

HUMAN RESOURCE GUIDELINES

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VS 16.0



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1 INTRODUCTION

This guideline aims to support and align our human resource activities in Ingleby. It provides structure for our key activities such as safety, attracting and developing the right teams, training and team building, performance reviews and talent development.

This guideline is seen as an evolving document that will change and improve with the development of Ingleby. Your valuable input is therefore most welcome.

1.1 VISION & VALUES

Vision

Our vision is to be leading sustainable farmers worldwide, where we farm to feed the world, but also protect and enhance the environment for future generations.

We want to combine the best practical, ethical and scientific know-how with good leadership and organisation.

We want to be BETTER FARMERS.

Values



2 TRAINING

We allocate 2% of our work time to training and education on an annual basis.

We seek to develop our teams in line with our business strategy and their potential. We want to provide the best possible training and development opportunities for the individual, combined with team building and activities supporting the Ingleby vision and values. It is our goal to become and remain among the top 10% of the best farmers in the world.

By focusing on individual development and team building, we want to achieve continuous progress in leadership, sustainable production and health and safety.

TRAINING ACTIVITIES

Activities	Purpose	Frequency
Sustainable and profitable production and environmental training.	To provide a strong foundation for understanding and reaching our goal of becoming profitable and sustainable.	On a regular basis, aiming at every 6 months.
Leadership training for teams	To make the best use of the experiences and knowledge we have individually and to become stronger as a team, improving our ability to reach future goals collectively.	On a regular basis, or when necessary, aiming at once per year.
Leadership training for individuals	To build better individual leaders by focusing on individual challenges. This also contributes positively to all team activities.	On a regular basis or when necessary, aiming at 4-6 modules the first year.
Team building	To get to know one another from a more social perspective, which also makes us better at communicating professionally.	On a regular basis, aiming at once per year.
Certified class training	We provide certified and accredited training and education to become better technical farmers and managers and leaders.	When required
Safety training	Improve safety in all aspects of our farm operations and create strong awareness about safety and constantly build on our culture around safety.	Continuously

Further information on each training activity is provided in the following chapters.

3 PRODUCTION AND ENVIRONMENTAL TRAINING

We want to focus on sustainable production training on our farms and on the farms in our network that inspire through innovation, strong values and principles. Our training should emphasise that profitability and sustainability are unanimously linked.

We should engage with external experts and cutting-edge farmers to carry out hands-on operation and environmental training on-site. We want to build and maintain sustainable farms, which makes environmental training a natural part of production training.

3.1 PRODUCTION TRAINING

Production training should focus on:

- > Anticipating trends in the cutting edge of sustainable farming technologies, i.e. where is farming going, technologies, equipment, irrigation, crop genetic improvement and products such as fertilisers and pest management tools.
- > Building and improving soils through crop rotations, use of cover crops and legumes, use of min tillage systems, avoiding compaction and erosion.
- > Management of crop nutrition through soil and plant testing i.e. when to rely on soil tests and how to interpret them, when are plant tissue tests required and how to efficiently conduct strip trials to answer crop nutrition and soil management questions.
- > How to avoid and manage herbicide resistant weeds, i.e. prevention versus control.
- > How to improve livestock genetics for the environments we are located in, how to improve reproduction rates, animal health and welfare.
- > How do we optimise the use of our productive land combined with the use of marginal land and nature.
- > Substitute knowledge for input

Examples of our key production goals are:

- > Improve annual key production and efficiency metrics by 1 – 2%.
- > Build top-soils by 2 mm per year.
- > Use no mechanical soil treatment on erosion-prone areas.
- > Apply contour cultivation in steep areas.
- > Improve EBIT.

3.2 ENVIRONMENTAL TRAINING

Environmental training should focus on:

- > Understanding our local flora and fauna and protect threatened species and their habitats.
- > Creating new habitats that support and enhance the local environment and potentially also the production.
- > Increasing knowledge of local plants that are also beneficial for farming – “trees for bees” and plants for other beneficial insects,
- > Learning why and how to protect our farm waters (surface as well as ground water) from pollutants
- > Getting inspiration from – and visiting – true enthusiasts: sometimes you have to see and experience things for yourself to understand.

