

ARLAGÅRDEN®

FARM MANAGEMENT PROGRAMME



July 2021

Arlagården® Farm Management Programme

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FOREWORD

In our cooperative, farmers work hard to manage their farms professionally and responsibly and we take huge pride in our profession.

Every Arla farmer knows that a healthy, comfortable and well-fed cow lives longer and produces more high-quality milk. This increases efficiency and profitability on the farm and also reduces the carbon emissions per litre of milk.

Together with our cooperative dairy company, we farmers invest a lot of time and resources in developing and consistently delivering high standards of animal welfare, milk quality, food safety and sustainability on farm. We do this, because it is vital to all of us that people across the world maintain their trust in us, in Arla and in dairy in general.

For the past 17 years, the Arlagården® programme has helped lift dairy farming standards in Northern Europe. We have become more transparent about the way we produce our milk and care for our animals. With this sound management programme and audit system, we are able to better monitor and support the individual farmer to deliver high standards. And as a cooperative we are able to drive ongoing development for the benefit of everyone.

It has always been my guiding star as a farmer to keep my farm and herd in a state where I, at any time, can proudly present it to unannounced guests. This is our ambition for every single Arla farm.

Jan Toft Nørgaard
Farmer Owner
& Chairman of the Board of Directors





A HOLISTIC FARM MANAGEMENT PROGRAMME

Our farm management programme Arlagården® contains the requirements for milk production on all Arla farms. Arlagården® ensures high quality milk that is produced responsibly with the aim of supporting our accelerated transition to more sustainable dairy production.

The requirements laid out in Arlagården® must be adhered to by all our farmer owners in Sweden, Denmark, Germany, the Netherlands, Luxembourg, Belgium, and the United Kingdom at all times. Furthermore, and in addition to compliance with all applicable national legislation in our owner countries, as well as EU legislation, our farmer owners comply with the following well-established industry audit standards:

BELGIUM	DENMARK	GERMANY/LUXEMBURG
Qualité Filière Lait (QFL)/ Qualität der Milchkette (QMK)/ Integrale Kwaliteitszorg Melk (IKM)	Branchekode for egenkontrol i mælkeleverende besætninger Branchekode for egenkontrol med dyrevelfærd i kvægbesætninger	QM-Milch
NETHERLANDS	UK	SWEDEN
Keten Kwaliteit Melk (KKM)	Red Tractor	Branschriktlinjer -Hygienisk mjölkproduktion Branschriktlinjer för hygienisk intransport av obehandlad mjölk från gård Branschriktlinjer för kontroll av obehandlad mjölk

Arlagården® stands for ONE Globally Aligned Farm Standard

Ever since its launch in 2003, we have continuously updated and developed Arlagården®, partly to live up to requirements and wishes from our customers and consumers, and partly to take into account developments in the conditions and opportunities that dairy farmers have. As a cooperative, the continuous development of Arlagården® is driven by a strong collaboration between farmer owners

and dairy experts to define requirements and ensure a robust audit process. Our Arlagården® programme can be viewed as ‘industry leading’ through the fact that it is aligned across all our seven owner countries with one external audit company assessing all Arla farmers against the same list of criteria. The result is a globally aligned and truly holistic farm management programme.



Arlagården® stands for Top Farm Management 24/7

To guarantee the fulfilment of all Arlagården® requirements, Arla farmers have developed and are committed to a multi-approach compliance set-up that is based on two important elements:



Self-Assessment

External Audits

1. Quarterly Self-Assessment:

- ✓ Every 3 months, all Arla farmers evaluate and document their on-farm practices against all Arlagården® requirements. The data must be submitted via Arla's online data platform. The frequent self-assessment serves the purpose of deeply anchoring the Arlagården® requirements into day-to-day farm management practices and can be used as a practical tool for Arla farmers to continuously review, manage and improve their performance, both on their own and in consultation with their Arla member service contact, farmer peers, vets, and farm advisors.

(NB: Further details about our Quarterly Self-Assessment can be found in the last chapter of this document.)

2) Independent 3rd Party Audits:

- ✓ To ensure a globally aligned and calibrated approach to the auditing of Arlagården®, all on-farm audits to assess farmers' compliance are conducted by SGS (a leading international inspection, verification, testing and certification company).

Depending on the results collected from farm data daily (via milk testing) and quarterly (via farmer self-assessments), every farm will have an on-farm audit a minimum of once every 3 years. In addition to this, 'attention audits' are carried out on a continuous basis with two weeks' notice. These apply to farms where the data indicates a need for specific improvements. Furthermore, 'spot checks' are completed to validate the system (with 48 hours' notice). Overall, the aim is to ensure a high level of trust in Arla farmers' compliance and performance.

(NB: Further details about our different 3rd party Audit types can be found in the last chapter of this document.)



