



FOR WOOD

# passion

NO. 2 – 2007 – FOR ALL EMPLOYEES IN THE DLH GROUP

**SPECIAL ISSUE**

## **One common set of values - - one common company**



Welcome to this special issue of Passion for Wood – an issue that is solely about the DLH Group's set of values.

It is probably not the first time you hear about the values, and we can promise you that it won't be the last time.

The parent company Dalhoff Larsen & Horneman A/S will turn 100 next year, and the anniversary will be marked by discussion of our values - everything under the headline: Passion for Wood.

Because, we believe that the 100th anniversary is a good occasion for marking the common set of values and thereby strengthening our common company.

In order to involve all employees actively in the big task – and to emphasize that we take it seriously, we have initiated a global photo and storytelling contest that is to tell the story about how the values are interpreted by DLH employees around the world.

In this magazine you can read much more about the contest and, above all, draw inspiration for your participation.

We hope you will enjoy reading and contributing with your own unique photo and story. In this way you will contribute to bringing the DLH Group closer together and to making us stronger.

**WRITE A GOOD STORY  
OR TAKE A GOOD PHOTO  
AND WIN A DREAM TRIP**

**PAGE 4-5**



**PRIZE:**

**VISIT THE DLH FAMILY**



## Dear employee,

When you are finished reading this magazine you will have seen and read the DLH Group's set of values several times. You will know the words, and perhaps you have thought about what they actually mean to you.

The words sound good, but as they stand alone on the paper they are hard to have faith in.

The words alone are not worth much. They need to be put into action before they mean anything. They must be incorporated into our decisions and our actions. They shall be felt and seen in the way we run our business. They shall be spoken and interpreted and lived every single day and this is where you and all your colleagues are of major importance.

In this magazine we tell you about – and invite you to influence – how we interpret and put the fine words into action. It is our future and our direction that you will have an impact on.

I hope you will help us to move one step further.

Kind regards,  
Jørgen Møller-Rasmussen  
President & CEO

# The past forms the foundation for the future

**The DLH Group will turn 100 in 2008. But what does it actually mean to have a history dating back that long? Jørgen Møller-Rasmussen, President & CEO, has the answer to this question.**



"In terms of business it is very important to have a history - not least in a conservative industry like ours. Unlike the nine day's wonder - businesses that turn up when things are going smoothly but are gone the minute things are getting difficult - the DLH Group represents the opposite. We will always be there when times are good and also when they are not so good. We represent stability and credibility. Therefore, 100 years of history matters," says Jørgen Møller-Rasmussen.

He regards it a huge strength to have a history that dates back a long time.

"The best lessons learnt from the past act as a solid foundation for the de-

velopment of our future. If we are to reach our targets, i.e. to grow by 10% year after year, we have to venture into new countries and start new activities,

and we must continue our efforts towards covering a wider part of the value chain, 'from forest to end user'. It is a dynamic development that will ensure that we will also be present in 2108," says Jørgen Møller-Rasmussen.

On the threshold of the next 100 years, his most important message to the staff is:

"Together, we have produced the values that represent our history and that are

appropriate for what we would like to become in future. If we all comply with these values, I have no doubts that a brilliant future is in store for us."



## An anniversary with long durability

**The values are the central point of the DLH Group's anniversary activities.**

Delicious food, cheerful people, toasts and happy hosts. You look forward to good parties for a long time, but they are often much too short. The music has stopped, the presents are unpacked and you return to your daily life.

The anniversary of the DLH Group is not going to be like that. Next year the parent company Dalhoff Larsen & Horneman A/S turns 100 and it will be celebrated with activities that will continue to mean something to the staff, management, customers and cooperative partners in the future.

The headline is "Values". You will later receive more details about the planned activities, but here are some appetizers:

- A 'good story' or a 'good photo' contest for the employees. What do the values mean to you? (Please refer to page 4-5).

- A conference on the importance of the forests and the trees to sustainable development and to the combat of poverty in Africa.

- Wood at the workplace. Our customers must have no doubts about our passion for wood - not in our offices, conference rooms or even our staff canteens.

- Production of a short film about the DLH Group based on the values.

- Sponsorship of a master in forestry from Ghana, who will take a master's degree in Denmark.