Examples of our key environmental goals are:

- > Keep and plant solitary trees in the landscape.
- > Create 10 m buffer strips along all major streams, rivers and lakes.
- > Develop natural, native grass waterways in erosion-prone areas.
- > Promote a scruffy look in the open landscape.
- > Grow a mix of insect/ bee plants on the farm.
- > Develop welcoming avenues along our farms.
- > Surround larger buildings by appropriate planting.
- > Convert and maintain 1% of each farm’s area to water habitats.
- > Convert and maintain 10% of each farm’s area to nature habitats.

4 LEADERSHIP

4.1 ESSENTIALS ON LEADERSHIP

Leadership, compared to management, transcends to a more innovative and in-depth view on people and often reflects back to the leader. However, both management and leadership are necessary in order to succeed.

COMPARING MANAGEMENT AND LEADERSHIP

A manager;	A leader;
Administers	Renews
Maintains	Develops
Focuses on systems and structures	Focuses on people
Builds on control	Builds on trust
Asks how and when	Asks what and why
Focuses on EBIT	Focuses on the horizon
Imitates	Builds something original
Meets short term goals	Meets long terms goals
Is keen to do everything right	Is keen to do the right things
Solves “to do” tasks	Creates tasks

Learning how to manage is essential, and it includes planning, implementation, control, decision-making, coordination and evaluation. But we should always complement these skills with a personal approach to people, building trust and commitment. To be a leader is to be a role model and able to inspire others by showing support and confidence in all team members.

Good leadership means:

- > Honesty; your team is a reflection of yourself, and your team will follow your honest and ethical behaviour.
- > Delegation; we delegate and build the strengths of our team constructively. We know what each team member is best at, and develop their talent.
- > Communication; we have an open and clear communication style, and continuously communicate plans and goals with each person. The ability to listen is fundamental.
- > Confidence; things do not always turn out as planned, but as leaders we put out fires and keep a high morale.
- > Commitment; we lead by example every day and in every situation and our teams will follow our commitment.
- > Inspire; we communicate our vision and values, explain why we have chosen to do what we do and why it is important.
- > Intuition; we trust our natural intuition and combine it with action when there are situations of uncertainty.
- > Positive attitude; at difficult and challenging times, we should be known by our positive attitude and energy.

4.2 LEADERSHIP TRAINING FOR TEAMS

All our managers should participate in a team leadership training programme. Typically, this takes 8-10 training days over the course of a year.

Team leadership training should focus on:

- > Who am I as a leader and my development as a leader
- > Decision making and good leadership
- > Motivation and leadership in different situations
- > Communication to individuals and dealing with conflicts
- > Time management, planning and operational goals

Team leadership training should aim to improve:

- > Self-awareness amongst our managers
- > Awareness on the importance of good leadership
- > Leadership and the ability to reach goals

The DiSC personal analysis tool is an excellent supplement for use in leadership training (presented in chapter 6 HR tools)

4.3 LEADERSHIP TRAINING FOR INDIVIDUALS

We provide individual leadership training as a supplement to the team training. A typical programme includes six sessions (each of 1 hour) evenly divided over three months.

Our managers should work personally with a coach on improving individual leadership skills. The task of the trainer should be oriented to enabling the manager to identify and plan the leadership improvements.

Individual leadership training should focus on:

- > Identifying personal leadership challenges
- > Structuring and implementing improved leadership skills
- > Conveying improved leadership skills to own teams

Individual leadership training should aim to:

- > Create awareness about personal leadership skills and challenges
- > Improve personal leader skills
- > Further improve goal setting and goal achievement

4.4 TEAM BUILDING

Team building helps us create a healthy work environment, strengthens the collaboration and team spirit as well as helps us achieve our goals.

Team building can include different types of activities, but it is fundamental that everyone in the team participates and that the activities are inspiring and relevant.

