

Organisation AND EMPLOYEES

GOALS

- Establish long-term employment relationships, consistent with our status as a reliable and professional employer.
- Encourage relatively long-lasting service with the company in order to maximise the payback from investments in training, corporate culture and commitment.
- Maintain employees' pride in Sligro Food Group through intensive communication and enabling them to share in the Group's success.
- Create a safe and pleasant working environment in which employees from different backgrounds can all feel at home.
- Promote cooperation and partnership as a means of achieving targeted synergistic benefits for the Group.
- Ensure we protect and promote important elements of our culture, our 'Green Blood', such as strength in unity, passionate pride, financial prudence, a healthy self-belief and a forthright attitude.
- Create a leadership style reflecting our culture.
- Remain committed to an informal organisation, where short lines of communication and reporting help to achieve intelligent and rapid solutions in day-to-day activities.
- Continue promoting customer-oriented and customer-friendly practices as the norm for all our employees.
- Anticipate the challenges in the marketplace and our ambitions for the future through a group-wide quality drive in the organisation.
- Consistently strive to improve employees' performance by providing structured and challenging opportunities for training and management development.

CORPORATE CULTURE

These days we see again and again how important the Sligro culture is to our organisation. But what do we mean by this rather abstract concept of culture? More than anything, it is something you feel and something you are and, in a company like ours, it is not something you can define in a scientific way and certainly not something you should try and 'control'.

We choose our own path and we like having **healthy belief in ourselves**. In today's society by contrast, legal requirements and documentation of actions are increasingly an end in themselves. This creates a real danger of many things becoming institutionalised instead of coming from the heart, which means they are no longer genuine. Having everything cut and dried does not generate a greater sense of satisfaction. For any company (especially one like ours) it is a huge challenge to tread the fine line between conflicting requirements. Our natural inclination is to act instinctively – that's what we call entrepreneurship. And being entrepreneurial in a socially responsible manner comes naturally to us. It is simply a matter of impeccable corporate conduct, which is what you would expect of a family business with a stock-market listing. We are constantly at pains to strike the right balance between preserving a culture of informality and complying with all the stipulations and documentation requirements imposed on us by 'others'. By 'others' we mean



controlling bodies in the widest sense – regulators, auditors, major customers, unions – the list goes on. For our part, incidentally, we do not see our culture as being anything special. We simply behave together with decency in a desire to generate **strength in unity**. There is much greater personal satisfaction to be gained from putting in a good performance as part of a good team. That this is by no means universally recognised is brought home to us particularly strongly when new staff join the company. These days we have little difficulty in recruiting staff to senior positions. Many an employee out there has had enough of the corporate culture in other organisations and is keen to come and work for us. On another more tactical level we need to raise our game even more if we are to realise our ambitious plans for the future, but a combination of talent and Sligro 'Green Blood' will always be vitally important. Staff lower down in the organisation, on the other hand, tend to appreciate our **consciously direct** attitude more, because it means they know exactly where they stand. In fact, you only need to work for us for a couple of days to become aware of the Sligro culture and, if it doesn't suit, you had better leave again pretty quickly. Not many people do, however, not least because our profiling-based recruitment and selection procedure looks in particular for personality traits that are going to fit in with our culture. Many of our employees are proud of the company, with what we refer to as a **passionate pride**, although we are perhaps guilty of a certain smugness in that regard. However, it almost goes without saying that the Sligro 3.0 project, described in detail commencing on page 37, will do a great deal to project that pride to the outside world as well. We are proud of being grocers. The dictionary definition of the term may have pejorative connotations but we see nothing wrong in having the attitudes of a humble shopkeeper. Indeed, we are proud of our **cost awareness**. Each and every day we take responsibility for the careful management of the assets we employ to propel our business forward on the road to a good future. In a nutshell, the Sligro culture is summarised in these five terms:

- Strength in unity
- Passionate pride
- Cost awareness
- Healthy belief in ourselves
- Consciously direct

PEOPLE MAKE THE DIFFERENCE

It is our people who make the difference. We see that time and again in our customer opinion polling, with our cash-and-carry outlets scoring by far the highest satisfaction ratings. We are asked so many times how we 'train' staff to be so knowledgeable and helpful and the answer is always, 'We don't.' It is simply part of our culture, except that it obviously