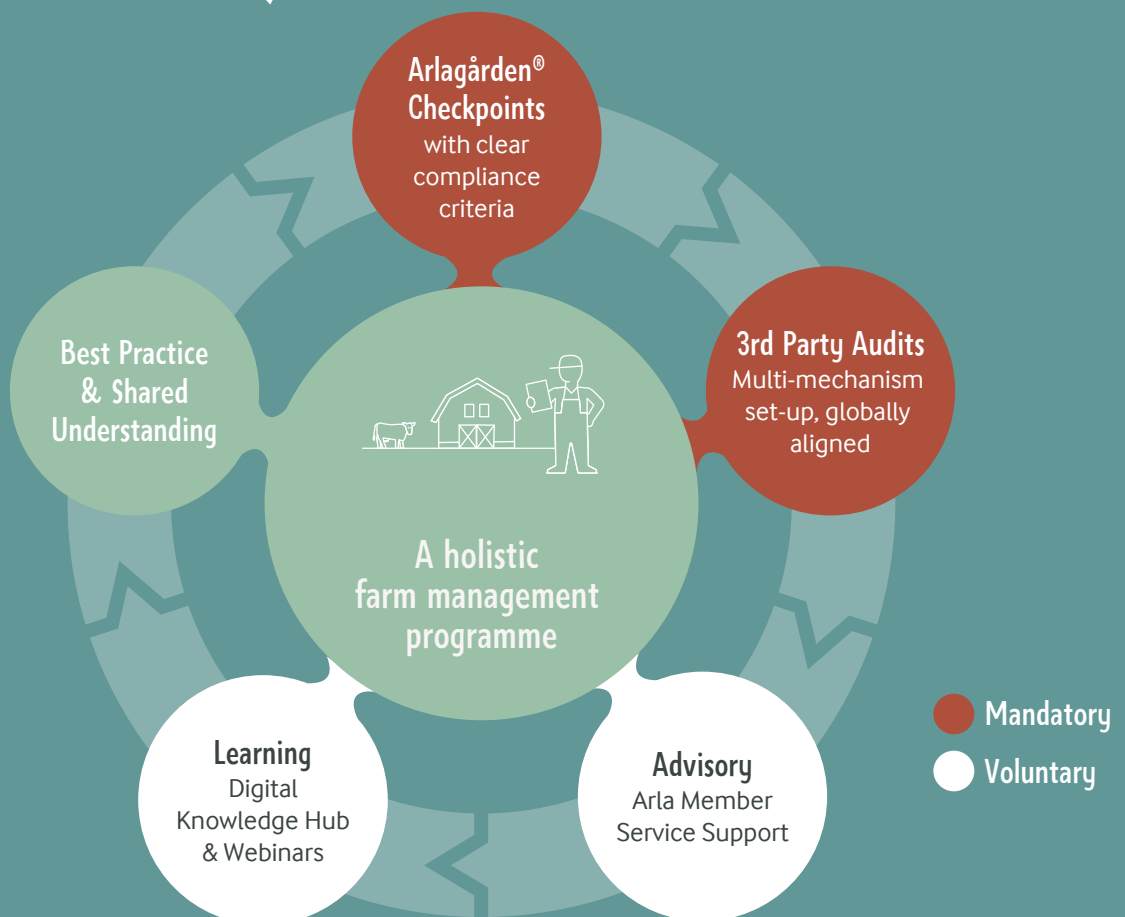


Arlagården® stands for Continuous Learning & Improvement

As a modern cooperative, data-driven insights and benchmarking are a natural foundation for continuous improvement on every Arla farm. To empower Arla farmers to constantly improve, Arla is continuously developing new tools and programmes to support farms in sharing best practice and excel in every respect of their farm management practices.

These include peer-to-peer learning platforms, e-learning formats at our online farmer knowledge hub, as well as access to specialised farm advisories.

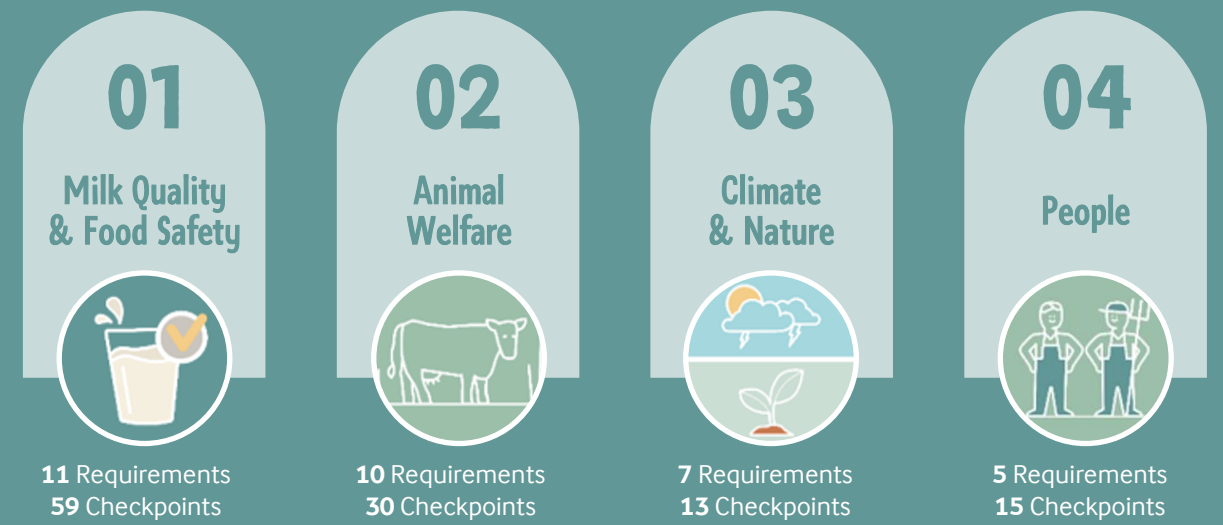
This focus on continuous improvement, based on a strong data foundation, is what makes Arlagården® a holistic, and truly unique farm management programme.