Examples of team building activities:

- > Visit inspiring companies and organisations including presentations and discussions
- > Visit inspiring cultural sites and events
- > Cooking and dining together

Teambuilding activities help to:

- > Build trust and relations between teams, also across functions
- > Build commitment and respect between team members
- > Build history and memories within the team

All teams should aim for at least one teambuilding activity per year. Teambuilding involving extreme sports and motorsports is prohibited.

We advise carrying out team building outside the day to day working environment.

5 HEALTH AND SAFETY TRAINING

Health and safety (H&S) is paramount to Ingleby and we want to develop a zero harm work-culture. We also want to create a working environment with a transparent structure of responsibility and daily inspection of all teams and equipment.

In general our goal with H&S is to:

- > Achieve a zero accident rate for our teams
- > Minimise damage on equipment and machinery

5.1 DAILY SAFETY TALKS

During general daily briefings it is strongly advised to start each meeting with a talk and discussion about safety. **The goal is to create awareness before the accident happens.**

This is best done by discussing:

- > Work situations that could potentially have turned into accidents
 - Why was a potential accident avoided?
 - How do we prevent the specific event from happening again?
- > Use concrete situations experienced by staff – let staff explain
- > Discuss how tools and equipment can be optimised to improve safety

5.2 SAFETY CAMPAIGNS

We aim continuously to run safety campaigns at Ingleby globally. A campaign is defined by a three-month focus on a particular topic, e.g. vehicle safety.

The campaign will include:

- > Ingleby statistics on accidents in this particular field
- > Talks, discussions and presentations by external experts in this field
- > Systematic run-through of training, certification, equipment and safety procedures
- > Definition of new goals for the coming year

Any suggestion for topics to the safety campaign is welcome. Please forward to Øjvind Krabbe on oeek@inglebyfarms.com or call +45 25 47 47 08 to discuss.

5.3 HEALTH & SAFETY TRAINING

H&S training focuses on:

- > Certification of all teams for their assigned tasks
- > Providing a clear understanding of the risk and dangers involved in all work tasks
- > Providing all teams with an understanding of their own task and the task of their team members
- > Creating awareness through brief daily discussions and talks about safety

5.4 DAILY INSPECTIONS

We are hands-on in our daily inspection and we must make sure that all activities are signed off before they begin. There must be a responsible person for each working area or division of equipment. In case of an incident, it is important to ensure a clear and transparent structure of responsibility and instant reporting.

Daily H&S inspection focuses on:

- > That all teams are mentally and physically fit for their assignment
- > That all teams know their responsibility of work
- > That all equipment and working gear meets the safety standards defined
- > That all tasks can be carried out safely given the actual weather conditions

5.5 SAFETY REPORTING

Safety reporting includes two aspects; accidents and near misses.

- > Accidents are any injuries on the human body including small cuts and bruises.
- > Near misses are incidents where human injury is avoided but where machinery and equipment is damaged or could have caused injury to a person.

It is very important that all teams report their safety status each month.

On the 1st of every month, all teams receive a safety reporting form, which must be returned to the HR department not later than the 10th of the same month. This helps us understand our work environments and take corrective actions to help prevent accidents.

5.6 CERTIFIED TRAINING AND EDUCATION

All permanent positions in Ingleby require certified training. Each position is defined by a minimum level of certified training, which should be carried out by an accredited institution. During employment, we want to offer continued certified training opportunities according to the potential and aspiration of each individual employee.

H&S training is a vital part of any certified training and we suggest to obtain as much certification as possible, in order to make it as applied and practical as possible.

Activities that require an H&S license can only be carried out based on certified training and the successful passing of a test.

5.7 CONTRACTORS

H&S requirements for contractors should, as a minimum, meet the standards defined by Ingleby. This should be included in the contract between the contractor and Ingleby.

5.8 FIRST AID KITS

First aid kits should be available at each work station and known to all team members. Everyone must know how to carry out first aid and the procedure for contacting emergency numbers if needed.