helps that many of our staff have hospitality sector backgrounds. Attending to other people's needs is something they grew up with. Incidentally, it is not only our customers who confirm this perception. Last year we conducted a wide-ranging job satisfaction survey among our staff which found the same thing, with staff attaching great weight to the importance of pride in and passion for their work. We record very high scores for commitment and enthusiasm compared with similar businesses. Perhaps people are seeking in their work and their immediate environment those things which they find wanting in society as a whole. In the Incompany survey, Sligro scored very highly for internal reputation and corporate culture, ranking among the top 10 of Dutch companies in the survey. The same qualities were also reflected last year in an inspirational session under the banner 'Food4thought', at which we asked 150 more senior staff for their thoughts on fair trade/food miles issues and dilemmas and how we could use our passion for food to promote ethical choices. We also cultivate that passion for food by organising team-based cookery courses. One of the key attributes we look for in our selection procedure is a genuine appreciation of good food. This applies not only to people who are going to be dealing with food on a day-to-day basis but also to accountants and ICT specialists. We are nevertheless aware that we still have some way to go in getting those in leadership positions to instil the Sligro culture into those at the bottom. We have accordingly developed a special training programme for managerial staff at various levels in the organisation.

LABOUR MARKET

There is still a certain amount of trouble in the labour market but things are settling down. It is encouraging that the employment figures are gradually improving, after years of job losses. It would be a good thing if the spotlight were shone more on job creation than unemployment. After all, the earning capacity of the nation essentially depends on people being in work. With effect from 2015, the Dutch figures will reflect the international definition of unemployment, leading to a drop of approximately one percentage point in the rate of unemployment, although the number of those out of work will rise by 1% – so everyone can choose which ever number makes them happy. The government, incidentally, has recently been on the defensive, based on old dogma from the days when the make-up of society was different. Countering flexibility is now in vogue in government circles, judging by the introduction of more and more rules, doubtless deriving from a belief that society can be fashioned to one's liking. Important aspects of the new Work and Security Act are at odds with the wishes of employers, and they do not reflect the way in which young people today are prepared to commit themselves either. The



STRENGTH IN UNITY
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HEALTHY BELIEF IN OURSELVES
CONSCIOUSLY DIRECT

good elements of the new law are effectively snowed under as a consequence. In recent years a whole plethora of risks have been transferred from employees to employers, who have not been without not been given much in the way of tools for managing those risks. Such risks are difficult enough to bear for big companies like ours, let alone the SMEs that constitute the majority of our business-to-business customers. The restriction on the flexibility of temporary employment contracts to a maximum of two years is going to lead to more temporary contracts (instead of fewer, as intended) and force people to switch employers more frequently. Young people looking for casual work are not interested in a permanent contract of employment, but will be lost to us sooner than would otherwise be the case if they are priced out of a second part-time contract. To transfer the risks from employees to employers and to attempt to reduce flexibility is to fly in the face of economic reality, and the latter is always going to be stronger.

FLEXIBILITY

At Sligro, though, we are not keen on relying on flexible labour. Precisely because we cherish our corporate culture, what we really need are employees who have a lasting relationship with the company. Every business needs a certain degree of flexibility, however. The volume of work can shift from one location to another, may be seasonal or may depend on certain customers. Ensuring there is sufficient

flexible working within the organisation gives us a substantial capacity to absorb workload fluctuations connected with acquisitions and other organisational changes. We have plenty of jobs but not always locally. There is a need for flexibility on both sides.

Thanks to that flexibility, when we took over Rooswinkel, we were able to offer a large group of employees who were surplus to immediate requirements suitable employment elsewhere in the Group or with the logistics companies who are our partners. We do not have our own transport operations but, because we have a long-standing relationship with our logistics providers, we are able to offer drivers from businesses we have acquired a new challenge through them. That would obviously not be possible in the absence of lasting relationships with the transport companies concerned. Incidentally we cultivate such lasting relationships not only because that is the decent way to do business but also because the driver is an important part of the service we deliver to our foodservice customers. In the case of Horeca Totaal Sluis, the redeployment 'problems' were relatively minor because of that company's already efficient organisation, and we were able to allow natural wastage to reduce the number of people on flexible contracts to the desired level gradually over time.

SOCIAL PLAN

In some parts of our business we have implemented changes to reduce staffing levels to current requirements and occasionally that affected the terms of employment of staff. This was never done in the absence of a social plan, however. Nowadays these plans are agreed with the Works Council because the unions have withdrawn or have too few members. We have a great deal of respect for the fact that the Works Council is prepared to assume this responsibility. The biggest impact occurred with the implementation of modular job classification system at EMTÉ, which involved a dialogue with 800 staff over a short space of time, with financial implications for over half of them. The process was completed without too much labour unrest as a result of clear and consistent application and open communication. The employees accepted the arguments underpinning the decision. That says a great deal about our corporate culture. What has to be done has to be done, but always on a personal level and in a socially responsible manner. Other far-reaching changes were made affecting the on-site departments at the Delivery Service Centres and a couple of head-office departments, specifically Purchasing. This involved major changes to the working method and the organisational structure along process-based lines. The new suppliers' handbook was one of the things to come out of this exercise, contributing greatly to process-based operations for both parties. We expect to be able to complete the changes affecting Purchase in 2015.