- In our anniversary year, the DLH Group will sponsor the "Træprisen" (a Danish wood award), which is granted by The Danish Timber Information Council.

- The 'DLH Academy' will be introduced in our anniversary year as a common link to education, training and knowledge in the DLH Group.

### THIS HAS INFLUENCED DLH

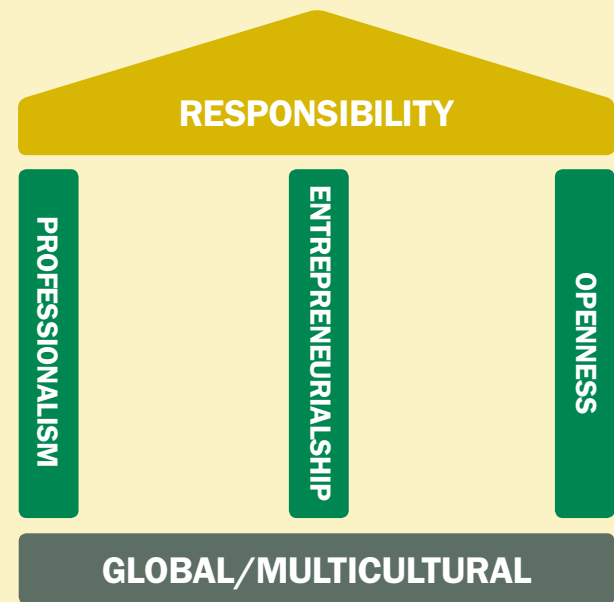
According to Jørgen Møller-Rasmussen, the following three events have contributed to making the DLH Group to what it is today:

1. After World War II, DLH opened an office in Africa and started to import tropical hardwood into Denmark and Europe. This was the foundation of what is today the biggest range of activities in the DLH Group.
2. In the 1960's the acquisitions of timber merchant companies became good and solid additions to the ever changing activities in the international wood trade.
3. The acquisition of the tt Timber Group in 2006 significantly changed the DLH Group's profile as an environmentally-conscious company. Previously, we were the media's 'whipping boy', but soon after the acquisition we were recognized as being front-runners in the environmental arena, which is very important for a responsible enterprise such as DLH.

# OUR VALUES

## – word by word

The values fit together like a house, where Global/Multicultural is the foundation. Professionalism, Entrepreneurialship and Openness are the pillars or walls that support the roof, Responsibility, which is also the common factor to all the values.



### PROFESSIONALISM

We base our work and existence on professional skills, knowledge and personal competencies – i.e. 'kauffmannsgeist'. We know everything there is to know about wood! We take pride in what we do, and we conduct business in a decent manner and with respect towards all those people we are dealing with.

### RESPONSIBILITY

We conduct business in a responsible way and we operate under high ethical and morale codes in all our relations. We have loyal and dedicated employees because we are responsible and loyal in the way we interact with people. We aim at raising the standards within the industry through our focus on the environment, on human rights and social responsibility.



### ENTREPRENEURIALSHIP

We are creative in our way of thinking about business. We explore and have a flair for business opportunities. We develop new business and we see and go for the opportunities, creating openings and using them. We have the energy and the will to expand, whether it is through organic growth or the acquisition of companies.



### OPENNESS

We want to be a transparent company. We must share our knowledge with each other and we must meet each other with an open and unprejudiced mind. We communicate both good and bad news in an honest way and in respect of the different cultures within the group.



### GLOBAL/MULTICULTURAL

We are a company with roots in Scandinavia and Europe, but we operate globally and we are able to respect and adapt to the markets and cultures we operate in. We are a large and flexible organization and we are prepared to meet any challenge we might face.



CONTEST INVITATION:

# Show the values – tell a story

Do you dream of seeing Congo's rain forest, feeling the Siberian cold or hearing the sounds of Copenhagen? Tell us a good story from your everyday life - or from a festive occasion - and win a visit to your colleagues at one of the DLH destinations throughout the world.

While you are reading this, the sun is rising over a foreign country, where another DLH employee is on his way to work. He is walking through the forest with dust around his feet or riding a motorcycle through the deep valleys, sitting in his car, in the subway, in a train or a plane - or perhaps he is a she?

DLH has units all over the world, and all places are different from each other. But how?