5.9 CHILDREN ON OUR FARMS

Children are a valuable part of our farm life, but we must be aware of the risks and danger of in particular young children being unaccompanied on our farms. We therefore require supervision of all children on our farms.

6 HR TOOLS

We have chosen three HR tools to support our HR activities. We should all aim to use the same tools within Ingleby. This will help build a common frame of reference and align our HR activities across countries.

The purpose of using these tools is to give our managers and teams an opportunity to communicate openly in a more structured and goal-oriented way.

Each tool serves a specific purpose and can be used independently or in combination with the other tools.

OVERVIEW OF THE INGLEBY HR TOOLS

Tool	Purpose	Frequency
Performance reviews	To structure and guide feedback between managers and the individual team members. This improves goal setting and goal reaching and creates a strong base for day to day communication throughout the year.	Annually
Leader evaluation	To establish an open and personal feedback from the team members to the manager. This invites to a honest talk about the improvement of leadership and management.	Annually
DiSC analysis	To portray a person's behaviour in a work-related context. The DiSC analysis is an excellent tool for talking about personal strengths and challenges.	Job interviews and team building.

6.1 PERFORMANCE REVIEWS

Performance reviews should be used as a communication tool between the manager and the employee. We recommend that these are carried out on an annual basis.

The aim of a performance review is to:

- > Provide a structured approach to communication about performance, job satisfaction and future development and opportunities.
- > Give the employee and the manager an opportunity to talk in detail and spend the time necessary to cover all topics.
- > Provide an opportunity to balance the expectations for future goals and directions.

We have developed two performance reviews, one for employees and one for managers. The structure of the two performance reviews is the same but the questions vary according to the level of responsibility. The performance review marked with an E in the bottom left corner is for Employees and the performance marked with an M in the bottom left corner is for Managers.

6.2 LEADER EVALUATION

The leader evaluation gives the team members an opportunity to give constructive feedback to their manager. The evaluation is based on 14 questions.

The questionnaire is not anonymous and is most effective when the manager and the team member discuss the result in person.

The result of the evaluation should also serve as an opportunity for the manager to gather his or her team to talk about leadership, how to improve it and define new goals.

The evaluation can be required from Øjvind Krabbe at oek@inglebyfarms.com.

The 14 questions are listed below:

1. To which degree does your manager communicate clearly to you verbally?
2. To which degree does your manager communicate clearly to you in writing?
3. To which degree is your manager available to you?
4. To which degree is your manager open to your suggestions?
5. To which degree does your manager delegate responsibility to you?
6. To which degree does your manager ensure that you develop to your potential?
7. To which degree does your manager develop a talented team?
8. To which degree does your manager have operational skills?
9. To which degree does your manager understand your business?
10. To which degree does your manager make sound and thorough decisions?
11. To which degree does your manager conduct effective meetings?
12. To which degree does your manager handle complex situations?
13. To which degree does your manager contribute to a positive working environment?
14. To which degree does your manager respect and live by the Ingleby values?

The questions should be answered by the following scale:

Poor ☐ Fair ☐ Good ☐ Very Good ☐ Outstanding ☐

6.3 DISC ANALYSIS

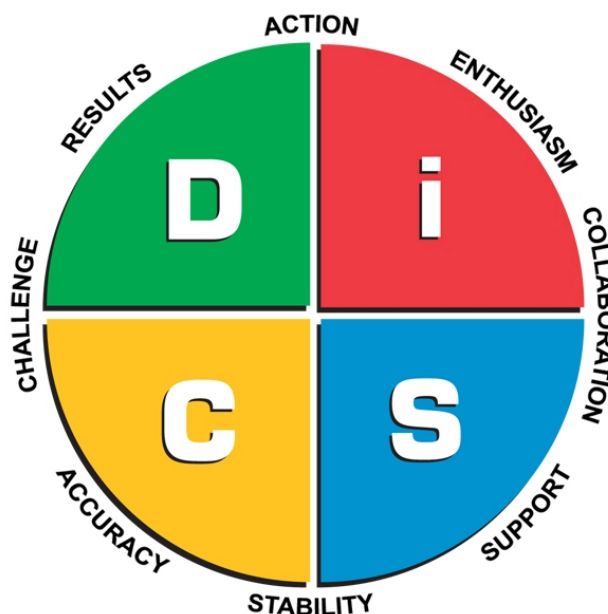
DiSC is a personal assessment tool used to improve work productivity, teamwork and communication. The DiSC is non-judgemental and helps people discuss their behavioural differences. It is a useful tool for leadership training, team building and employment processes.