THE 4 FOCUS AREAS OF ARLAGÅRDEN®

Arlagården® encompasses **33** requirements that are currently operationalised through a total set of **117** checkpoints and corresponding compliance criteria covering **4 focus areas**:



Focus Areas	Requirements	Checkpoints	Compliance Criteria
Milk Quality & Food Safety			
Animal Welfare			
Climate & Nature			
People			
Our key priorities on Arla Farms	The requirements each Arla farmer lives up to – our promise to consumers, customers and society	Checkpoints operationalise the requirements into practical steps taken on farm to bring the requirements to life	For each checkpoint, compliance criteria establish what ‘good looks like’ in very specific terms

The next section gives an overview over all Arlagården® requirements in each of the 4 focus areas. The way these requirements are operationalised on farm are illustrated by a description of what it takes to be compliant to each Arlagården® Checkpoints. The total number of checkpoints is noted on the right-hand side.



01 Milk Quality & Food Safety



The core of our farmer owned dairy company is that our farmers take pride in responsible and safe milk production. Our Milk Quality and Food Safety requirements are currently operationalised through a set of 59 checkpoints, which establish the framework for hygienic milk production and storage to keep the milk safe, nutritious and fresh at all times. It outlines the specific ways in which Arla farmers manage their farm and handle the milk to avoid any risks that could impact the safety of the milk.

Quick Navigation

Topic		Number of Checkpoints
Good Milk Quality	General Farm Management	8
	Milking	14
	Milk Storage	18
	Good and Safe Cleaning	4
Good Feed Quality		2
Responsible Use of Antibiotics		13
Total		59



Good Milk Quality

Delivering high milk quality is central to everything we do at Arla, and therefore Arlagården® thoroughly specifies all the general farm management, milking, milk storage and cleaning requirements that are needed to guarantee the production of high quality and safe milk at all times. In addition to the Milk Quality & Food Safety requirements outlined in Arlagården®, all raw milk collected from farm is analysed by external laboratories against key milk quality parameters to ensure it meets the safety and quality requirements ahead of processing for manufacture. More information, if necessary, can be provided upon request.

General Farm Management

Requirement	Example(s)	# Checkpoints
The overall farm appearance and management of waste must ensure high quality food production.	<p>Milk collection area, including access to the tank room, allows the safe and hygienic collection of milk. It is kept clean, tidy and has a free draining surface and no standing water.</p> <p>The farm buildings, yard, fencing and access road are maintained and kept tidy. Waste is stored tidily together awaiting disposal/collection.</p>	3
Biosecurity measures are in place to ensure milk quality and food safety.	<p>Flies are controlled by means that do not risk milk safety including fly paper or insectocutors. Fly spray is not used.</p> <p>Pigs or poultry are not present or kept in facilities covered by Arlagården®. Facilities covered by Arlagården® are: housing, feed storage, milking, milk storage facilities etc.</p>	5
# Checkpoints		8

Milking

Requirement	Example(s)	# Checkpoints
Milking equipment is designed, used, cleaned and maintained for animal comfort, milk quality and food safety.	<p>Milking machine and associated equipment is well maintained as specified by the manufacturer and checked by an engineer or suitably qualified person. Records of when milking machine service is done, are kept for two years.</p>	4
Milking routines and management processes for milking ensure cow comfort, milk quality and food safety.	<p>All fixtures and fittings in the milking area are suitable for animal and food safety and they are well maintained and clean.</p> <p>Teat brush systems and teat-cups are checked and maintained. Cow teats are checked for damage and cleanliness.</p>	10
# Checkpoints		14



Milk Storage

Requirement	Example(s)	# Checkpoints
Milk is stored and handled ensuring freshness, good quality and food safety.	<p>There is a working and accurate temperature gauge on the bulk tank/silo.</p> <p>The milk must be cooled and the temperature must be maintained cold until collection.</p> <p>Milk must be agitated throughout the cooling process.</p>	16
There is a set up for communication with the tanker driver.	<p>There is a place for communication with the tanker driver near the entrance to the milk storage room e.g. notice board.</p>	2
# Checkpoints		18

Good & Safe Cleaning

Requirement	Example(s)	# Checkpoints
To ensure food safety, the water supply, water temperature and cleaning agents used for milking equipment and milk storage equipment are suitable for use.	<p>All cleaning and disinfection products are approved and used as specified on the label or product datasheet.</p> <p>The water temperature is checked at the beginning of the wash cycle & fulfils the requirements set by the manufacturer of the cleaning product.</p>	4
# Checkpoints		4





Good Feed Quality

Safe and nutritious feed for cows on farm is an essential foundation for animal health, well-being and performance as well as for producing milk of high and natural quality. Arlagården® ensures that feed is stored and sourced safely and only contains known and permitted constituents. Beyond the Arlagården® requirements, **Arla's Responsible Sourcing code of conduct** for suppliers aim at ensuring that all soy fed to cows producing milk for Arla is either organic, Pro Terra-certified, RTRS5 certified or covered by RTRS credits and criteria.



