SUSTAINABILITY REPORT 2017

(WELL, WE’VE BEEN WORKING ON THESE ISSUES FOREVER, BUT THIS IS OUR FIRST OFFICIAL REPORT. YEAH, IT’S A BIG DEAL.)
This book is unimaginatively called the Oatly Sustainability Report 2017. It is the first official sustainability report for Oatly, but we've been working on these issues forever. The purpose of this report is to describe how Oatly contributes to the global goals, and how we work to maximize our usefulness for the planet and humankind. And since transparency is one of our core values, this report is really honest. It will tell you about some great things but it will also let you in on our challenges and the areas in which we haven’t been that successful yet.

Anyway, please do enjoy this Swedish oat company’s sustainability report as much as a person can enjoy a Swedish oat company’s sustainability report.
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Toni Petersson is CEO of Oatly. Along with our employees and partners, he has helped Oatly grow, not just in Sweden but internationally.

"From an operational perspective, we absolutely love the fact that we are growing so much, that our products are so in demand. This paradigm shift—from meat and dairy having an obvious place in many people's diet, to more people choosing a vegetarian lifestyle—we see that everywhere. We sell our products in among others, the United States, the United Kingdom, Germany, China and Hong Kong, we see a similar pattern in all countries and it's really positive," says Toni.

The official numbers vary on how much of the world’s greenhouse gas emissions come from animal products. But in a combined assessment, it comes out to somewhere around 20 percent of the overall climate impact. If we are to reach the climate targets from the Paris agreement, we need to switch to a plant-based diet. Awareness about this is increasing and today there are more and more young people leading the way by choosing a climate-smart diet for the sake of the planet.

Toni says, "My goal is for more people to choose our products, both for health and environmental reasons. If we are to reach the climate targets from the Paris agreement, we need to switch to a plant-based diet. Awareness about this is increasing and today there are more and more young people leading the way by choosing a climate-smart diet for the sake of the planet."

What drives him in his work is the will for change, and Toni believes that this drive permeates the entire company. "We are not driven primarily by going to work and earning money. We want to make the world a better place, primarily by contributing something to society, and then making money, but sustainability—that's what our business is,"

Production is a challenge—being able to continue to produce in a sustainable manner, even on a large scale. The factory in Landskrona is efficient and powered by renewable fuels, while routines and processes are constantly being tailored to streamline and reduce resource utilization.

"It is a little more difficult to get third-party manufacturers at the same level. We have a number of partners and producers in other countries, and even though they agree with our priorities and understand our desire and ambition, they do not always understand what will be required of their processes," says Toni.

But it’s going to work. He has no doubt about that. He says Oatly has always invested a lot in product development and innovation, that this is a natural consequence of Oatly being created by researchers, from research, Oatly is still working closely with researchers to find new solutions and new products and to strengthen sustainability performance. Toni believes that the focus on research and innovation, coupled with the link between product and sustainability, is the key to success. The product is also relevant when it comes to finding solutions to environmental and health challenges. The driving power is the will to contribute to change.

"It’s a huge commitment to work to change a system. We have a ‘broken’ food system, and it can’t just be fixed. It has to change. Production, sales, instruments, which products are on the market, consumption—the entire chain has to be changed, and we are fighting for that every day," says Toni.
In the 1990s, Oatly was born out of an idea to create products that everyone can enjoy without worrying about allergies, health, animal ethics or overuse of our planet’s resources. It was researchers at Lund University who laid the foundation for the company. They developed one-of-a-kind technology where natural enzymes transform fiber-rich oats into nutritious liquid foods. The researchers used nutritional recommendations as a basis to create a product with a well-balanced combination of protein, carbohydrates and fat. This product became the basis of what has become a whole range of oat-based dairy products. An assortment that is constantly expanding and developing. In 2017, there were about 40 products in our range. We have a growth of just over 30% and our products are now available in 27 countries. Our largest market is Sweden with 47% of sales, followed by the United Kingdom with 18% and Finland with 16%.

Oatly is a company created by researchers and owners. Oatly AB is a subsidiary of Cereal Base Ceba AB, which in turn has Havre Global AB as its parent company. Oatly is owned jointly by Industrifonden, Östersjöstiftelsen, Verlinvest, China Resources, the company’s founders, private individuals and employees. Our headquarters are located in Malmö and our production site and development center is located in Landskrona. As we grow, we have also opened offices in New York, London and Berlin.
In recent years, the world has begun to see the effects of our overexploitation of natural resources and ecosystems. Researchers have identified nine environmental areas that are necessary to maintain function and stability on Earth. For each area, they have then tried to define “safe limits”, levels that we must remain within. These are called “planetary boundaries”. Today, we have already passed four of the planet’s nine sustainable boundaries:

- Loss of biodiversity
- Climate change
- Changed land use (for example, deforestation)
- Change in the flow of nitrogen and phosphorus, which causes eutrophication

It is us human beings, through our various activities, who are behind this impact. Food production is one such activity. It affects more or less all nine areas, demands tremendous resources, produces emissions and leads to poorer biological diversity.

At the same time, we see the food systems do not meet our nutritional needs, with malnutrition, obesity and diet-related diseases arising as a result. Today, there are people suffering from obesity while being malnourished, widespread poor health is part of the challenge of global sustainability.

Malnutrition and lifestyle diseases, combined with overuse of natural assets, create broken food systems that are taxing on the planet’s resources while our need for nourishing and healthy food is not being met.

