated logistical optimisation, Dr. Oetker also pays attention to the continuous reduction of CO₂ emissions, which are calculated and monitored in relation to the quantity produced.

Emissions such as odour and noise occur to a relatively low degree at Dr. Oetker. We take the interests of local residents very seriously and go to great lengths to reduce any impact. At the Dr. Oetker plant in Oerlinghausen, for instance, where food odours occur in the manufacture of muesli, a



Sophisticated logistics concepts help to relieve pressure on the roads.

sophisticated extracted air filter using UV radiation was installed to lower odour emissions. To ensure that Dr. Oetker employees can work in impeccable conditions, complex aspiration filters were fitted in the production rooms at several plant locations for dust-reduction purposes. Regular measurements in the works also help in the process of assessing noise sources and deriving appropriate measures when necessary.

Engagement for the benefit of employees and society

There can only be lasting success for the company on the sound foundations of intact social structures. The Dr. Oetker company is aware that it is firmly rooted in the social environment and also assumes responsibility in this sphere. Whether it is a matter of employees, who are viewed as an important basis for sustainable corporate success, or social affairs – Dr. Oetker always takes care to ensure that the economic activities also include the interests of all concerned and open up lasting consistent perspectives.



Motivated employees as a success factor

Creating and preserving jobs

One of the greatest challenges facing companies acting responsibly and sustainably, like Dr. Oetker, is dealing with far-reaching changes resulting from the rapid change in the overall economic conditions and the related social conditions. Modern technological developments reduce the demand for physical labour but, at the same time, produce novel fields of employment and make steadily growing demands on professional qualifications. The increasing inter-linking and internationalisation of markets require flexibility and mobility.

It is necessary to heed market demands while taking account of the interests of employees and the company. Applying numerous measures, Dr. Oetker sets high standards for a sustainable staff and employment policy.

Sustainably safeguarding employment is high on Dr. Oetker's agenda – the workforce is at a stable level internationally. Of note is the long period of employment of, on average, around 15 years. Twenty-five or even forty-year anniversaries are no rarity at Dr. Oetker. They are accorded due recognition and testify both to the success of a staff policy intent on long-term bonding and to the high level of identification with the family enterprise.

Innovative working-hour models, a balanced remuneration policy, employee surveys and the promotion of the social engagement of employees con-

stitute further essential elements of this sustainable personnel strategy that is to an ever greater degree internationally oriented.

The commitment to creating and preserving jobs also goes far beyond the implementation of in-company measures, encompassing as it does the economic and social environment through active involvement in the shaping of appropriate employment initiatives.

For a healthy workforce

In 1999 the company signed the European Union's Luxembourg Declaration on in-company health promotion, which describes joint campaigns by employers, employees and society for the improvement of health and well-being at the workplace.

Within the framework of In-company Health Management, and working with the company health insurance fund, Dr. Oetker offers its employees a wide range of health-related programmes and projects. They include screening, influenza vaccinations, shaping healthy working conditions, encouraging employees' own health protection efforts and providing individual case management for complex health problems. Using methods based on key data, the annual evaluation of etiological statistics, and having regard to scientific findings, Dr. Oetker continually works to safeguard employees' fitness for work as well as their employability long-term.

Well provided for in old age

Economic and demographic processes of change have contributed to making more private responsibility necessary in providing for old age and security in the event of illness. Dr. Oetker employees are therefore given various provision options.

Employee surveys are conducted with the aid of independent institutes.

Dr. Oetker places its trust in retaining staff as long as possible.



At Dr. Oetker, personnel management is also geared towards the needs of families.



Compatibility of work and family

At Dr. Oetker, sustainable personnel policy is also understood to mean giving special consideration to family interests. Where bringing up children

is compatible with commitment to work, everyone involved can benefit. For far-sighted planning also means taking account now of the rise of the next generation. To facilitate the compatibility of work and family, Dr. Oetker offers its employees support



In Bielefeld, Dr. Oetker supports a child day-care centre.

in, among other things, the search for child-minders, day-nursery places, homework classes, home helps and much more. In addition, flexible working structures such as part-time work and flexitime arrangements allow an individual and flexible interplay of work and family. A company-supported nursery at corporate headquarters is open to employees' children. The flexible working hour models play a special role in the occupational advancement of women and men during the parental leave period. At Dr. Oetker, a works agreement, "Work and Family", enables parental leave to be extended six months beyond the framework laid down in legislation. Return-to-work programmes have been established to facilitate re-integration into working life for those returning from periods of extended leave. Besides offering job-related further qualification during parental leave, the programmes also include providing parents with regular information on current developments within the company.

Even when employees have to take care of a dependant, Dr. Oetker provides advice and information, accommodates them with flexible working hours and arranges support from cooperation partner "Family Aid".