The DiSC is based on 70-90 questions each individual person has to answer in an online questionnaire. When the questions are answered there must be no distractions and all questions must be answered from a work related point of view.

We use two types of DiSC models:

DISC MODELS

Type	Use
Type 1. Everything DiSC	Used for employees without leadership responsibility Shows individual behaviour
Type 2. Work of Leaders	Used for management with advanced and leadership responsibility Shows individual behaviour including the ability to create a vision, align a vision and implement a vision



Representation of the DiSC Model

7 TALENT DEVELOPMENT

We want to create opportunities for our teams to thrive and develop their skills to the extent of each person's capability and ambition.

Attention to people is the key to developing talents. Attention is given through daily leadership, team building and performance reviews. However, prioritising the individual should not compromise the productivity and efficiency of the existing teams.

The key elements of talent development are:

- > Clearly defined responsibilities
Managers are responsible for developing their teams including identifying who has special talent. Managers ought to provide learning opportunities and are bound to communicate to their teams that they are available.
- > A focus on talent, not skill
Skills can be learned through training and practise but when developing talent, managers also have to focus on just that, talent. Someone may be very skilled but still not right for talent development.
- > Time and priority
Developing talent is a gradual process. We should prioritise the allocation of time for mentoring, coaching and training. We suggest setting time aside each month for structured talent development.
- > Real training
Talent is best developed through real training that is structured to challenge and grow the individual. This should involve feedback and evaluation sessions to map new experiences and learning.
- > A culture of talent development
A culture of talent development starts at the top with the senior management. Senior leaders can create a culture that nurtures talent development by:
 - Acting as role models
- leaders should share what they too want to learn
 - Reinforcing the value of learning
- ask what the teams want to learn and why
 - Building a process to support development
- managers should act as mentors
 - Reinforcing shared values
- teams must understand why what they do is important
 - Using issues that come up as real-world training opportunities

8 OPERATIONAL GOALS

We define operational goals as a valuable means to deliver short and long-term results.

We should always make sure that our operational goals are carefully coordinated between team members and aligned with the longer-term strategy.

Well thought-through operational goals are:

- > Ambitious
- > Achievable
- > Measurable
- > Rather few than too many
- > Within the team member's field of responsibility
- > Coordinated and synchronised with the overall goals in Ingleby
- > Clearly defined and understood by everyone involved

9 EMPLOYING NEW TEAM MEMBERS

We suggest establishing a consistent process when employing new team members. The aim is to achieve a transparent process where key employees are actively involved and all team members are informed during the process.

When we search for new team members, our search should be aligned with our long-term strategy. This helps define the potential we are looking for in each person.

It is important that you know what you are looking for; criteria, skills, knowledge and personal qualities. Coordinate the employment process with the teams responsible for the position. Everyone should agree on the profile.

We successfully use the DiSC analysis during the employment process. The DiSC can also be used during the interview but it is important to note that it should be used as a communication tool primarily for asking questions. Conclusions must not be drawn based only on the results of the DiSC analysis.

9.1 THE JOB LISTING

The written job listing should feature the Ingleby logo and Ingleby colours. The job listing should be clearly structured and display the following:

- > Job title as well as objective or overall purpose statement
- > Summary of the general nature and requirements for the job
- > Description of the broad function and scope of the position
- > List of duties or tasks performed critical to success
- > Key functional and relational responsibilities in order of significance
- > Description of the relationships and roles within the company, including supervisory positions, subordinating roles and other working relationships

Potential additional items if appropriate or required:

- > Job location where the work will be performed
- > Equipment to be used in the performance of the job
- > Collective Agreements if your company's employees are members of a union
- > Salary range

In general, you should use proper language in the job description. This means:

- > Structure your sentences in a clear and explanatory language
- > Write in a positive and inviting language
- > Be honest and fair and avoid being judgemental in your job description
- > Avoid using adverbs or adjectives that are subject to interpretation such as "some", "complex" and "occasional".