**BROKEN FOOD SYSTEMS**
**WE HUMANS OVERUSE RESOURCES ...**

Today we have 7.6 billion people to be fed, kept warm, moved and dressed. And this requires land and resources that can meet our needs. By 2050, the global population will reach close to 10 billion. The middle class is expected to expand, which will mean, among other things, greater demand for resource-intensive animal-based food. If the rising middle class aspires to the same lifestyle as today’s middle class, milk and meat consumption will increase by 65% and 76% by 2050, respectively. This is a problem because the production of animal food causes significantly greater environmental impact than vegetable foods (see figure).

In order to limit the global temperature increase to under two degrees, researchers today agree that it is not enough to improve production efficiency and the use of resources in food production; we are going to have to change our eating habits and eat plant-based foods.

**... WITHOUT MEETING OUR NUTRITIONAL NEEDS**

Despite our knowing how and what we should eat to stay healthy and what we should eat as little as possible of—red meat, saturated fat, salt and sugar—more and more people are becoming overweight.

Globally, more people die of obesity and overweight than famine. Today, conditions called “welfare diseases” such as cardiovascular disease, cancer and type 2 diabetes are the leading global causes of death. One of the four main risk factors for these diseases is unhealthy diet.

Diet, cholesterol levels and cardiovascular disease are a complex area in which much research and discussions are taking place. But there is broad agreement that increased cholesterol levels lead to an increased risk of cardiovascular disease, replacing saturated fats (mainly found in meat and dairy products) with unsaturated vegetable fats reduces the risk of cardiovascular disease due to high cholesterol.

In Europe today, we eat more protein than we need, 70% and 42% more saturated fat than is recommended... both of these are largely of animal origin.

Animal Production accounts for almost 15% of global greenhouse gas emissions.

80-85% of the nitrogen losses in agriculture in Europe come from animal production.

75% of the land area used for food production goes to the production of feed for livestock.

Food of animal origin consumes approx. 8 times as much water per calorie compared to the production of plant-based food.

Today, 1.9 billion people are overweight, 42 million children were classified as overweight in 2013. Half of the citizens of Europe are overweight or obese.

Approx. 30% of the loss of biodiversity on land can be linked to livestock production.

Food of animal origin consumes approx. 8 times as much water per calorie compared to the production of plant-based food.
Oatly’s mission is to help people upgrade their everyday lives and the health of the planet by making delicious oat-based products accessible to a wider audience in a world-class manner.

Eating a more plant-based diet is one of the solutions to the global challenges of health and overexploitation of natural resources. That’s why we consider producing vegetable products that can replace animal alternatives to be one of the most important sustainability tasks a food company can take on.

We will continue to develop healthy, delicious plant-based products that make it easy for people to switch to a more plant-based diet, but even though our products are pretty great, we see that we are not only part of the solution, we are also part of the system we want to change.

We are driven by our values and, for us, sustainability, nutritional health and trust are key. We share our values with many of our customers and consumers, who therefore have high expectations of us as a company and constantly challenge us to be better in everything we do.

We wish to be transparent about what we do that’s good and also about what’s not so good, we are not a perfect company, not even close. But our intentions are true. Through our oath to become a better company, we always have something to explain, defend, motivate and improve. We believe that engaging in a close dialogue with customers, suppliers, researchers and society is not just important, but necessary to make progress. Together, we can develop a more sustainable food system.

WE PROMISE TO BE A GOOD COMPANY
“We invest heavily in innovation compared with most other companies in the food industry. The average European food company invests approximately 0.2% of turnover in research and development, Oatly invests about 3% of turnover into research and development,” says Sofia Ehlde, Innovation Director at Oatly.

Sofia has a Master of Science in Chemical Engineering and Food Technology from Lund University. Since 1999, she has worked at Oatly, first with product development and production, and since 2013 as head of the innovation department.

She says one of the fun things about working at Oatly is that it’s basically a result of research, developed by researchers. Over the years, the close relationship with research and science has been key, both in developing new products and strengthening sustainability throughout the entire company. Sofia believes that innovation and sustainability are closely linked.

“Sofia is working for a good cause. Something to put in your coffee, for example.”

“We must constantly be finding new solutions. This is how we contribute to a sustainable future—by offering plant-based products. And there is a lot more to do, we can never lean back and think we’re done,” says Sofia.

The most difficult and most challenging—that’s what Sofia thinks is the most fun. In addition to Barista Edition, Sofia thinks our Oat Spread is another excellent product, where a lot of work was required with a result that has been greatly appreciated.

“Our mission is to make it easy for people to switch to plant-based, so we have to make the relevant products.”

“Our mission is to make it easy for people to switch to plant-based, so we have to make the relevant products,” says Sofia.

Innovation is not just about getting new plant-based products to replace cow’s milk-based options, it’s just as much about refining the products that already exist, strengthening sustainability performance, and health aspects.

“We also work with our suppliers to develop the packaging, step-by-step. It’s an important part of overall sustainability performance, it all counts,” says Sofia.
In 2014, we carried out a large-scale analysis of our production, our products, transportation, and packaging. We calculated how many resources our products and production require and how big our climate footprint is. We also reviewed our processes to see what social and environmental risks exist in our value chain, from the production of raw materials to the transportation of finished products. In the process, we identified those areas where we believe we can make the biggest impact for the planet and man, as well as those areas where there is a need for improvement. Based on that knowledge, we formulated the strategy we work with, divided into four areas.

**Sustainability strategy**

1. **Resource Efficiency**

   Motivated, competent, and committed employees are crucial to our progress and development. You can read more about our work in this area on page 26.