In 2014 we invited new tenders for staff working flexible hours. This will enable us to achieve substantial cost savings brought about by intelligent cooperation and allowing a different approach to work scheduling. Apart from the cost savings, we expect quality improvement and a greater level of commitment. Finally, we started employing a greater number of students in our Delivery Service Centres in 2014, on relatively short-term contracts. Students are happy to work at times which are considered unsocial working hours by our regular staff (and certainly under the terms of our CLA).

SICKNESS ABSENCE

The provisions of the Temporary Staff Sickness and Incapacity Benefits (Restriction) Act (Wet BeZaVa) mean that, with effect from the beginning of 2014, we continue to be responsible for the sick pay of staff who leave the company while already on sick leave and even those who fall ill within one month of leaving. We have been implementing the new statutory arrangements properly with effect from day one. By keeping a close eye on contract end dates, the number of new sick pay claimants has been restricted to 16 and by far the majority of them only claimed for a short period. We

contracted an outside consultancy to manage this process. This act, incidentally, is one of the examples of the way in which responsibility is being shifted to employers without any corresponding means of managing it. We have short-term absence well under control but absence of medium duration and long-term absence has increased, taking the overall absence rate up to 4.2% from 4.0%. A third component in long-term sickness absence has a psychological background, often relating to an individual's private life. As employer we initiate social work in such cases or offer the support of a psychologist. Increasingly, financial problems are what lie behind people reporting sick, and these are people who are in employment.

We are also seeing an increase in the number of wage garnishments. On average we had more than 300 in 2014. In our Amsterdam Delivery Service Centre we have a relatively large number of people who have got into financial difficulties and whose debts are being recovered in this way. This has prompted us to launch a pilot project to show people how to budget effectively. The results have been encouraging and we shall be doing this to a greater extent in severe cases. The other side of the coin is that we are becoming increasingly involved in the private affairs of our employees, which for several reasons is undesirable.

Our aim, through a combination of these measures, is ultimately to get the absence rate down below 4% again.

As we reported last year, under the Return to Work (Partially Disabled) Regulation (WGA), we were forced to revert to the public sector system for paying employees not qualifying as permanently unfit for work. Our automated absentee management process helps us to meet the strict formal requirements of the UWV, the official body implementing employee insurance schemes, on a timely basis. We have accordingly not been subject to any sanctions. It is perfectly possible to comply with the rules and that is the extent of our 'technical' responsibility – a prime example of the way in which things can appear properly organised on paper but certainly do not lead to satisfaction or to intelligent solutions.