9.2 JOB INTERVIEWS

Before the job interview

Communicate the date of the job interview to the candidate in due time to allow proper time for preparation for both parties.

Everyone taking part in the job interview should be well informed about the objective and profile of the new position in order to ask the right questions.

Study the candidate's resume before the interview.

The interview

A good job interview is built on a structure and must be managed by the person in charge. It is an advantage to start the interview by explaining the structure. We recommend using the following structure:

1. Presentation

A general presentation of the candidate, Ingleby and of the position.

2. The interview

Most of the interview should be spent asking specific questions based on the criteria you have defined. Also give the candidate the opportunity to ask questions about the position.

3. Wrap-up

Describe what the next steps are in the process and when you plan to follow up. Thank the candidate for coming in.

In general, do not talk too much, let the candidate talk. During the interview it is also important to observe the candidate's body language and posture.

Ask specific questions that demonstrate skills, such as:

- > Fact based questions: e.g. "How many years did you work at this company?"
- > Stress questions: e.g. "Why should we hire you, when you have little experience?"
- > Behavioural questions: e.g. "Tell me about a time when you initiated a project that resulted in increased productivity?"
- > Situation based questions: e.g. "What would you do if you saw an employee disrespecting the Ingleby code of conduct?"

If a candidate is not chosen for the position he or she must be informed as soon as possible and in writing. See Appendix 1 for an example of a rejection letter

9.3 INTRODUCTION PROCESS

When a new employee starts, we inform him/her in advance about the scheduled activities during the first two weeks, including:

- > First day and starting time.
- > An introduction meeting with the manager
- > An introduction session with the whole team
- > A schedule for the introduction to each department and their tasks
- > A signed welcome letter from the CEO and manager
- > A list of the initial tasks to carry out

Please see Appendix 2 and 3 for welcome letters from the manager and the Ingleby CEO.

10 TERMINATION OF CONTRACT

We terminate contracts in person. The termination process should be properly planned and carried out with respect for the person involved. It is also important to follow all local legal procedures and protect the individual person's rights.

We recommend the following procedure when terminating a contract:

- > Two people carry out the termination meeting e.g. the manager together with the HR responsible.
- > The meeting is kept brief and concrete.
- > The meeting should not include emotional messages.
- > The meeting should not develop into an argument.
- > The person in question should be given clear direction about the process.
- > The person in question should be given the opportunity to consider his or her actions before taking a final decision to sign the termination papers.
- > If applicable, the person in question should be informed about the outplacement opportunity. This includes a coaching process that supports the person in searching for new job opportunities.

10.1 OUTPLACEMENT

We offer outplacement to our key staff and managers upon dismissal. This involves 3-4 sessions with an external coach, guiding the dismissed employee towards a new job.

We should offer the outplacement option no later than 24 hours after the termination. This will show our support and ensure that the dismissed employee has a structured plan going forward.

Please contact Øyvind Krabbe at oek@inglebyfarms.com or call +45 25 47 47 08 for further information.

11 BACK-UP POSITION

All our key staff and managers should have a back-up person that can immediately assume responsibility of their position if necessary. This should be clearly defined and known to everyone in the team.

In general:

- > Everyone must know the person they could potentially replace
- > Everyone must know the person who could potentially replace them

In the event of a back-up having to take over a position, the manager facilitating this change should ensure that it is communicated to the remaining team and handle all IT-related aspects. Also, the manager should take immediate action to find a long-term solution.

12 USE OF TITLES

We have a structure for the use of titles in Ingleby. Thus all teams should make use of the following titles for existing and new team members.