   Our suppliers and partners are crucial for achieving our sustainability goals. Therefore, we need to ensure high sustainability performance in everything that is delivered to us. You can read more about our work in this area on page 36.

2. **Super Suppliers**

   Through discussions and dissemination of knowledge about the climate and environmental impact of food, and through participation in research, we want to contribute to sustainable development. You can read more about our work in this area on page 54.

3. **Committed Co-workers**

4. **Upgraded Society**
SUSTAINABILITY ORGANIZATION

We must always strive to minimize the impact that our company and our products have on the planet’s resources. We want sustainability to permeate our entire organization and constantly be present in the work of all our employees. Sustainability issues must be part of our decision-making processes. We are not there yet, but we are working to get there as fast as we can.

In 2017, two new resources were employed in the sustainability department. Oatly now has three employees who work across the company with sustainability issues. Their primary task is to support the entire company and drive our sustainability work forward. In 2017, resources were also expanded within our global quality and environmental organization, in order to allow for extra focus on environmental issues at our production plant.

OUR SUSTAINABILITY WORK IS SUPPORTED BY OUR POLICIES:

- Oatly’s value base describes how we work together and how we relate to each other.
- Our quality and environmental policy explains how we work with quality and environmental issues and how we work to continually improve our efforts to become the industry leader in the areas of quality and the environment.
- Our policy against harassment and discrimination explains our position against harassment and for equal rights for all. The document also explains how to report harassment, violations and discrimination and how Oatly handles incoming cases.
- Our equal treatment policy clarifies Oatly’s standpoint on everyone’s equal value. The policy makes clear that Oatly will work so that all—regardless of gender, age, sexual orientation, religion, disability or ethnic origin—have the same rights when it comes to training and personal growth, pay and respectful treatment.
- Our work environment policy describes how we, as an employer, work to make the workplace safe and healthy, as well as what rights employees have in order not to risk injury or other ill health.
- Our travel policy provides guidelines for business travel and applies to all company employees.
WE PROMISE TO BE A GOOD COMPANY

GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT

World leaders have agreed on 17 global goals and 169 subgoals for sustainable development. These must be met by the year 2030, to achieve four fantastic things: abolish extreme poverty, reduce inequalities and injustices in the world, promote peace and justice and solve the climate crisis. Our vision of benefiting people and the planet goes far beyond our company and our national borders. We are convinced that the climate challenges we face are something we can only fight if we look beyond national borders and national interests. Therefore it’s self-evident for us to work with the global goals—but how is less obvious. The goals can seem insurmountable and are a challenge to follow up on. But it is a challenge we are happy to take on. At the same time, we humbly believe that we can improve our work methods over time. We have charted which of the goals we are able to contribute to, as well as which goals we risk having a negative impact on. Like many before us, we can say that we of course have an impact on most of the goals—positive and sometimes negative. Therefore, from what we view as the core of our business, we have picked the areas we believe we currently have the greatest chances of impacting.

One goal particularly close to our heart is goal 13. Climate change is one of the biggest challenges of our time, and our ability to fight it is firmly tied to our ability to create the conditions for sustainable development. Goal 13 has the potential to create positive synergies and conditions for addressing several of the challenges facing the world today, such as food safety, clean water, sustainable use of natural resources and ecosystems, gender equality and health.

These are the goals we work with:

1. Zero Hunger
2. Zero Poverty
3. Good Health and Well-being
4. Clean Water and Sanitation
5. Gender Equality
6. Affordable and Clean Energy
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Climate Action
10. Responsible Consumption and Production
11. Ensure access to affordable, reliable, sustainable and modern energy for all.
12. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
13. Take urgent action to combat climate change and its impacts.
14. Ensure healthy lives and promote well-being for all at all ages.
15. Ensure availability and sustainable management of water and sanitation for all.
16. Achieve gender equality and empower all women and girls.
17. Ensure sustainable consumption and production patterns.

In this report, we have tried to describe how and in which areas we can have an impact on the goals. In each new section, we have used symbols for the global goals discussed in the section. The text describes how we influence specific subgoals.
It is our ambition to be a player who is involved in creating and driving the debate, and who, through our transparency, encourages open and honest discussion. We have an ongoing dialogue with our stakeholders. We answer questions and respond to criticism, take advice, listen to opinions and constantly work to improve ourselves.

In order to determine whether we have set the right priorities in our strategy, we have compiled a list of where our stakeholders think we should focus our sustainability efforts. We have turned to our distributors, consumers, suppliers, researchers, interest groups and other players to learn more about their views. We have also made an effort to gather young people’s opinions and thoughts about our work, because they are the ones who will experience to a great extent the effects of the unsustainable food systems we have today and therefore should be given the opportunity to have an influence.

**OUR STAKEHOLDERS**

**RETAILERS**
- Social and environmental responsibility in the supply chain
- Reduce climate impact
- Sustainable packaging

**SUPPLIERS**
- Reduce climate impact
- Healthy products
- Sustainable packaging

**CO-WORKERS**
- Reduce climate and environmental impact from Oatly’s production
- Social and environmental responsibility in the supply chain
- Sustainable packaging

Our employees state that Oatly’s sustainability focus has been very important in their choice of employer.

**NGO:S AND RESEARCHERS**
- Reduce climate impact
- Reduced water use
- Healthy products

Different issues are raised depending on the organization/field of research. These stakeholders are often specialists in one area and have a clear focus on that particular issue.