**"Now, listen to this!"**

Tell us a good story about your world, in photos or in words. Show us what it looks like. Or how it could look. Or how it should look. Write about a good experience you have had at your work, with your job, or in your district. When did you last enter the office or put down the receiver, turn around and say, "Now, listen to this!"

What did you say? What was the story? What was the point of the story? Was it a good bargain, a rude shock, or a kind thought?

**Two categories**

DLH invites all employees throughout the world to participate in the contest. There are two categories; **the good story** and **the good photo**. You can participate in both. Get out your camera or borrow one. Take the exact photograph that shows how DLH is operating in your country. Or write about it.

In this issue of Passion for Wood we tell you about DLH's set of values (please refer to page 3). - Can you illustrate it with a story or a photo? Is the responsibility visible at your place? Can you tell us a good story about openness?

You could also fabricate a story describing an event. The only condition is that you write a story - with a storyline. It may be funny, moving or thoughtful, and it would be nice if it said something about wood or trees, but that is not a condition. The choice is yours. If you can draw, you may also enclose some illustrations.



Send your photos and stories to us and perhaps you will become the lucky winner of a trip to a DLH destination.

**Prize for the best photo:**  
A trip with a companion to a DLH destination after further agreement.

**Prize for the best story:**  
A trip with a companion to a DLH destination after further agreement.



**PRIZE:**

# VISIT THE DLH FAMILY





**PRACTICAL INFORMATION:**

**Do the following**

Send in an e-mail enclosing your story or digital photos. Any drawings to your story can be forwarded on paper. You can send as many photos or stories as you like. If you have no other alternative, we will of course accept photos taken with mobile phones, however the best photos are taken with a digital camera, and photos should have a quality of at least 300 DPI.

Please forward photos and stories to: [values@dlh-group.com](mailto:values@dlh-group.com)



Floppy disks or CDs with stories and photos can also be forwarded to:

Dalhoff Larsen & Horneman A/S  
 Skagensgade 66  
 DK-2630 Taastrup  
 Marked: DLH's values

**Your contribution must be received by 1 September 2007 at the latest.**

**If you have no other alternative, we will of course accept photos taken with mobile phones, however the best photos are taken with a digital camera.**



We are all part of one common organisation and we all have the same values, the only separation is by country. Therefore, the two winners of the contest will get the opportunity to visit another part of the DLH family.

Both winners can each choose to visit one of the cities throughout the world where the DLH Group is represented. This unit will play host to the winner and will show you the local DLH activities and, additionally, you will also get the opportunity to see some of the local tourist attractions.

**The best contributions will be published**

We think it will be difficult to pick out the winners among the many good photos and stories that we expect to receive.

Many contributions will probably be so close to winning that they would deserve to be honourably mentioned. Therefore, we shall collect all the best stories and photos in a publication that will be published in connection with our 100th anniversary in March 2008.

We, therefore, reserve the right, free of charge, to use all materials received in connection with the contest for the benefit of DLH's activities and relevant advertising.

**IMPORTANT!**

We reserve the right, free of charge, to use all materials received in connection with the contest for the benefit of DLH's activities and relevant advertising.

If you want to be prepared for taking photos for the contest, you can follow these 10 guidelines. The advice applies for photos with or without people, and the first five guidelines are especially important.



## ADVICE FOR DIGITAL PHOTOGRAPHY

- ❶ Set the digital camera at the best quality.
- ❷ Find a good place to take your photographs. If you take photos of a person, the best place will often be the place where the person is normally working. Make him/her do something while you are taking the photo. This will add more life to the photo and will tell more about the person.
- ❸ Set aside enough time for each photo and keep photographing. Be patient and wait for the right moment. It is good to have more photos to choose from.
- ❹ Move, before you take the photo. Try to take the photo from different angles. Forward and back, from above, a little from below and from the side.
- ❺ There should be a foreground, middle ground and background in the photo. Position the person that you want to photograph in the middle ground and focus on him/her.
- ❻ Hold on to the camera and press the trigger carefully. If possible, lean the camera against something steady. Keep your elbows in and stand with your feet apart for better balance.
- ❼ Always photograph with the sun in your back, when you are outside.
- ❽ Use the golden section, when you want to take a harmonic photograph. Imagine the photo divided into three sections horizontally and vertically. The golden section would be at the intersection of those lines and there you should position your main subject.
- ❾ Take several photos; some from far away allowing you to see the surroundings and then take close-ups of the subject. Keep in mind to capture the details.
- ❿ Be sure the background of your photo doesn't interfere with your subject and take attention away. Move yourself or the person you are photographing until there is harmony in the background. Remember that a photo is two-dimensional and therefore a flagstaff or a tree in the background might look as if it grows from the person's head if you position the person at the wrong spot. Remember also that the subject is more important than to include the whole background in the photo.