Good Feed Quality

Requirement	Example(s)	# Checkpoints
All homegrown or purchased feed is safe and suitable for the animal and for producing safe food.	<p>All feed must be provided, conserved/dried, stored and handled in such a way that its quality is not compromised.</p> <p>Compound feed, straights and by/co products are purchased from suppliers that are a member of a feed assurance scheme. Declarations are available for purchased compound feed, straights and by/co products. Declarations not required for farm-to-farm transactions. Farm to farm transactions are supported by an invoice.</p>	2
# Checkpoints		2



Responsible Use of Antibiotics

The stewardship of antibiotics is an essential benefit for people and animals. To ensure antibiotics are only used when necessary, an accurate diagnosis is key. Arlagården® ensures clear procedures for both the use of antibiotics and prevention of contamination in the supply chain. The milk is tested on several occasions between farm to production site, and if antibiotic residues are detected at dairy the milk is discarded. In the event of an antibiotic failure identified at farm, Arla has a clear sanction system that includes a financial penalty and a mandatory advisory consultation to ensure appropriate remedial actions are implemented and the milk does not enter the food supply chain.

Requirement	Example(s)	# Checkpoints
The farm has implemented clear procedures to prevent milk from cows treated with antimicrobials/medicine/antibiotics entering the bulk tank/silo, thus minimizing risks to human health from antibiotic resistance.	All cows, including dry cows, are clearly identified during a withdrawal period and all milking staff are competent at managing cows in a withdrawal period.	3
Antimicrobials are used responsibly and only when there is a benefit to the animal from their use. Antibiotics that are critically important to human health are only used as a last resort.	Antibiotic therapy is only used if there is evidence that shows the need for the treatment - either a vet diagnosis is in place or vet protocols are followed that lead to a diagnosis.	7
All medicines are managed and stored safely, and all medicine purchase and use are recorded.	All veterinary medicines/products are correctly stored and in a locked cabinet /fridge/room. Medicine records are kept for all medicines used.	3
# Checkpoints		13



02 Animal Welfare



As a farmer owned dairy company, every Arla farmer is committed to and held accountable for ensuring optimal conditions for the health and wellbeing of every cow and calf. Our animal welfare requirements set out a practical framework for how farmers are expected to care for their animals.

Since 2020, it is a compulsory requirement for all Arla farmers to assess and report animal welfare on a quarterly basis, within the framework of 4 animal-based indicators: cow mobility, cleanliness, absence of injuries and body condition. The Arlagården® requirements and compliance criteria demand that where the minimum performance levels are not met, prompt actions are taken by the farm to address any causative factors.

Being of the absolute highest priority for our farmers and for us as a business, animal welfare is strategically anchored and driven by a science-based development of our animal welfare initiatives and programmes in Arla.

The following description of our animal welfare requirements and respective checkpoints is based on the principles and criteria defined by the EU financed project [WelfareQuality®](#).

Quick Navigation




Topic	Number of Checkpoints
Good Health & Animal Wellbeing	20
Good Housing	7
Good Feeding	3
Total	30



Animal Welfare

Good Health & Animal Wellbeing

Good health and the cow’s ability to express their species-specific appropriate behavior is a fundamental prerequisite for cows’ and calves’ well-being. To ensure good health and possibility to express appropriate behaviors, Arlagården® requirements and checkpoints are rooted in the fundamental principles that:

	Cows and calves should be free of physical injuries and unnecessary pain		Disease is prevented by high levels of hygiene and care		Animals should be able to express normal/natural behaviors and handlers should promote good human–animal relationships.
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Requirement	Example(s)	# Checkpoints
The health and wellbeing of the cows is reflected by assessing their mobility, cleanliness, body condition and absence of lesions/abrasions.	Quarterly Cow Assessment – Scoring of Mobility, Cleanliness, Body Condition, Absence of Lesions /Abrasions	5





Good Health & Animal Wellbeing (cont'd)

We measure the general wellbeing of the cows using four indicators developed based on scientific research into the most common dairy cattle issues.

COWS WITH GOOD BODY CONDITION

Fit cows have the perfect amount of fat reserve on their bodies: not too little and not too much. Our farmers determine if their cows are fit by using body condition scoring, which is a visual and tactile evaluation of the cows. They categorise the animal into three categories: normal, thin and very thin.

CLEAN COWS

have a lower risk of being infected by disease. Farmers assess the cleanness of the cows by looking at the size of dirt and muck patches on their bodies and categorise the cows into three categories: normal (clean), slightly dirty and dirty.

**COWS WITH
GOOD BODY
CONDITION**

**MOBILE
COWS**

**CLEAN
COWS**

**COWS WITHOUT
INJURY**

MOBILE COWS

walk without any problems, and have no pain in their legs and feet. If mobility is impaired, cows limp, which can be caused by a range of conditions, like disease, poor management and environmental factors. Farmers categorise the cows into three categories: normal, slightly lame, and obviously lame.

COWS WITHOUT INJURIES

An injury on a cow can be a lump, bump, ulcer, sore or coloured area on the skin. Farmers categorise the cows into three categories: normal (without injuries), with small injuries, and with bigger injuries.