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**YOUTH**
- Reduce climate and environmental impact from Oatly’s production
- Social and environmental responsibility in the supply chain
- Sustainable transport

Besides comments on Oatly, young people said they want better information about the impact that school food has on climate and the environment.

**CONSUMERS**
- Reduce climate and environmental impact from Oatly’s production
- Sustainable agriculture
- Social and environmental responsibility in the supply chain

More than a third of consumers say they choose our products based on climate and environmental considerations.

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*ON IT!*

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**HERE YOU CAN READ ABOUT HOW WE WORK WITH THESE ISSUES:**
- Reduce climate and environmental impact, p. 24-35
- Social and environmental responsibility, in the supply chain, p. 36-45
- Sustainable packaging, p. 43
- Healthy products, p. 44
- Reduced water use, p. 35
- Sustainable transport, p. 44
- Sustainable agriculture, p. 56
We want to leave a positive impact on the planet and strive to work towards circular systems and in a resource efficient manner. In this section, we describe what our resource consumption looks like today at both the company and product level. In some areas we have come a long way, in other areas we have a long way to go.
Our total climate footprint has decreased by about 7% between 2016 and 2017. The largest improvement contribution comes from the increased proportion of fossil-free energy in our production, but also in packaging and transportation. We have reduced our climate footprint, primarily thanks to increased use of renewable materials and fuels.
In addition to a materiality analysis for the entire company, we also looked into the life cycle of two of our largest products. Life cycle analyses are a good way for us to gain a better understanding of the environmental impact of each of our products. Since several of our products are used instead of cow’s milk-based options, it is both interesting and relevant to compare the environmental impacts between these products. This is why we also conducted a life cycle analysis of cow’s milk. In many future critical resource areas, such as energy utilization, land use and climate impact, oat drink has a significantly lower impact than cow’s milk.*

Measured throughout the life of the product, from cradle to grave, oat drink generates 80% lower greenhouse emissions than cow’s milk. Land use is also about 80% lower. With the population increase in mind, and the increasingly harsh competition for farmland for various purposes, it becomes increasingly important to prioritize how this land is used.

Since the area used for oat cultivation for one liter of oat drink is about 15-20% of the area used for feed production for the production of one liter of cow’s milk, much less pesticides are used—only 10-15% of active substance—compared to cow’s milk, which of course is positive for biodiversity.

Our products are part of the solution to the challenges in today’s food system. By providing a product that requires less resources, we contribute to a positive impact for several of the sustainable development goals, such as Goal 2, of promoting sustainable agriculture, and Goal 12, of sustainable consumption and production patterns, and Goal 13, of combating climate change.


*
In 2017, over 95% of all our oat base (the basis of all our products) was produced at our production plant in Landskrona, Sweden. A small amount of oat base was produced at a partner facility to meet increased demand at the end of the year. 2017 also saw the start of production and sales in North America, and a small volume of oat drink was produced there through a production agreement.

The oat base is used for all our products. In Landskrona there are packaging lines installed for our top-selling products, such as Oat Drink Barista Edition and our original oat drink beverages. But we also have external production partnerships in Sweden, Finland, Austria and Germany for products that cannot be packaged in Landskrona.

In order to meet the increasing demand, a major expansion project began in Landskrona in 2017. This means that we will be able to increase production from today’s capacity of about 50 million liters of finished product to 100 million liters in 2020. By installing new packaging lines for one-liter packages and cups, we will be able to bring some external production back home. This is a way for us to reduce our climate impact, mainly because the Landskrona plant is completely fossil fuel-free, with eco-labeled electricity and biogas as energy sources, but also thanks to reduced transport.
In 2017, all of the energy in our own production came from renewable sources, and we are very proud of that. We also want to work to reduce our overall energy use. During 2017, steam traps were replaced and steam pipes were insulated to further improve the energy efficiency of our process in Landskrona.

We also want to involve our business partners in our work to improve energy efficiency and use of renewable energy sources. Through our work, we can create positive impact on global subgoals 7.2 and 7.3, which call for increased energy from renewable sources and increased energy efficiency. This work also contributes to Goal 13, because renewable energy sources allow us to refrain from extracting, converting, or using fossil fuels that increase greenhouse gas emissions.

ENERGY CONSUMPTION (KWH/LITER PRODUCED)

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<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<tr>
<td>kWh/l</td>
<td>0.421</td>
<td>0.416</td>
<td>0.408</td>
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## WASTE

We want to move towards more circular systems, and part of that involves making sure that waste and spillage arising in our production is recycled and, preferably, reused. We sort as many fractions as we can to minimize the combustible waste. Part of the organic waste generated in production becomes biogas, and some, for example, fiber residues with higher nutrient content, are sent to a neighboring pig farm to be used as feed before becoming biogas. Ideally, the nutritious residues would be used to make food—a development we hope to work to achieve in the next few years.

Our rapid growth has meant that the municipal wastewater treatment plant cannot accept our increased volumes of process wastewater. In order to manage the increase, we have implemented improvement work aimed at ensuring that volume and load do not increase at the same rate as the production. For this, we have replaced and optimized washing chemicals and switched to a simpler mechanical treatment of wastewater before it is sent to the municipal treatment plant.

The challenge of dealing with our process wastewater also represents an opportunity to work in a circular system with our residual flows and to look after the nutrients and return them to farmland without mixing them with hazardous material in the municipal treatment plant. Building and operating a wastewater treatment unit is a whole new process for Oatly, and is planned for 2018.