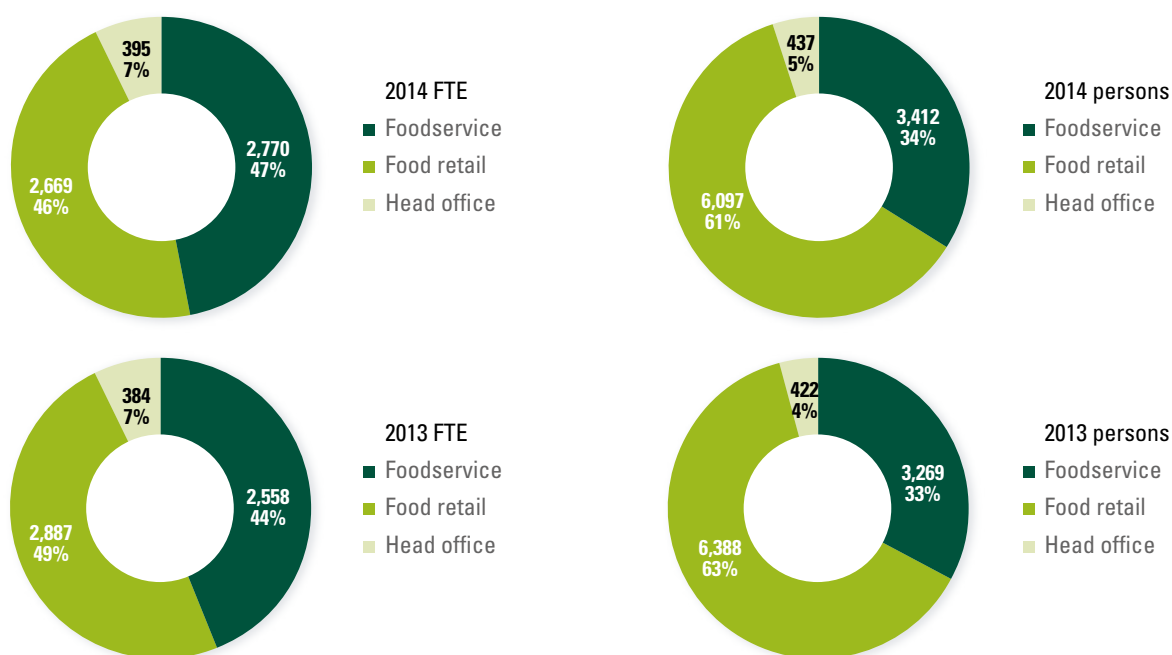
WORKFORCE MAKE-UP AND DIVERSITY

The following graphs analyse our overall workforce into three categories:

- Head office
- Food retail
- Foodservice.

We have changed the definitions slightly compared with last year. The main difference is that the definition of what constitutes central head office no longer depends solely on

Employee numbers



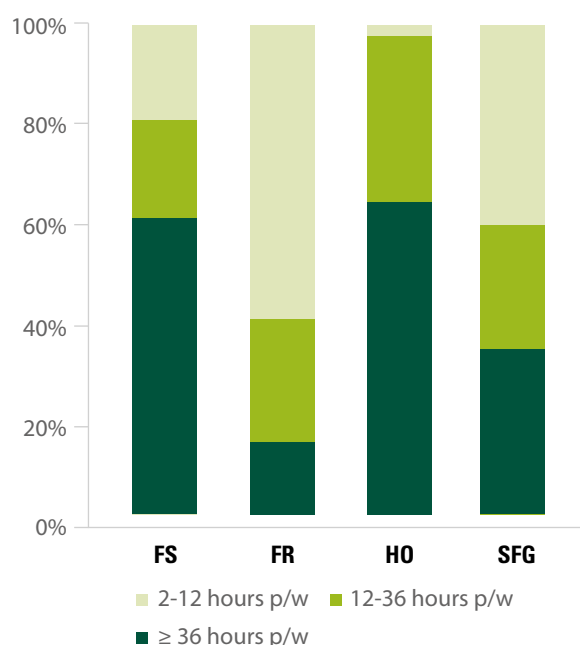
where an employee works. Head-office staff who perform activities exclusively in connection with foodservice or food retail operations are instead included in the numbers for the respective parts of the business. The comparative figures for 2013 have been restated on the same basis. The breakdown of employee numbers is as shown above.

The analysis shows that the total number of employees has hardly altered but there has been an increase of approximately 200 FTEs in foodservice and a decrease of approximately 200 FTEs in food retail.

The total number of foodservice FTEs increased by 120 as a result of acquisitions in 2014. This relates to the acquisitions of Horeca Totaal Sluis and Rooswinkel (on a proportionate basis) and the full-year effect of the Van Oers acquisition in 2013. It should be remembered that the Rooswinkel (and Van Oers) drivers found jobs with our logistics service providers.. The graphs only show the numbers of actual Sligro employees. We also make use of temporary staff and Euroflex staff. This is partly the result of conscious choices we have made in our logistics activities and the need for flexibility and partly because of a shortage of permanent staff of the right quality. Over the year, 350 FTE positions (2013: 342 FTEs) were filled by the Group, using temporary staff. The reduction in staff numbers in food retail is mainly accounted for by two store closures, the transfer of stores to franchisees and the effects of the modular job classification system setup.

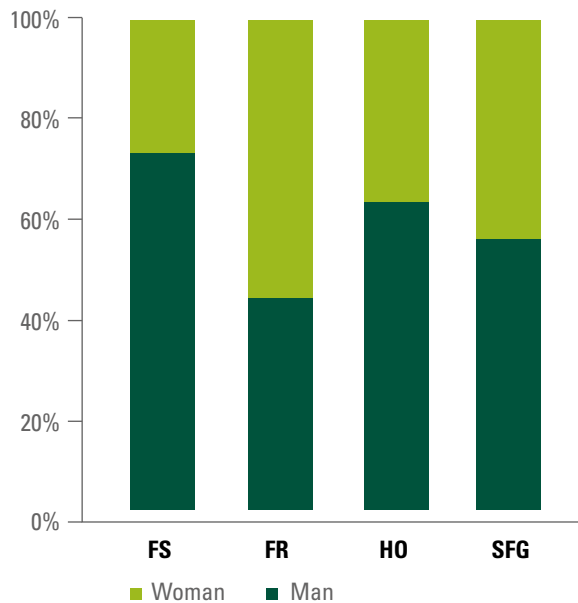
Staff can also be analysed according to type of contract, gender and age.