Requirement	Example(s)	# Checkpoints
The health and welfare of livestock must be met at all times.	All animals must be observed regularly, according to their stage of production, to identify and manage any treatment required and ensure animal health and welfare needs are met.	1
All forms of interventions are carried out in a painless and stress-free manner.	All forms of interventions (including but not limited to disbudding and castration) must be carried out in a painless and stress-free manner.	1



Good Health & Animal Well-being (cont'd)

Requirement	Example(s)	# Checkpoints
The wellbeing and comfort of a sick or calving cow and her calf is met by prompt action.	Chronically sick/lame animals are handled appropriately, if they do not respond to treatment and are euthanised by a competent person.	1
Animals have enough space and the freedom to exhibit their normal behaviors.	There are enough lying places available to enable all cows to lie down when needed.	3
Heavily pregnant cows, unborn and newborn healthy calves are not slaughtered or killed.	All healthy calves are reared to a minimum age of 56 days and cows more than seven months pregnant are not sent to slaughter.	2
The health of the herd is managed to prevent suffering and any potential risk to consumer health.	Animals must not have access to manure stored in fields and grazing must not take place until at least 4 weeks after surface applications of slurry or manure.	4
The wellbeing of the animal is not put at risk by using hormones to increase milk yield or to boost growth rate.	Hormones must not be used to boost growth or milk yield.	3
# Checkpoints		20



Good Housing

Creating and maintaining an animal friendly housing environment is also a fundamental prerequisite for the wellbeing of cows and calves. Good housing means that cows and calves have comfort to rest together in their social groups.

Requirement	Example(s)	# Checkpoints
Housing, yards and handling facilities are designed and managed to optimise animal health and wellbeing.	Lying areas including cubicles must have soft, dry and clean bedding.	6
The wellbeing and comfort of a sick or calving cow and her calf is met by prompt action to avoid unnecessary suffering and by providing a comfortable and clean environment that satisfies their needs.	Cows must have access to calving and hospital pens when needed.	1
# Checkpoints		7





Good Feeding

Part of the wellbeing of cows and calves is their feed and feeding. Good feeding is a question of a healthy and balanced diet. The Arlagården® requirements and checkpoints ensure that cows and calves have a sufficient and appropriate diet as well as a sufficient and accessible water supply. The body condition score (see above) is able to reflect good feeding on an outcome-based level.

Requirement	Example(s)	# Checkpoints
All feed, milk and water must be of good quality and provided in adequate quantities to meet each individual animal's demand for nutrients and water.	All feed, milk and water must be of good quality and provided in adequate quantities to meet each individual animal demand for nutrients and water.	3
# Checkpoints		3





03 Climate & Nature



Dairy farming has an important role to play in providing nutritious food produced in a sustainable way. The Arlagården® Climate & Nature requirements set the framework for how we care for the climate, environment and biodiversity while producing food for the world.

As we accelerate the journey towards **our Science-Based Targets** and our ambition to become **Carbon Net Zero by 2050**, the Arlagården® Climate & Nature requirements are gradually extended with additional programmes, such as our **global Climate Checks** to deliver on the three overarching themes of our **Green Ambition**.

Our Green Ambition Covers Three Themes



Better Climate
Carbon Net
Zero 2050



Clean Air & Water
Nitrogen & phosphorus
cycles in balance



More Nature
Increase biodiversity
& access to nature

The development of cutting-edge, science-based and data-driven tools to measure, track and improve our on-farm sustainability performance has entailed that some of the checkpoints that used to be captured in Arlagården® are now incorporated in our global Climate Checks, which is a state-of-the-art programme providing us with the largest externally verified climate data set across our seven owner countries. By equipping our farmers with insights and latest expert knowledge via yearly Climate Checks and advisory visits, we are on a pioneer's journey of accelerating dairy's climate efficiency, providing a clear pathway for meeting our ambitious target of producing climate neutral dairy by 2050.

The methodology of Climate Check is based on ISO (14044) standards for life cycle assessment and follows the International Dairy Federation (IDF) guidelines on Carbon Footprint methodology, while emissions from animals, manure and soils are based on IPCC (Intergovernmental Panel on Climate Change). The climate checks survey consists of +200 questions and Arla farmers report both Arlagården® and Climate Check through an integrated online data hub.

Quick Navigation

Topic	Number of Checkpoints
Ecosystem Protection	9
Clean Air & Water	4
Total	13



Ecosystem Protection

Arlagården® ensures that the practices on farm minimise environmental impact and contribute to the protection of natural habitats and to the conservation of biodiversity and soil health. Waste must be handled responsibly, kept to a minimum and disposed of safely. Reuse and recycling practices at farm level are a key part of Arla's overall sustainable dairy farming practices.

Requirement	Example(s)	# Checkpoints
All chemicals and plant protection products are stored, used and disposed of safely to avoid damage to the environment.	All chemicals and plant protection products must be stored and used safely and accurately.	2
All refrigerants used for milk storage are approved, managed and disposed of to ensure minimal environmental impact.	There is evidence that refrigerant was extracted and disposed of by an authorised company when tank was scrapped or disposed of.	3
Biodiversity on farmland must be assessed and conserved. Farming practices encourage & enhance biodiversity and provision of habitats.	At least one action must be implemented to support biodiversity on the farmland or planned within the first year of this programme.	1
Soil health and fertility are protected and enhanced to support resilient farming and the food production needs of future generations.	Soil fertility must be monitored by soil testing at least every 7 years including P, K, Mg and pH.	1
Waste is minimised and where unavoidable, systems will be in place to ensure safe disposal, reuse or recycling of relevant material to ensure food safety and environmental protection.	All waste, for example hazardous waste must be stored safely in a dedicated place for collection, recycling or disposal, according to instructions from local authorities and/or the waste, management company used.	2
# Checkpoints		9



Clean Air & Water

Nitrogen and Phosphorous cycles in balance are part of Arla's Green Ambition. Both are important nutrients for plants and Arla farmers ensure N & P efficiency on farm level by reviewing the specific crop requirements in relation to the soil it is grown on and by timing the application for the benefit of the crop.