WATER CONSUMPTION (L/LITER PRODUCED)

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<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<td>L/l</td>
<td>7.5</td>
<td>5.8</td>
<td>7.2</td>
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In order to succeed fully with our sustainability work, it is important for us to work with suppliers and collaboration partners that share our values and are working toward the same goals. In this section you can read more about how we have taken on the challenge of promoting a more sustainable supply chain, and are working toward social and environmental responsibility in the supply chain.
As a small company with highly committed personnel, sustainability issues have long been a natural part of our purchasing. But as we grow and expand our business globally, we are seeing a clear need to get more structured and systematic sustainability work in place for our supply chain. Our work on this began 2017 and will remain a major focus during 2018. We believe that a success factor is a close cooperation with our key suppliers, working together to find opportunities for improvement, drive development work and set shared sustainability goals.

This must also be supplemented by clear sustainability criteria in the purchasing process. During 2017, we developed area-specific sustainability criteria for suppliers of packaging, external production and transport. In 2018, we will continue this work and increase our focus on our ingredients. Our goal is for all our suppliers to be evaluated and revised according to the sustainability assessment templates that have been prepared, even before the contract is signed.

By working with our suppliers and having clear sustainability criteria in the evaluation process, we can influence a number of the sustainable development goals, such as goals 6, 7, 8, and 12.

Our code of conduct before we can begin cooperation. Through this work we are able to contribute to a positive impact on the global subgoal 8.5, fair working conditions. Of the suppliers we currently collaborate with, 67% have signed our Code of Conduct in 2017. The goal is to achieve 100% in 2018.
A big part of the environmental impact that our products make arises in the primary production. Therefore, it is important to us to work on improvements there. Our main ingredients are oats and rapeseed oil. Oats accounted for 78% of globally purchased ingredients in 2017, with rapeseed oil in second place with 9%. Our oats are grown in Sweden with the exception of the newly launched production in the United States, where we use Canadian oats. 28% of the oats are organic.

Because oats make up such a large proportion of our raw materials, it is important for us to strive for improvements in oat cultivation to reduce the impact of primary production.

Our ambition is to work with growing concepts that are tenable for the long term. We are working for a more plant-based diet and as such it is important to understand what the cultivation system should look like in terms of optimized nutrient supply without manure and limited use of energy-intensive mineral-based fertilizer. Minimizing greenhouse gas emissions and stimulating biodiversity are other important elements of this work. By working with our suppliers, we want to influence development, while also looking at sustainable farming systems through research projects, such as within the scope of the Sustainable Farm project (read more on page 56).

The biggest sustainability risks we have identified lie in the production of ingredients we use very little of, such as cocoa and palm oil. These raw materials present significant risks regarding both environment and human rights and working conditions, we have chosen to manage these risks by ensuring third party certification such as UTZ and RSPO, we are well aware of the problematic production of palm oil and there is a lot left to do for this production to be sustainable. At the same time, the oil palm is extremely productive and provides a lot of oil, which means that it is an important crop on the globe in the long term. The palm oil we buy is RSPO certified as segregated, which means it is traceable to the mill. We also buy organic RSPO certified palm oil that is traceable to the plantation. In 2017, we purchased 110 tons of RSPO-certified segregated palm oil and 30 tons of organic RSPO-certified palm oil.

We have identified sustainability certifications as an area we need to work more with to place even higher demands on our ingredients and our work with suppliers. This is in line with global subgoals 8.8 on workers’ rights and a safe and secure work environment, and subgoal 2.4 on sustainable food production systems.
The packaging materials we use are key elements that have a significant effect on how we impact the environment.

In 2017, we purchased 2900 tons of packaging materials (primary packaging and secondary packaging). Our primary focus when it comes to packaging is to reduce our climate impact by increasing renewable content and reducing material weight. We work closely with our suppliers to make this happen.

The share of renewable material amounted in 2017 to 82%, and the climate footprint was estimated to be 63.7 g CO2-e per liter produced. This accounts for 18% of Oatly’s total climate footprint.

Our packaging efforts can contribute positively to global subgoal 12.5 of recycling, reusing and reducing the amount of waste.
We strive for fossil-free transportation. This presents a major challenge, as we often do not have direct control over the transportation. In 2017 we started to map all transport flows in the value chain, and also worked out key figures to follow starting in 2018 in order to ensure more sustainable transport.

- CO₂ per shipping amount (g/l)
- Proportion renewable fuel (%)
- Load/fill rate (%)

Today, all distribution in Sweden, as well as the transportation of oat base to most of our external producers, takes place using biodiesel. By reducing our greenhouse gas emissions from fossil fuels, we are working in line with goal 13 on combating climate change.