Staff analysed by contract

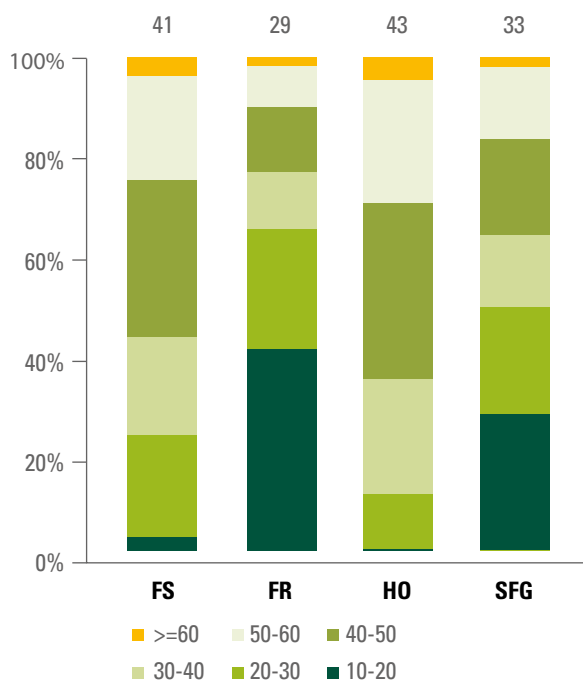


From these graphs can be seen, among other things, that large numbers of young people working a small number of hours are employed in the supermarkets. These are mainly students and schoolchildren doing part-time work alongside their studies. We have both boys and girls. The supermarkets provide them with very valuable first working experience and teach them a bit of the self-discipline needed to get up on time, show them how to treat customers, instil job discipline and, of course, teach them how to handle the money they earn. Contrary to public opinion and the attitude of the unions, where this is seen as exploitation of cheap labour, young people themselves

Staff analysed by gender



Staff analysed by age



see it as an attractive first job from which they learn a lot. In our job satisfaction surveys, this group of employees in particular shows very high scores. In addition, many women take part-time jobs in supermarkets, combining this work with home and family responsibilities. This explains the preponderance of women in the food retail business alongside the relatively small number of hours worked per week. The foodservice business, on the other hand, involves a large number of jobs concerned with logistics operations, which are less appealing to women. The age profile for foodservice is fairly balanced. The nature of the work, however, means there are not many places for non-adults. That also has to do with

the standard of education required. Many jobs in a supermarket are manual whereas the foodservice activities require more highly qualified staff. Most foodservice employees are on full-time or near-full-time contracts.

The situation at our head office is totally different. Many jobs require secondary education qualifications or even graduates. This kind of job usually involves working full-time or on a substantial part-time contract. There is a clear trend towards increasingly high standards of education. Head-office jobs are not really gender-specific but the type of organisation we are means that men are over-represented. We are attempting to give more jobs to women in two places within the organisation. We would like to get more women progressing onto the management teams of our supermarkets, not least because most of our customers are women. In our head office, too, we are seeing the number of women in management positions increasing, which is something we welcome. This is done to some extent when recruiting but, in our organisation, in which it is very important to train up and bring on our own people, it just takes time. At Sligro, incidentally, diversity is a matter for pragmatic and open discussion rather than something to be dogmatically imposed, which would lead to all kinds of practical difficulties to be circumvented. We know what we would like to see and we believe it is right that there should be a better balance between men and women but we are taking things steadily, step by step.

It is true, when it comes to the Executive Board, that it is made up of three men, and this situation is not going to change with the replacement of the CFO in 2015. Seven years ago we decided that it was very important for there to be internal succession planning for this job because of the Group's unique financial management model. The designated successor happens to be male and we believe his experience of the business to be more important than gender. The Supervisory Board is made up of three men and one woman. The increase in the number of members led to the appointment of a man simply because the procedure, based on qualities and matching of the established profile, made this particular male candidate the clear favourite. We believe possessing the right competencies, coupled with Sligro Green Blood, to be every bit as important as gender. That is what gives our business its strength.

PARTICIPATION ACT

The Participation Act (aimed at increased inclusion and participation of people with disadvantages in the labour market) comes into operation in 2015. Our company is one whose instinct is to look for capabilities rather than disabilities. However, this new piece of legislation is full of ambiguities and the 'sticker' issue is far from resolved. It is not clear where responsibility lies and, as an employer, we have to deal with

the UWV (the body implementing employee insurance schemes), municipal authorities, social services and sheltered employment organisations. We have 200 sites spread across the country and each region, each department even, has its own policy and vision. On top of that, various authorities are confusing their role of official body with that of customer of our company by demanding local reciprocity. We are taking part in a trial organised by the Brabant and Zeeland Employers' Association (BZW) involving the establishment of a dedicated organisation Werkbedrijf Oost-Brabant, creating a pilot region. Through this initiative we hope to help smooth the situation, with the aid of the General Association of Employers in the Netherlands (AWVN). We are also taking part in a trial in the Veghel area and we have conducted pilot schemes to employ disabled people as well. It is our observation that the primary and secondary legislation fails to take account of practical considerations. No doubt the penalties for non-compliance will be well organised, maybe they are its real purpose!