Requirement	Example(s)	# Checkpoints
The application of Nitrogen (N) and Phosphorous (P) to farmland is balanced to minimise the impact on water and air quality.	A documented nutrient management plan is implemented that takes into account soil sample results. The plan is updated according to the needs of the crop and soil.	1
Manure and fertiliser is stored and applied to land appropriately to maximise efficient uptake of nutrients and minimise leaching and influence on the surrounding environment.	In countries where splash plates are currently permitted, they may only be used end of 2024, afterwards they will not be permitted on Arla farms.	3
# Checkpoints		4





04 People



The dairy farm is a place to live and work. Respectful relations are part of the heritage of our cooperative and are just as important for the generations to come. The Arlagården® People requirements define a framework for how we ensure a fair and safe workplace for the farmer and the employees, forming the foundation for respectful relations between people on the farm, within the local community and in the value chain.

Through our Cooperative’s **Code of Conduct**, we have formalised our commitment to ethical business practices and respect for human rights by adhering to several international organisations’ guiding principles. Being part of the UN Global Compact since 2008, we are committed to observing the Global Compact’s 10 fundamental principles, which includes working against forced labour globally and eradicating it from our own workforce and supply chain, as we see this as our responsibility as a leading global dairy cooperative. Our farmer owners are an essential part of our Cooperative's supply chain, and our joint commitment to eliminating forced labour. As per our General Membership Terms, our farmer owners are obliged to ensure that no forced labour is used in their production, and that as a minimum they comply with all applicable laws and industry standards relating to working hours and minimum wage. Farmers in the UK are specifically obliged to comply with the provisions of the Modern Slavery Act.

Quick Navigation

Topic	Number of Checkpoints
Health & Safety	11
Fair Employment Conditions	4
Total	15



People



Health & Safety

Arla farmers take care of their staff, family members and themselves and create safe and sustainable working conditions on their farms.

Requirement	Example(s)	# Checkpoints
A safe working environment is provided to ensure the wellbeing of farmers and employees.	An annual safety walk must be completed, and all employees must have a health & safety induction.	5
The health and safety of employees is protected with a supply of personal protection equipment specific to the task.	All those required to use safety and personal protective equipment must be trained and familiar with its use.	3
The risk to human health from chemicals is minimised by the display of relevant warning signs and instructions.	Safety data sheets are accessible for all chemicals on farm. Chemical containers have warning signs and content labels.	3
# Checkpoints		11

Fair Employment Conditions

Arla farmers ensure that all their employees are treated with respect, understand the terms and conditions of their freely chosen employment and, where necessary, provide appropriate facilities and accommodation.

Requirement	Example(s)	# Checkpoints
Accommodation and rest facilities provide for the comfort and needs of employees.	Any housing accommodation provided for employees must be suitable, with food preparation and storage areas or a canteen, sleeping rooms, toilets and washing facilities, heating and lighting.	2
Family and employees work in a fair and respectful environment that upholds their human rights.	All applicable laws and industry standards relating to working hours and minimum pay must be met.	2
# Checkpoints		4



ARLAGÅRDEN® FARM INFORMATION SURVEY



Because we are a farmer-owned company, we have always been in a strong position when it comes to the traceability of our products, knowing every single one of our farmer owners.

A newly introduced part of Arlagården®, the Farm Information survey, ensures that we have the most relevant information about all Arla farms at any given point in time.

The completion of the Farm Information survey is mandatory for all Arla farmers. The survey questions are continuously evaluated and updated to support with developing and delivering product information and added value to our customers and consumers. As a large farmer-owned company with members in seven countries, this is an evermore important tool, enabling the business to provide more value to our customers and consumers from the innovation and great work our farmers do every day.

Currently, the Farm Information survey consists of 36 questions.
Examples of survey questions are:

What is the predominant milking system on the farm?



Does the farm have a video surveillance (Closed-circuit television – CCTV) in the hospital pen, calving pen or parlour and is footage retained for 30 days?



How many cows have access to rotating/static cow brushes?



What is the total indoor area (m²) of shed space that the dairy cows have access to?



What is predominant bedding material for cows?



How many days are mother and calf kept together after birth?





THE ARLAGÅRDEN® AUDIT SYSTEM

All Arla farmers are obliged to adhere to our Cooperative's farm management programme Arlagården® in force at any time. Arlagården®'s mandatory components include Arlagården® and Farm Information survey.

The Arlagården® farm management programme and its verification process consists of two steps, each designed to further strengthen transparency and trust in our high-quality milk and processes on Arla Farms:



The Quarterly Self-Assessment

each farmer must assess their own performance against the Arlagården® requirements and complete the survey Farm Information.



The 3rd Party Audit

an on-farm verification of compliance with the Arlagården® requirements, carried out by Arla's external audit partner SGS.

The 5 Steps of Arlagården®



Arlagården® Quarterly Self-Assessment

The self-assessment is an integral part of the Arlagården® system – ensuring that we have accurate, regularly updated information from our farmers about the situation on their farms. This builds trust in the process and ensures that audits can be used as a verification tool.