A significant portion (28%) of our products were packaged in 2017 with external manufacturers. Our climate impact is therefore also affected by the sustainability performance of these plants, we have developed sustainability criteria that we use as a basis for choosing external manufacturers, which increases our ability to strive for improvement together. Before a contract is signed with new partners, they must commit to transparent sharing of sustainability data, and to strive for sustainability improvements in cooperation with Oatly. The sustainability criteria we evaluate when selecting external production partners include energy efficiency, proportion of renewable energy, packaging solutions and sustainability work. We have some older production partnerships that do not meet the newly developed sustainability criteria, and unfortunately we have limited opportunity to influence the implementation of improvements, with our growth and increased production, we have both a negative and positive impact on global subgoal 7.2 of an increased proportion of renewable energy. Our ambition is to constantly work toward improvement, and bring as much production as possible in-house as soon as our plant in Landskrona is expanded. However, due to our growth and the great need for additional capacity, we will continue to work with external producers.
Competent and committed co-workers who thrive at work are crucial to our success and development. By spreading knowledge and inspiration, we endeavor to make all employees committed to sustainability issues. So we can live by our values. In this section you can read more about our efforts in this area.
Our employees’ commitment to sustainability issues is a priority for us, and we strive to continue to develop it in various ways, for example by focusing on sustainability during our new employee orientation and the annual kick-off. This contributes positively to global subgoal 12.8 of ensuring that people have the knowledge they need for a sustainable lifestyle. Oatly is greatly expanding and hiring many new employees in Sweden and internationally, with this comes the risk that we may lose the strong values of sustainability and dedication that have made us stand out from the start. In order to counteract this, we will hold workshops on our sustainability efforts and set sustainability targets for all departments and offices.

The expansion phase also means that our roles are constantly growing and changing. Many of our employees are being given new opportunities and challenges. In professions where training and certificates are required to carry out certain tasks, we are always making sure that this happens.

Our goal is for 95% of our employees to feel engagement in sustainability issues.

Our global average for this goal was 83% in 2017. A clear common denominator is that Oatly should have high ambitions, but the roles and how everyone contributes to the sustainability work can be clarified.

Commitment is measured by asking the employees:
- Whether they think Oatly should have high ambitions for its sustainability work.
- Whether they know how they are contributing to Oatly sustainability goals in their role and in their daily work.
- Whether they are developing in their commitment to sustainability issues at Oatly.
DIVERSITY AND GENDER EQUALITY

We are a norm-breaking company. For us, diversity and differences are an obvious asset, we also understand that the basis for creativity is a safe workplace where everyone enjoys equal rights, regardless of gender, ethnicity, belief or sexual orientation. Our equal treatment policy states that everyone who works here will have the same rights. And our anti-harassment and anti-discrimination policy describes how we act if these values are questioned. Through this work, we can influence subgoal 8.5 on fair working conditions and equal pay for equal work.

Equality is a goal in itself, but also a prerequisite for sustainable development. Our goal is an even balance (50/50) between women and men in senior positions. In our work, we can contribute positively to global subgoal 5.1 of abolishing discrimination against women, and subgoal 5.5 on equal opportunities for leadership at all decision levels.

Status 2017:

63% men 37% women in senior positions.

Parental leave at Oatly (Sweden): 47% men 53% women.

86% of our employees feel that Oatly promotes equal treatment for employees regardless of gender, ethnicity, religion or sexual orientation.
Our work environment should be safe, stimulating and cooperation-oriented, we have great respect for, and believe strongly in, the skills and abilities of the individual, and this is reflected in how we approach work environment issues. A good workplace environment creates a climate in which employees feel good, motivated and responsible. In our work environment policy, we describe our employees’ right to avoid risk of injury or other ill health. This work is in line with global subgoal 8.8 regarding a safe and secure work environment. In 2017 we introduced a short, twice-weekly workout session at the office in Malmö, and in Landskrona there is an opportunity to play innebandy (a Swedish sport resembling indoor floor hockey) together once a week. We’ve also launched a lunch lecture series on health-related topics, and started offering healthier food choices at internal events and internal lectures on food and health presented by our in-house dietitian. This work contributes to global subgoal 3.4 on promoting mental health as well as preventing “welfare diseases” such as cardiovascular disease.

In 2017 we embarked on work to update our travel policy, to put more focus on sustainable travel. For us, this means travel that keeps greenhouse gas emissions as low as possible, in balance with the employee’s wellbeing. In fall 2017 we hosted a workshop with co-workers who travel often, to discuss how we as a company can create the right conditions for sustainable travel. Among the potential areas of development we identified video meetings, which we will continue to work with in 2018. Another area of development is to switch from airplanes to trains for shorter business trips. 79% of our travel within Sweden already takes place by train. If we can switch to 100% domestic travel by rail, we reduce our climate impact by 15 tons of greenhouse gases and end up with a total of 660 grams greenhouse gases for all our domestic travel. Our business travel generated a total of 540 tons of greenhouse gases in 2017, which is 3.1 tons per employee. The figures for our international offices are somewhat uncertain, as we have not yet implemented a global travel booking system.

In 2017 we adopted Fossil Free Sweden’s challenge of “Fossil-free company cars by 2020”. In 2017, 80% of our company cars were hybrids. By reducing our greenhouse gas emissions from fossil fuels, we are working in line with goal 13 on combating climate change.
We want to drive a change in society to increase plant-based food production and consumption. In order for a relatively small company like Oatly to be able to make as big a difference as we want, a lot of work is also required outside of our own operations.

We participate in a variety of social and cultural events, including Way Out West and Almedalen Week. We also influence opinion through our marketing and by meeting politicians, other decision makers and community actors in a variety of contexts. In cooperation with academia, we are not only committed to continually learning from research projects, we are active participants and contributors. We never stop working to help move science forward across our company focus areas within sustainable food systems. This, in turn, helps us consistently increase our own competency, as we bring the knowledge from our open dialogue with academia back into the company. The following pages show a selection of our Upgraded Society work for 2017.
CHAPTER

ADAM - A PLANET CARETAKER

Adam Arnesson is the organic farmer who calls himself a planet protector. He runs the family farm Jannelund outside Örebro together with his parents, and oversees the farm’s long-standing commitment to organic production. Since 1995, the family has had KRAV-certified production and has long been focused on older crops as a way of preserving biodiversity.