Cooperation with employees' representative bodies in a spirit of partnership

Traditionally, the cooperation between management and works council is characterised by mutual respect and fairness. The implementation of personnel policy measures is invariably so designed that it takes account of the aspirations of both sides and receives as broad approval as possible. Employers' and employees' representatives dedicate themselves to dealing jointly with their complex tasks in a constructive spirit in a large number of regional and super-regional bodies that meet regularly. The employees' representative bodies are also organised cross-nationally within the framework of the Dr. Oetker Europa Forum.

Qualification – capital for the future

The high level of qualification of our employees also makes for the company's success. It is precisely because of the increasing speed of technological innovations and the international linkage of business relations that it is of major importance to guarantee the development and maintenance of appropriate competence and make the necessary "lifelong learning" of the workforce possible. At Dr. Oetker, the management tools needed to achieve this are systematically refined to ensure that all employees are able to display their potential to the greatest possible extent.

Dialogue and openness are always writ large. An employee suggestion scheme – the Dr. Oetker Ideas Programme – ensures the involvement of staff in the continuous optimisation of processes within the company. The array of further education measures for the commercial and industrial-technical area is wide. It encompasses personality-development seminars and workshops, as well as subject-specific training, additional training and the promotion of higher education.

In-company processes are continuously improved.



Dr. Oetker assumes special responsibility for training.



Promoting the recruitment of junior staff

Promoting the recruitment of junior staff begins very early with the deployment of pupil-interns who, in an internship lasting several weeks, can gain their first impressions of their occupation of choice. The company assumes special responsibility for young people who begin their entry into working life with training and decide on one of the training occupations in the commercial or industrial-technical field.

The quality of training at Dr. Oetker has risen to a very high level in recent years. The results are invariably well above the respective average of the Chamber of Industry and Commerce or Chamber of Skilled Crafts. At the conclusion of occupational training, not only do trainees have the opportunity of permanent employment, but also further-education and career prospects within the Dr. Oetker company. Candidates who have completed their commercial training with at least the grade "good", may receive a scholarship which finances half of a part-time course in Business Administration or Business Informatics at the University of Applied Sciences (FHDW). Former industrial-technical trainees have the possibility of continuing their education on a part-time basis at the Central College of the German Confectionery Industry (ZDS), qualifying as Bachelor Professional for Food Technology.

The bonding of qualified employees is viewed as one of the most important tasks in the personnel field, not least because of the falling numbers of graduates from German universities in the future. This consideration of demographic trends also shows the long time-frames in which Dr. Oetker thinks. To draw students' attention to Dr. Oetker at the earliest possible stage, a large number of internal and external talks, applicant training sessions and workshops are staged every year and contacts established at numerous university fairs and recruiting events. Within the context of the internship and undergraduate programme, committed students are given the opportunity to apply their theoretical knowledge in practice.

Ever more frequently many companies are making up for cuts in full-time positions with poorly paid or even unpaid internships. The "Fair Company" initiative seeks to counter this trend. The campaign seal is awarded to companies, like Dr. Oetker, which reject the irresponsible treatment of future skilled

A variety of measures support the further development of staff.



Special theses in the field of food technology are awarded the Dr. Oetker Prize at the University of East Westphalia-Lippe.



and managerial staff, stand for new ethical standards in the business world and give graduates a fair chance. Dr. Oetker does not substitute full-time positions with paid or unpaid interns, supposed student apprentices, guest students or the like.

After the successful conclusion of their studies, graduates – in addition to direct entry – are given the opportunity to join an international trainee programme. As part of personnel development at Dr. Oetker, trainees are not only recruited externally, but use is also made of former interns or undergraduates. As long-term cooperation is of particular interest, management trainees are given an unlimited contract from the outset. After the trainee programme or direct entry, those with the appropriate potential have the possibility of qualifying in the International Talent Development Programme – thus the next generation is systematically developed at Dr. Oetker through international succession planning and the enhancement of potential. Once a year, too, the Dr. Oetker Prize is awarded to a graduate of the University of East Westphalia-Lippe who has distinguished him- or herself by a particular thesis dealing with food.

High levels of safety at the workplace

For both industrial-technical and commercial activities at Dr. Oetker the same rule applies: "Safety is paramount". Within the framework of occupational health and safety management, numerous specially trained safety representatives in various areas check the implementation of occupational health and safety standards and accident prevention measures, report identified shortcomings, propose measures for remedying them and ensure these measures are carried out. In this way, machinery and plant is checked with regard to any risk they pose and for compliance with European safety norms, which are denoted by CE conformity labels. In addition, consideration is given within the meaning of the Occupational Safety Directive to the safety and provision of tools and equipment in accordance with health protection standards. To ensure compliance with the Video Workstation Directive, all work stations are examined on the basis of checklists. Annual health and safety reports detail accident statistics, the health and safety measures carried out and the corresponding training conducted.

Safety at the workplace is writ large at Dr. Oetker.



Showing commitment for social and cultural concerns



The Dr. Oetker Food Encyclopaedia provides a wealth of knowledge on nutrition.