The Arlagården® self-assessment and Farm Information survey must be completed **quarterly**, during specified data-entry windows. Farmers are notified when a reporting window is open, and during that time they log on to Arla's digital farmer hub, where they can access the Arlagården® survey and review their compliance levels with the +100 checkpoints.

For each checkpoint, detailed information is available as to what it takes to be compliant (compliance criteria).

If after reviewing a checkpoint the farmer detects any non-conformances, he is prompted to select from a list of reasons. At the end of the assessment an **action list** is visible, showing the selected non-conformance(s), and the deadlines by which they must be rectified. Automatic reminders will be sent out before the respective deadlines are due. Failure to correct the non-conformance(s) within the specified deadlines can result in a follow-up audit charged back to the member.



The Arlagården® Audit System

Arlagården® 3rd Party Audits

External audits are carried out to ensure and verify compliance with the Arlagården® requirements and respective checkpoints. These independent 3rd party audits enable us to document to customers and consumers that Arla delivers the promised quality on farm on a daily basis. The audits also help farmers ensure that they are on track if they face any challenges.

There are three main audit types that the external auditors conduct on farm: basic audit, attention audit and spot checks. These are supplemented by special attention and follow-up audits where necessary.

Moreover, any farmer wanting to start supplying milk to Arla needs to pass a start-up audit, which verifies compliance with all Arlagården® requirements. In the event of a milk collection stop, a re-opening audit must be carried out (see more details below).

All farms must have either a basic audit, attention audit or spot check within a **three-year** period. The diagram below gives an overview of these three main audit types, followed by a more detailed description of the those and other audit types.

The Three Main Audit Types

01



Basic Audit

All farms
Maximum 3 years
between audits
2 weeks notice

02



Attention Audit

**Identified via 5 Risk
parameters**
2 weeks notice

03



Spot Check Audit

Randomly selected
farms to ensure
full compliance
48 hours notice



The Arlagården® Audit System



Start-up Audit

Before a new member or a new production unit can start supplying milk to Arla, a start-up audit must be carried out. The new member must contact Member Services at least 14 days prior to the desired first collection day. Start-up audits includes all Arlagården® requirements.



Basic Audit

Basic audits are our standard audits and planned with 2 weeks' notice. Duration of a basic audit is between 1.5-2.5 hours, depending on the farm size. There will be a maximum of 3 years between the basic audits on farm.



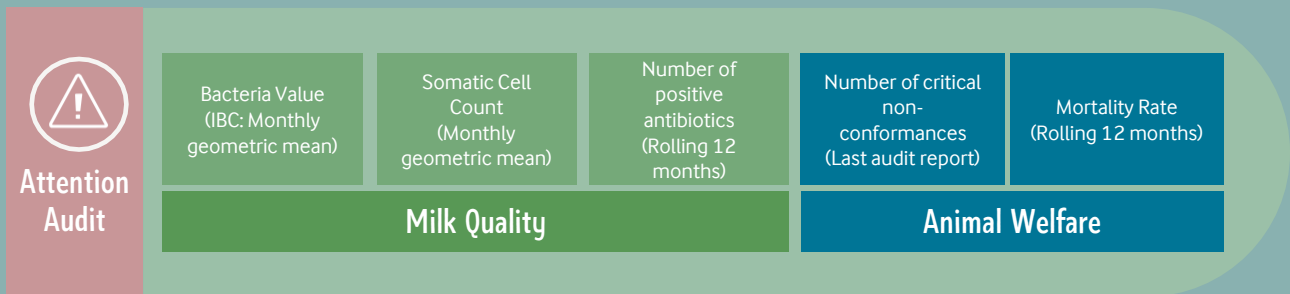
Spot Check Audit

Spot checks are conducted in the same way as basic audits, while farms are selected on a random basis. Spot check audits are planned with a short notice period of 48 hours, in order to ensure full compliance on all Arla farms.



Attention Audit

Attention audits are identified via 5 risk parameters within milk quality and animal welfare. Farmer owners with critical values on one or more of the 5 parameters might be selected for an attention audit.



Special Attention Audit

A Special Attention audit is scheduled where an audit is deemed necessary following concerns raised about a farm. The audit could be arranged for a number of reasons. Examples could include a complaint raised by a member of the public, or an issue in the media. These audits may be scheduled at very short notice and are conducted to check whether or not the reported issue is genuine and whether further action is needed in order to protect the farmer and the Arla brand.