Oatly and Adam Arnesson began collaborating in 2014 to produce the product “Olfashioned oat drink”. The drink is made of the species Sol II, an older type of oat that has not been grown on a large scale in Sweden in the last 50 years.

“This collaboration has been very fun and educational for me. I think that we, Oatly and I, share values and visions. We want to fundamentally change the food system and production. One of the fun things about this project is that by working together we have been able to share the risk. Because there was some security, I was able to dare to test out other methods and crops,” says Adam.

“Of course, there have been challenges for me and Oatly during this project, but overall it has been a success. We have learned a lot and we have managed to achieve a very good product using sustainable methods. It is interesting to think about what might happen if more or larger players could cooperate in this way, with the same goal. Then we might be able to accomplish great things,” says Adam.

THE SUSTAINABLE FARM

Together with the Swedish University of Agricultural Science and Adam Arnesson of Jannelund farm, we are studying how we can use sustainable methods to transition production from producing mostly animal feed to growing crops that will become food for humans instead. We are mainly looking at how this change affects greenhouse gas emissions and land use, we have already seen good results from a small change (16%) in feed to crops. Instead of producing feed for 0.9 people per hectare, after the change it was possible to increase the figure to 2.3 people per hectare, at the same time, greenhouse gas emissions fell by more than 50%. The project is also testing the use of biowaste compost from a biogas plant instead of manure. You can read more in the published 2017 report at https://pub.epsilon.slu.se/14576/
In our efforts to increase knowledge about the climate, environment and health impact of food production and consumption, we are highlighting different phenomena that help cement unsustainable structures and/or behaviors. In the autumn of 2017, we therefore conducted a campaign regarding school milk subsidies from the EU. This is a subsidy to schools and preschools that serve milk to their pupils and it is financed through the EU’s common agricultural policy. Through the campaign we have highlighted how school milk support skews the competition between cow’s milk and plant-based options and how it helps to educate children early about consuming foods whose production has a negative impact on climate and the environment. During the campaign we have sought dialogue with actors such as the Swedish Competition Authority on the distortion of competition in school milk support.

As part of our efforts to raise awareness on the part of decision makers about the impact of food production and consumption on climate and health, and about the potential of Oatly’s operations, we have invited a number of leading politicians from several of the largest parties in parliament to visit the factory in Landskrona, we have also had visits by local and regional decision makers. And we have participated in a number of seminars, both in parliament and at government offices, where the opportunities in plant-based food production and consumption were discussed along with the challenges facing this segment of the food chain.

**NEW FOOD WITH SWEDISH LEGUMES**

We are participating in a four-year research project on the development of new ingredients from Swedish legumes. The Swedish University of Agricultural Sciences is leading this work in collaboration with the International Business School in Jönköping and Linnaeus University, Scania region, Kalmar County and business partners.

The aim of the project is to develop climate-smart and protein-rich foods from domestically grown legumes to increase the sustainability of the food system and develop new, attractive and healthful foods. Read more about the project at https://blogg.slu.se/new-legume-foods/

**SUSTAINABLE CONSUMPTION: FROM NICHE TO MAINSTREAM**

It’s not just production that has to be sustainable—the demand for sustainably produced products and services is of central importance to creating change. That’s why we have also chosen to participate as a partner in a four-year research project on how sustainable consumption of food, furniture/home textiles and sustainable travel can become the norm. This project is headed by the Royal Institute of Technology, KTH, in collaboration with Chalmers and Lund University and several other partners in academia, society and business. Sustainable consumption patterns will be mapped, potentials and consequences analyzed, and different ways of achieving this will be investigated.

**MILK MEANS STRONG BONES!**

**DO YOU BELIEVE EVERYTHING YOU’VE LEARNED ABOUT MILK?**

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**EVERYONE KNOWS THAT – RIGHT?!**

**POLITICIANS VISITING OUR FACTORY, AND OTHER MEETINGS WITH AUTHORITIES**

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WE WANT TO UPGRADE PEOPLE’S HEALTH

Oats are a fantastic raw material that thrives in Swedish growing conditions. It is a durable crop that does not require much effort, using oats as a raw material is also good from a health perspective, because oats have a number of health-promoting properties. Among other things, oats contain plenty of fiber—the soluble beta-glucans are particularly important, as they help balance cholesterol levels in the blood. Oats are also rich in healthy unsaturated fat and contain only a small amount of unhealthy saturated fat.

For those who, for health reasons, need to consume healthy fats or to increase their fiber intake, our products can be an excellent alternative. They can also be a great choice for people who need to exclude cow’s milk from their diet due to allergies. In order to demonstrate opportunities, inspiration and new ideas, we are in an ongoing dialogue with healthcare professionals about healthy and sustainable food. We do this through newsletters and exhibitions at fairs and conferences. In 2017, about 25 fairs and conferences were held in the United Kingdom and Sweden.

Through our products and the dissemination of knowledge, we have a positive impact on global subgoal 3.4 on preventive efforts to reduce welfare diseases such as cardiovascular disease.

The volume of Creamy Oat cooking cream substitute we produced in 2017 contains 257,000 kg less saturated fat than the same amount of cow’s milk-based heavy cream.

OAT ACADEMY

“I’M JUST GONNA THROW TOGETHER A MEAL FOR 790 STUDENTS,” SAID NO ONE EVER.