SAFETY

As a company we have an important responsibility for the safety of our employees and their perception of safety. Working for our company is not dangerous as such but it is nevertheless important to monitor safety closely if only to ensure that that continues to be the case. In 2014 we recorded 120 accidents (2013: 155). In 43 cases (2013: 53) treatment was necessary and, in 4 cases (2013: 4), the injury was serious enough to result in hospital admission. Obviously we have procedures in place for immediate investigation and accidents are reported as necessary to the Inspectorate of the Ministry of Social Affairs and Employment. Health and Safety support was contracted out to a professional services organisation in 2014, benefiting quality. We rolled out a new approach to risk assessments and standardised our evaluation procedures. The risk managers at our various sites received new training. The work instructions and safety cards for EMTÉ have been brought up to date and redistributed. They call for extra attention to the safe use of the various pieces of equipment in the store, including use by young people. Evacuation drills were held at all sites. There was one actual/attempted robbery in 2014 (2013: 2).

LEARNING AND DEVELOPMENT

Retirement and departure of staff made it necessary to re-staff this section of the HR-department. This provided the opportunity for a shift of emphasis, while respecting the work that had been done in the past, of course. One factor was the need for further digitisation, and the groundwork for this has been done. Important training programmes were connected with changes in our commercial approach. The implementation of Sligro 3.0 and even more so the Fijnproevers ('Gourmet') loyalty programme (because of its sheer scale) had quite a few

implications for our organisation and the associated training needs. Training for the Fijnproevers programme involved e-learning and the Sligro 3.0 training programme involved a combination of local on-site training sessions, team-building exercises and e-learning. To mark the retirement of the former head of training we instituted the Jan Hoenselaars Award for the best dissertation or final report from our employees, or their children (at graduate level). We consider learning and development to be an important pillar of our human resources policy.

Our employee satisfaction surveys have revealed a considerable need for development opportunities. It is clear that we have to improve communication in this regard. Lifelong learning is the norm. The challenge is to get staff to recognise that they bear their own responsibility in this connection. It cuts both ways.



AS A COMPANY WE HAVE
AN IMPORTANT RESPONSIBILITY
FOR THE SAFETY OF OUR
EMPLOYEES AND THEIR
PERCEPTION OF SAFETY

PROFESSIONALISATION OF HRM

We have been making substantial progress in recent years in the professionalisation of the HRM organisation itself. HRM is gradually undertaking all the tasks which logically fall within the department's remit, reporting on them and providing independent, reliable and relevant management information on our most important asset, our employees. The first substantial steps associated with going digital have been taken and another big step forward will be made with automation at the beginning of 2015 in the form of Management Self-Service. We are currently in the process of selecting a new platform for Employee Self-Service, which will also have much wider application as a platform for cooperation and communication. That will alter a great deal when it comes to communication, training, management, transfer of information and cooperation. We expect to be able to go live with this system in 2015, when we have completed a careful implementation process. Incidentally, this exercise is not something that is restricted to HRM alone. We are making progress with the efficiency and quality of the enormous administrative process connected with having 10,000 employees, including 4,000 with part-time jobs as assistants. This inevitably means a high rate of staff turnover.

WORKS COUNCIL

The three-year term of the current Works Council started at the beginning of 2014. We have only one Works Council, corresponding to the organisational structure of the Group. We are after all a single business with three routes to the market and one integrated back-office, as can be seen from the organisation chart on page 23. Sitting on the Works Council are representatives from all parts of the business, but the Works Council divides its duties according to subject matter rather than business activity. In a company with 10,000 employees you cannot manage without worker representation. We are required to have a Works Council by law but we see that 'necessity' as a blessing. Input from employees, formalised via a Works Council and reinforced every day in consultative meetings or otherwise, enhances the quality of the company, and this, too, contributes to our 'strength in unity'.

There were four regular Consultative Meetings during the year and two extra Consultative Meetings, each devoted to a specific topic. These meetings always begin with an exchange of information. The Executive Board reports to the Works Council in detail about what is going on in the company, both with respect to the various activities and regarding matters which directly affect staff. The Works Council reports in turn according to a rotational system. It is worth mentioning a few of the 'consultative projects' in particular:

- Far-reaching organisational changes having a major impact, such as the modular job classification system setup at EMTÉ, the rundown of the internal sales departments in

the Delivery Service centres and the new sales organisation for the foodservice business.