Follow-Up Audit

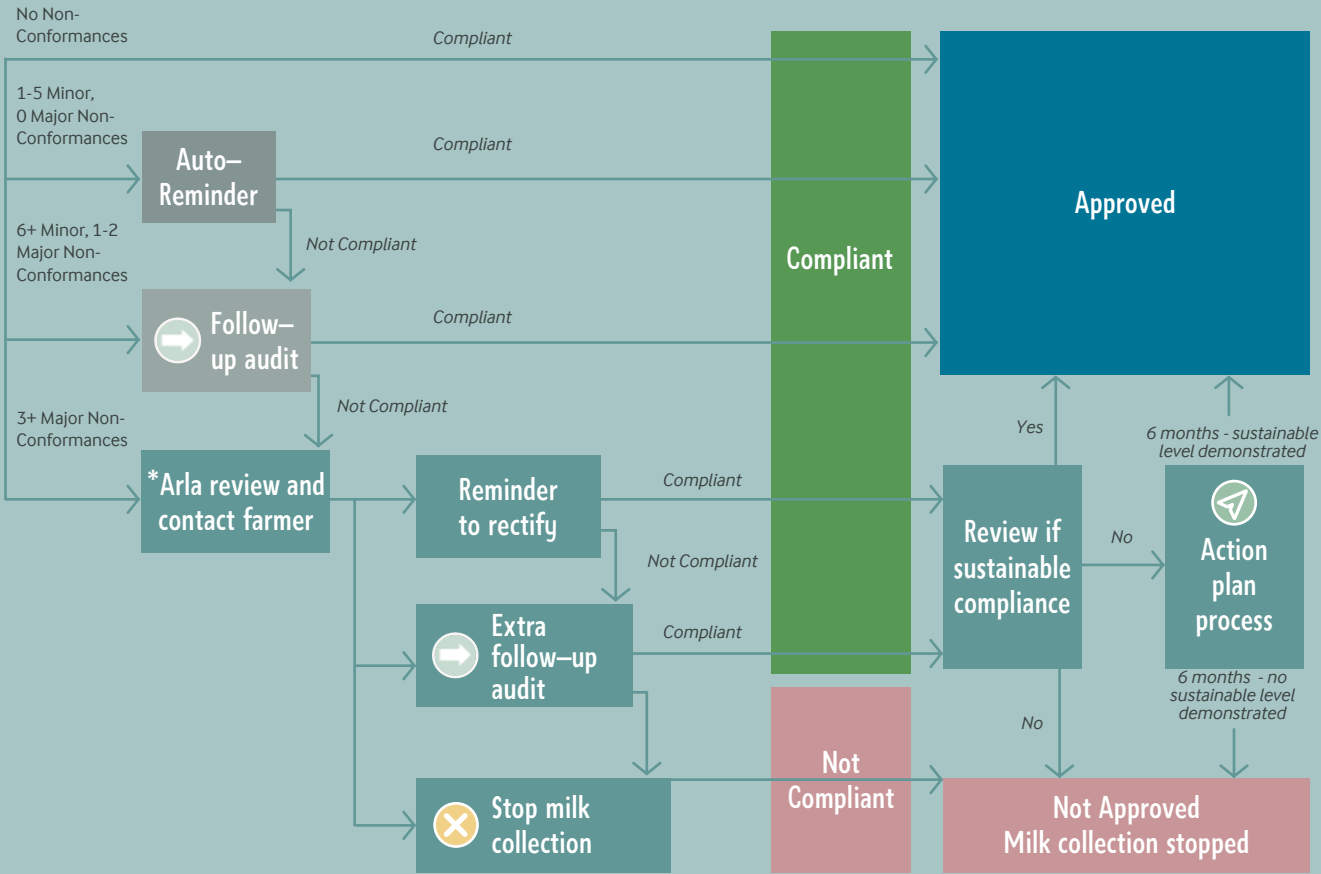
Follow-up audits are performed in case of significant non-conformances. Any major non-conformance or more than five minor non-conformances will directly trigger a follow-up audit. Any non-conformances that are not rectified within the deadlines may also lead to a follow-up audit. They may also happen in the event that the assessment is inaccurate or not submitted.



The Arlagården® Audit System



The Arlagården® Audit Process



**depending on the reason for the “not compliant” Arlagården audit after a follow-up audit or more than 3 majors non-conformances, Arla decides on the next steps and contacts the farmer. This could entail an immediate stop of milk collection, extra follow-up audit or a reminder to rectify.*



The Arlagården® Audit System

The Arlagården® Audit Process (cont'd)



Follow-Up Audits

A follow up audit is conducted when the number of non-conformances exceeds the relevant thresholds (see diagrams). At a follow-up audit, the auditor is checking that all previous non-conformances have been rectified. Farmers need to check their audit report and action list to ensure they are clear on their non-conformances and what is needed to rectify them.



Action Plan Process

Being compliant, the history of a farm and the complexity of the process will in some cases call for a process to ensure sustainable level of compliance. Farmers in this situation are expected to reach out for professional help targeting the actual topic(s). Through a 6-month period based on an approved action plan including an intensive follow-up activity, obvious progress on requirements being challenged must be delivered.



Stop of Milk Collection

A stop of milk collection is a last resort, and prior to reaching this point, the farmer should be clear as to why it is needed. If it is decided that a stop is necessary, the farmer is contacted by Arla to explain the reasons why. A stop of milk collection lasts for a **minimum of four (4) days**. In order to restart milk collection, a re-opening audit must be completed. Milk is not allowed to be stored in the tank during the period of the temporary stop. In exceptional circumstances a temporary stop of milk collection could be applied immediately, for example when the outcome of an audit shows critical non-conformances or where an audit is refused repeatedly, despite a warning of a temporary stop of milk collection.



Re-opening Audits

In order to re-commence milk collections after a temporary stop, a re-opening audit must be carried out. These audits are carried out using a full checklist that reflects the questions asked at the self-assessment. The farmer needs to be in regular contact with their Arla Member Service team and confirm when they are ready for a re-opening audit. This must be done with at least two working days' notice to enable the audit to be conducted. The farm must pass the re-opening audit in order for milk collections to re-commence.