### THE JURY

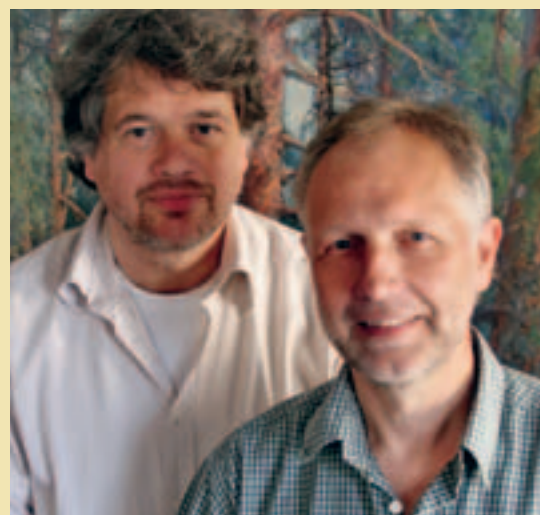
Author Peter Tygesen and photographer Lars Schwander will go through all the contributions and pick out the best photo and the best story.

**Lars Schwander**  
 Founder and director of Fotografisk Center in Copenhagen

Schwander is a member of the international union of art critics and formerly exhibition organizer at Louisiana Museum of Modern Art.

He is artistic advisor for the Hasselblad Center and in 2007 he is member of the jury of Hasselblad Award (Gothenburg) and of Prix BMW (Paris). Furthermore, he is member of the nomination group of the Infnitive Award (New York) and of the Deutsche Börse (London).

Schwander has also been involved in a number of books.



**Peter Tygesen**  
 Reporter, writer, author and speaker

Thygesen has been engaged in the development of modern Africa since 1980 - both as a residential correspondent in Zimbabwe and South Africa and as a travelling reporter attached to the Danish Broadcasting Corporation, among others.

In 2001, Peter Tygesen published the book "Congo - formoder jeg", which is a collection of stories about the history of and the conditions of life in this huge country.

# Values in respect of individuals

The values in DLH are the 'how' and 'why' behind the way we do business. It is a mix between who we are and who we would like to become. And then it is about the people running the business.

Values are *not* rules. They are guiding principles in a world filled with dilemmas and difficult decisions. The values can rarely be seen, but they tell who we are and where we want to go.

In this way the values are an important element in every employee's decision-making process, especially when faced with an important decision or dilemma – whether it is an ethical or a commercial one.

No matter what, every decision needs to be weighed against the values and if we are true to our values, if we believe in them and work in respect of them, then they will help us make better decisions.

In that respect, the set of basic values is a valuable tool for each employee to use in their day-to-day business.

**“VALUES ARE NOT RULES. THEY ARE GUIDING PRINCIPLES IN A WORLD FILLED WITH DILEMMAS AND DIFFICULT DECISIONS”**

**“EVERY PERSON IN THE GROUP IS A 'TRANSLATOR' OF THE VALUES, AND EVERY PERSON IS RESPONSIBLE FOR ADAPTING THEM IN THEIR EVERYDAY WORK LIFE”**

#### Values to be translated into action

Every person in the group is a 'translator' of the values, and every person is responsible for adapting them in their everyday work life. This means that both managers and employees must act *responsibly* showing *entrepreneurialship* in a *professional* and *open* way in all actions – constantly being aware that the DLH Group is a *global* and *multicultural* company.

As a natural consequence of the acquisitions made in the recent years there still exist differences within the DLH Group. That is both acceptable and normal, but on the journey towards a strong and united company every employee in the group must relate to the basic values and make them live – both in respect of ones own cultural identity, but also in respect of any of the differences there might be between colleagues around the world.