- > Global and regional
Managing Director, Country Manager

- > Finance, accounting and administration
Finance Manager, Controller, Accountant, Treasurer, Assistant, Secretary
The titles can be extended to include e.g. Manager, but in each individual case this has to be coordinated and cleared with the Ingleby CFO.

- > Production
Farm Manager, Forest Engineer, Assistant Farm Manager, Production Assistant, Project Manager, Project Coordinator, Sustainability Manager, Sustainability Coordinator, Sustainability Assistant, Researcher

- > Information Technology
IT Manager, IT Coordinator, IT Assistant, IT Engineer, IT Project Manager

- > Communications
Communications Manager, Communications Coordinator, Communications Assistant

- > Human Resource
Human Resource Manager, Human Resource Coordinator, Human Resource Assistant

- > Business development
Business Development Manager, Business Development Coordinator, Business Development Assistant

- > Assistant
Executive Assistant, Management Assistant, Operational Assistant

13 INGLEBY GIFT POLICY

This policy provides a framework for giving gifts within Ingleby.

In Ingleby, we celebrate both work anniversaries from 5+ years and milestone birthdays from 30+. However, work anniversaries are more important than milestone birthdays.

We also acknowledge major life events such as weddings, child birth, funerals etc.

13.1 WORK ANNIVERSARIES

5-year work anniversary is locally celebrated with flowers. Price: US\$ 50.

Work anniversaries of 10-year and above are celebrated with flowers and a gift (potentially wine) as well as a personal letter from the manager and/or the Ingleby CEO.

10-year: Price: US\$100.

15-year: Price: US\$150.

20-year and onwards: Price: US\$200.

13.2 MILESTONE BIRTHDAYS

Milestone birthdays, 30th, 40th, 50th and 60th birthdays, are locally celebrated with flowers. Price: US\$ 50.

13.3 MAJOR LIFE EVENTS

In the case of a major life event such as weddings, child birth, funerals and others life event, Ingleby sends flowers. Price US\$ 50.

APPENDIX 1 – WELCOME LETTER FROM THE CEO

Dear xxx,

Ingleby Farms & Forests is a farming company founded in 1998. We manage our own farms around the world, in total more than 100,000 hectares. We farm with strong principles of sustainability and biodiversity and aim at steadily growing our results.

We grow our farms for the long term and we welcome you to take part in our development. We look forward to having you as a part of our team and working with you. I hope you will have a great start and I look forward to meeting you.

Yours sincerely,

Hans Henrik Koefoed
Chief Executive Officer

INGLEBY FARMS & FORESTS

APPENDIX 2 – WELCOME LETTER FROM THE MAN- AGER

Dear xxx,

On behalf of all of Ingleby, I am delighted to welcome you on board as (title).

Enclosed in this letter you will find our Ingleby Guidelines book and an Ingleby notebook. We recommend that you look through the materials within the first days. It will help you get an understanding of Ingleby's principles and values.

You will be joining a great team, who is excited to work with you. Most have been with Ingleby for years, and they are happy to share their knowledge of our operation and culture. We are all here to support you in your start-up phase, and we hope you will enjoy working with us.

I look forward to working with you and should you have any questions my door is always open.

Yours sincerely,

Your name

Your title

INGLEBY FARMS & FORESTS

Mob: phone number

Email

APPENDIX 3 – LETTER OF RECOMMENDATION

Date.....

TO WHOM IT MAY CONCERN

INGLEBY FARMS & FORESTS

Ingleby is a global farming company with operations in 9 countries and its main office in Denmark. We own and manage our own farms, which are diversified into row crops, dairy, lamb and beef, horticulture and forests. We develop our farms for the long term and base our production on strong principles within sustainability and biodiversity. We believe in producing healthy food while taking care of nature and offering an inspiring and challenging working environment.

APPENDIX 4 – REJECTION LETTER

Dear xxx

We regret to inform you that we have chosen to continue the recruitment process with other candidates. It was a pleasure meeting you and I wish you all the best for your on-going job search.

Yours sincerely

xxx

Please note, if the candidate is being rejected after the second interview it is fair to offer a direct talk and explanation.