Sustainable action is also predicated on recognising and taking account of the fact that the company is bound up in social and cultural interdependencies. The company, owner family and employees address this responsibility through their involvement in many different areas. In the process, the public attention which many sponsorship projects and aid operations can arouse is not uppermost. Rather, support or help takes place purposefully and individually and mostly involves personal dedication. Direct contacts make it possible to assess to what extent support and aid measures achieve optimal effect and the right areas of focus are chosen. In view of the diversity of the commitment shown, this can only be described here on the basis of just a few examples.

Showing commitment for a balanced diet

As a responsible branded food company, Dr. Oetker is following the development identified by the World Health Organisation that overweight and obesity are becoming more frequent and is following the resulting public debate very closely. Dr. Oetker subscribes to scientific assessments which

attribute the causes of overweight primarily to a lack of exercise caused by increasing automation and car ownership. Pleasurable eating and slimness do not have to be mutually exclusive if individuals take personal responsibility for the right energy balance through appropriate physical exercise and a balanced diet. At its website, Dr. Oetker offers an extensive nutrition portal, describes useful facts on daily eating and drinking habits and encourages people to adopt a balanced diet.

In addition, Dr. Oetker is involved in "Plattform Ernährung und Bewegung e.V." (peb), which is dedicated to providing information on good nutrition and encompasses initiatives helping children and young people to exercise more. Dr. Oetker products are furnished with uniformly labelled nutrition facts, giving consumers decision guidance for a balanced diet and healthy living.



Dr. Oetker supports the "Plattform Ernährung und Bewegung."

Dr. Oetker has entered into a long-term partnership with SOS Children's Villages.



Building and maintaining these family houses at an SOS Children's Village near Hamburg is supported by Dr. Oetker.

“We support families”: partnership with SOS Children's Villages

Although Germany has a very high standard of living, children there increasingly get into problematic and stressful family situations. Social neglect or deprivation are, unfortunately, no longer a rarity. In SOS Children's Villages, Dr. Oetker has found a partner which makes life in the family, with all its positive values, possible for many children. Dr. Oetker has therefore entered into a long-term partnership with SOS Children's Villages. The company has made a million sum available for the construction and maintenance of two family houses at the SOS Children's Village in Harksheide, near Hamburg. This support is not linked to the purchase of Dr. Oetker products. Dr. Oetker's commitment is based solely on its sense of social responsibility to the institution of the family, which has always occupied a high place value.

Dr. Oetker was targeted at individuals and families in special need with the help of representatives of the church and the local authorities. Dr. Oetker employees additionally collected a handsome sum for flood victims and participated in aid operations. In addition, Dr. Oetker organised a convoy in collaboration with the civil defence organisation (Technisches Hilfswerk), which delivered daily food supplies to the more than 1,000 flood helpers on the spot. As a result of the experience gained there, a year later Dr. Oetker donated a mobile field kitchen to Technisches Hilfswerk.

Following the 2004 Tsunami disaster in the Indian Ocean, Dr. Oetker supported the SOS Children's Villages, making a sizeable sum of money available for an aid programme in southern India. By enabling families to rebuild their lives, this helped children above all.

German Child Protection Alliance

For decades now, the owner family and the Dr. Oetker company have supported the work of the German Child Protection Alliance (Deutscher Kinderschutzbund – DKSB) in Bielefeld. The organisation provides care, advice and help in numerous activities and programmes designed to provide children with direct and unbureaucratic protection, and give families well-directed support. A dedicated children's shelter is an important refuge for children and parents.

Dr. Oetker has provided targeted aid in several flood disasters with large donations.



Aid for disaster victims

As in 1997, when the Oder river burst its banks and Dr. Oetker donated a large sum, fast and unbureaucratic help was accorded the victims of the 2002 flood disaster. The million sum donated by

The Bielefeld Art Gallery was gifted to the city.



Supporting art and culture

The company has supported art and culture in a variety of ways for a very long time. Thus, in Bielefeld in the 1930s, the Rudolf-Oetker-Halle was endowed. Known for its outstanding acoustics, it is a popular venue for concerts and events. In the 1960s, the city was gifted the Bielefeld Art Gallery, recognised as one of the most significant museum and exhibition buildings of the post-war period.

The Rudolf-August Oetker Foundation is dedicated to fostering art and culture, learning and the care of historical monuments, and supports a variety of projects. In the recent past, one focus of its activities was on the eastern regions of the reunified Germany, its attention being directed to the preservation of village churches threatened by decay. Some 200 churches have been saved in all nine new federal states with the collaboration of the German Foundation for Monument Protection

(Deutsche Stiftung Denkmalschutz). These are but a few examples of the Foundation's work, which is not exclusively concerned with the work of art itself, but also with the preservation of its social and societal environment.

Well-directed charity

The Ida and Richard Kaselowsky Foundation is geared towards charitable causes and supports health and social welfare measures. It focuses on associations engaged in independent social welfare work, child protection, youth welfare and care of the aged as well as promoting education and student welfare.

Built in the 1990s, the Caroline Oetker Stift, a retirement centre, provides ideal conditions for a pleasant and sheltered life in old age. Support has also been given to various senior citizens' homes run by other organisations.

Acknowledgement

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