- The acquisitions and subsequent integration of Horeca Totaal Sluis and Rooswinkel, in particular the need for redeployment of staff in the case of the latter.
- The agreement of the new pension scheme (described below).
- The agreement of the new employee share ownership scheme (again described below).



These were far-reaching decisions or significant changes, all of which were agreed in a constructive and open dialogue. It is not always easy for a Works Council to assume joint responsibility for actions which sometimes hurt individual employees while being necessary for the company to have a good future. Moreover, some matters are complex, both as to content, for example when connected with legislation, and in their consequences. However, by devoting plenty of time to effective briefing in the special committees, it is nevertheless possible to reach a fair decision. With mutual respect and openness, and plenty of Sligro 'Green Blood', we always manage to arrive at satisfactory solutions. In 2014, the business also included the following items:

- Staff changes in various departments.
- The progress (and lack thereof) in CLA negotiations.
- The Group's 2013 Annual Report.
- The company-wide Sligro Food Group social plan.
- The employee satisfaction survey.
- The HRM roadmap and other developments affecting HRM.
- The Fijnproevers loyalty programme.
- The pension fund's annual report for 2013.
- The indexation of travelling expenses.
- The expense-allowance scheme.
- The cost-cutting programme 'Kicken op Kosten'.
- Staff assessment interviews.
- The CFO succession.

The above list reveals that there was plenty to talk about. Discussions were conducted in a particularly constructive

manner and, thanks to the preparatory work carried out in committee, they were productive. We owe the Works Council our respect for this and we are grateful to the Council for the pleasant and professional manner in which we have been able to work together.

EMPLOYMENT TERMS AND CONDITIONS

Our supermarket staff are covered by the Collective Labour Agreement for Large Food Retailers, and almost all other Sligro Food Group employees are covered by the Collective Labour Agreement for the Food Wholesale Sector. These two CLAs still have in common that negotiations in recent years have been extremely tough or have failed to reach agreement altogether. In contrast to our Works Council, the unions refuse to take responsibility for the necessary modernisation of conditions of employment. Both CLAs have since expired and no new agreements have been reached. For the employees who were covered by these CLAs, employers have unilaterally awarded pay increases so that their workers do not lose out because of the failure of the negotiations. We are actually quite happy with that situation. If the proper mechanism does not work we simply have to find one that does.

PENSIONS AND PENSION FUNDS

Coming into effect in 2015, the government imposed substantial restrictions on the accrual of pension rights in 2014. The new rules led to a great deal of discussion in the two main CLA groups affecting Sligro, resulting in 'emergency measures' shortly before year-end. One of the contentious issues was the problem of transitional 'rights' from the past. These rights (connected with early retirement arrangements under VPL legislation) mostly relate to half-hearted defined 'pre-pension' benefits, which are not properly funded. This means that a large group of employees is paying substantial amounts for a small group of relatively old men. Fortunately, there is growing resistance to this state of affairs that is still euphemistically referred to as 'solidarity'. Those employees who are covered by the wholesale sector CLA have been included in the company pension fund operated by the Group. We decided in the past against implementing the transitional arrangements, so we do not now have any schemes to 'dismantle'. Our scheme for the affected group was in the past largely in line with the arrangements for the sector, with the exception of the 'pre-pension' business. In 2014, however, in close consultation with the Works Council and the pension fund trustees, we decided on our own course of action. Obviously this scheme takes into account the legal requirements and the tougher regulatory standards. The new scheme is what is known as a collective defined contribution scheme, in which the contribution rate is fixed for both employer and employee for five years. The implementation of this scheme



also relieves us of compliance with a number of complicated accounting rules which appeared to show that the Group was exposed to far more financial risks relating to the pension fund than was actually the case. From now on, the employer's contribution payable by the Group will be the same as the related cost recognised in the profit and loss account. We decided that the reduction in pension rights should be reflected only to a limited extent in reduced contributions. Moreover, it is only the level of contributions payable by employees which is lower. Our intention with this decision is to be able to manage a higher rate of annual increase for pensions in due course, following the extra support measures which all affected parties had previously implemented in 2010. Our aim is that our employees after a lifetime of work should be able to support themselves in their retirement without having to start growing their own vegetables in an effort to make ends meet. The company pension fund is in relatively good health, with a funding ratio as at year-end 2014 of 126%.