In Sweden, over 3 million meals are served daily in the public sector. The choice of food and drink served in our schools is also of significance to the climate and the lives of our children and future generations. That’s why we developed a training program on climate-smart food for school chefs and meal managers. We call it the Oat Academy. At Oat Academy, we talk about the climate impact of food and drink—and what can be done in a school kitchen to reduce greenhouse gas emissions. We also cook food together to see how it tastes and looks like on the plate. The purpose of Oat Academy is to increase knowledge about the climate impact of the meal and to inspire more climate-smart food. During the year we have developed the Climate Kitchen of the Year award, which was developed in cooperation with White Guide Junior 2017. The aim is to highlight kitchens that are actively working toward a shift toward more plant-based meals that are good for both health and climate. The winner in 2017 was Tullängsgymnasiet in Örebro municipality.

WAY OUT WEST

We regularly participate in the Way Out West music festival in Gothenburg. That’s where we introduced the WOW Talk series, a platform discussing creativity, sustainability, future and change. In the summer of 2017, about 30 program points were held at WOW Talks, and we offered plant-based drinks at our smoothie and coffee bar.

Across Europe, we’ve been active at Latitude (UK), Lollapalooza (DE), Flow (FI) and Heartland (DK), offering festival goers the chance to experience firsthand what the post-milk generation is all about.

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The music and cultural industry has a heavy and distinctive voice when it comes to influencing and driving opinion, including when it comes to sustainability issues. This applies to both the choices the artists make, but also their publicity. That’s why, in 2017, we launched the Sustainable Artist of the Year award together with the Grammy Awards. The award is a fellowship meant to contribute to and facilitate the artist’s environmental engagement, climate-smart career and everyday life. The scholarship will hopefully also help raise awareness about our state of the planet and show how to make a difference and how to live sustainably.

The 2017 recipient of the Sustainable Artist of the Year award was singer, composer and songwriter Magnus Carlson. The “Songs Without a Trace” concert was one result of the fellowship—a performance by Magnus Carlson and the band Weeping Willows. The entire performance was acoustic, performed without electricity and in the dark, in order to highlight the climate issue. The performance was held before a full house inside a dimmed Katarina Church in Stockholm in November.
Over the past few years, Oatly has seen growth of just over 30% a year. Growth, of course, is a positive thing, with more and more consumers being given the opportunity to use our products. It helps us create more benefits and health for both the planet and the people.

“It also means many different challenges: hiring and orienting new employees, expanding production capacity, securing access to raw materials that meet our requirements and, of course, meeting demand,” says Carina Tollmar, Sustainability Manager at Oatly.

She says that one of her most important tasks will be to ensure that the vision and depth of sustainability work are rooted and spread throughout the organization—including new offices and new employees. To ensure that globalization and growth take place in a sustainable way for both the environment and people.

“With rapid growth, there may be a risk that sustainability issues cannot be properly evaluated in all future decisions. It will require a lot of internal work to bring everyone ‘on board’ and get everyone to understand how they can take part in and contribute to Oatly’s sustainability work. How everyone can make a difference,” says Carina.

The goal is for all employees to have sustainability issues as a high priority, but the journey there means we need extra dedicated employees in all parts of the company. People who always highlight sustainability issues, and ensure that these questions are always voiced among all the other priorities facing us at all times.

“We will also need to maintain our focus on being visible and being a voice in society. We want to take part and drive change throughout the entire food system, we cannot be everywhere at the same time, so in this work we need to find a very clear structure to see the maximum effect of our efforts,” says Carina.

Oatly’s collaborations with researchers and other players, such as Adam Arnesson and SLU, are also important and will continue to be a key part of Oatly’s work moving forward. New knowledge and innovation are crucial for Oatly to succeed as a company and a player in society.

“I see good opportunities ahead, both for Oatly and for plant-based foods. There is a lot of interest among consumers, and the younger generation in particular is increasingly choosing a plant-based diet. It has been of great importance for us to challenge current norms and break new ground in our communications. This creates interest, engagement and new opportunities to change what we choose to eat, as well as what is produced and how,” says Carina.
Index of global goals and subgoals that we believe we have the greatest potential to influence in a first step.

To read more about the goals, visit www.sustainabledevelopment.un.org

**SUSTAINABLE DEVELOPMENT GOALS AND SUBGOALS**

**GOAL 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, desertification, drought, and other disasters, and that progressively improve land and soil quality.

**GOAL 3:** Ensure healthy lives and promote well-being for all at all ages.
- By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

**GOAL 4:** Ensure gender equality and empower all women and girls.
- By 2030, end all forms of discrimination against all women and girls everywhere.

**GOAL 5:** Achieve gender equality and empower all women and girls.
- By 2030, ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

**GOAL 6:** Ensure availability and sustainable management of water and sanitation for all.
- By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

**GOAL 7:** Ensure access to affordable, reliable, sustainable and modern energy for all.
- By 2030, increase substantially the share of renewable energy in the global energy mix.

**GOAL 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

**GOAL 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

**GOAL 10:** Reduce inequalities within and among countries.
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**GOAL 11:** Make cities and human settlements inclusive, safe, resilient and sustainable.
- By 2030, take urgent action to combat climate change and its impacts.

**GOAL 12:** Ensure sustainable consumption and production patterns.
- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

**GOAL 13:** Take urgent action to combat climate change and its impacts.
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**GOAL 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

**GOAL 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- By 2030, improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Do you want to know more? Contact our Sustainability Manager Carina at carina.tollmar@oatly.com

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THE ORIGINAL OATLY!