## Values seen from inside of the group

One year ago, approximately 40 managers from all over the DLH Group, including the tt Timber Group and other acquired activities, were carefully interviewed as part of deciding the group's new basic values. The purpose was to create an “as is” picture of the values in the group and to collect wishes for future values. Here is a selection of statements from the interviews.

#### What virtues should we all have?

- “Honesty, because of the many temptations in the trade.”
- “Passion for the wood.”
- “Loyalty!”
- “Competences, discretion, quietness and honesty.”
- “Business talent and decency.”
- “Sincerity and trade skills.”

#### What is unique of the DLH Group?

- “Patience, flexibility, ability to adapt to the environment.”
- “We are a global player not utilizing the full potential of the green credentials.”
- “We are like a big family.”
- “I believe that most people view DLH as an organization that needs to find a balance between profit and people.”
- “High reputation of being honest. It is the best company at treating distributors well.”
- “We are a global and professional player.”

#### What can we be proud of?

- “Our Africa activities!”
- “We are good businessmen! Our ability to make good business.”
- “I am most proud of what our team of people achieved in Congo, and it should be used proactively.”
- “Our financial results!”



# Values – a working tool

**Peter Engelsted Jonassen, Vice President Human Resources  
in the hot seat**

## What is the point of DLH having values?

“They are meant as a working tool to help employees and management to operate the business in the DLH way. With the values we put clear words to what we, as a company, believe in and stand for, and that should be the basis for DLH’s future development.

The values are to promote DLH as a sound and dynamic company with lots of satisfied customers and happy employees. To me it is like the beginning of a journey where all employees board the same boat. We are heading in the same direction, our interests are the same, and cooperation and a common set of ground rules in the form of values are there to ensure that we will have a great experience and that we will arrive at our destination safely.

The five values that we are working with are the result of a process that has involved the group all over the world. We have interviewed a large number of employees in order to have their opinion of what DLH is based on, which means that the values should reflect the group broadly.”  
*(Please refer to page 7).*

## Common values in a global company – isn’t that Utopia?

“Quite the contrary; precisely *because* we are a global company, common values make sense. We are responsible for 4,000 employees worldwide, and we are forecasting sales of DKK 7.5 billion this year. We work in vulnerable environments, and our network is diversifying all over the globe. Therefore we have obligations, and we have to make sure that the company is based on a foundation that everyone can accept and also comply with.

It is all about asking ourselves, every time we act or have a decision to make, “Will it be responsible?”

The values are the company’s soul. They are the ‘words from the soul’ spoken by the employees when we asked them of their opinion. They are the values that they believe in and, as the management, we are committed to listen to and spread out their words in the company.”

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**Peter Engelsted Jonassen, Vice President Human Resources**

## How do you implement values in practice?

“We will make sure that no employee in the DLH Group will have any doubts as to what the management consider important when they are to make decisions or enter agreements etc. Let me give you an example:

You are offered a consignment of wood. The price is good and you will clearly make a bargain if you accept the offer. But you also need to consider the responsibility concerning the deal. Ask yourself, “Are the internal requirements met? Can we vouch for this deal?”

Often, there is no simple answer and it is mostly based on common sense and thought, but the common set of values form a basis of decisions that sets out the guidelines that DLH, as a responsible enterprise, wish to adhere to. If we compromise the responsibility, we lose credibility and the consequences could be severe.

It may take a while before the values have rooted in the group, but you can compare them to the rules of living in a family. Both kids and grown-ups can identify with the rules although they seldom talk about them. But they exist and affect everything you do, and everyone is aware of the importance of the values.

## PETER ENGELSTED JONASSEN’S OWN ELABORATION OF DLH’S FIVE VALUES:

### Overall: Responsibility

- Corporate Social Responsibility (CSR) – e.g. environment, social values and human rights.
- The individual employee’s responsibility towards his/her actions.

### Professionalism:

Credibility – competence – appearance – integrity – relations.

### Entrepreneurialship

Flexibility – adaptability – constantly in search of new ways of doing things – looking for new markets and business opportunities – acceptance of the fact that mistakes can happen when you are trying new things.

### Openness:

Sincerity – lifelong learning – curiosity – transparency in the group.

### Foundation: Global/multicultural

- Accepting and respecting differences.
- We are local and global at the same time.