EMPLOYEE SHARE OWNERSHIP

Ever since the flotation of our company we have been encouraging share ownership by employees (shares for the 'ordinary' man and woman). We are proud that, over the years, this has led to almost 4% of the shares being in the hands of our employees. That is all part of our 'Strength in unity Green Blood' culture. The problem, however, was that the scheme started to cost too much. The relationship between the 'value' of the shares for the employee and the cost to the company began to be excessively skewed. Various government initiatives had made the scheme simply too costly. Fortunately, in conjunction with the expense-allowance scheme, a reasonable solution has been found, coming into effect as from 2015. The new scheme comprises a combination of shares and 'Green Blood Certificates', a kind of share option. The Green Blood Certificates will still lead to increased share ownership in the fullness of time. The Executive Board has also converted its own options scheme into Green Blood Certificates, except that in the case of the directors the existing longer period for which shares must be held is maintained and now applies not just to 50% but to the entire 'benefit' potentially deriving from the scheme. The Works Council was wholeheartedly in favour of the revised scheme.

CORPORATE social responsibility

It is our practice to cover both our financial results and our sustainability performance in our annual report. In the sections 'Corporate social responsibility' and 'Organisation and employees' we set forth our vision, our approach and the specific issues we have addressed in 2014. We also report on progress towards our sustainability targets up to 2020.

OUR VISION OF CSR; HOW WE OPERATE

At Sligro Food Group, corporate social responsibility and commercial returns go hand in hand. The advantage of this approach is that CSR stays high on our agenda, even in tough economic times, or rather in today's new economic reality. For us, corporate social responsibility is simply a key element of professional and sustainable business practices. This may have to do with our position as a listed family business because, as a family business, we want to do things properly and treat our environment with due respect.

We measure the added value of Sligro Food Group by more than financial performance alone. As well as financial results, issues relating to safety (including food safety), energy, the environment and society also play an important role for us. Corporate social responsibility sits naturally in our integrated business vision, whereby we create value at the economic (Profit), environmental (Planet) and social (People) levels.

The focus in 2014 was again on the further definition and achievement of our CSR objectives. For several years now we have been showing how our intrinsic motivation, namely our sincere desire to help in shaping the world we leave to

the generations to follow, is perfectly compatible with the pursuit of quantified targets. We believe that this combination is important, because setting targets alone should not be an end in itself. What is ultimately at issue are the targeted, concrete improvements that our business is able to make bit by bit over time.

ONE BUSINESS, ONE POLICY

As a centrally managed organisation we pursue a single sustainability policy for the Group. The core themes, ambitions and targets accordingly apply to the Group as a whole. In the scope and extent of our reporting, however, we do distinguish between our foodservice and our food retail activities, in view of the scale of these activities. In foodservice, Sligro is market leader in the Netherlands (22.9% market share), demanding that:

- We encourage innovation
 - We are open to experiment
 - We assume the role of director of value chain orchestrator
 - We take sustainability initiatives as a matter of course.
- In food retail, EMTÉ is a small player (2.7% market share), so a more modest role is appropriate, meaning that:
- We tend to follow rather than initiate. . .
 - except with respect to EMTÉ's trump card: fresh produce.

Our scope and position in the chain





CHEESE & MEAT PRODUCTS



FOR US, CORPORATE SOCIAL
RESPONSIBILITY IS SIMPLY A KEY
ELEMENT OF PROFESSIONAL AND
SUSTAINABLE BUSINESS PRACTICES

ABOUT THIS REPORT

In this section we report on the results achieved and the most significant developments in the field of corporate social responsibility (CSR) in 2014. The figures concerning staff are given in the 'Organisation and employees' section of this report. Previous sections also contain information and key figures relating to the Group's organisation. The report has been prepared in accordance with the Global Reporting Initiative (GRI) guidelines and qualifies as level C (self-declared). Sligro seeks to improve the transparency and relevance of the annual report with the help of the GRI guidelines and the Transparency Benchmark criteria. The GRI table can be found on page 156 of this report. The topics covered in this CSR report have been nominated by the experts on the CSR Steering Group. The content of the report also reflects questions, responses and feedback from stakeholders such as consumers, employees, NGOs and shareholders and discusses developments in the sector, such as legislation and standards. The report's main target groups are our employees, customers, shareholders, suppliers and potential employees.

The report and the related GRI table can also be found on our corporate website. Please address any questions, comments or suggestions to: mvo@sligro.nl.

IMPLEMENTATION IN THE ORGANISATION

The Group makes use of a CSR Steering Group. The composition of this Steering Group has been matched to the CSR core themes which we have formulated for Sligro Food Group and for which the members bear ultimate responsibility for their respective areas within Sligro Food Group. The CSR Steering Group as a whole makes policy choices and the individual members implement them operationally within their respective areas. The CSR Steering Group is chaired by the chairman of Sligro Food Group's Executive Board. The CSR Steering Group met on eight occasions in 2014.

INTERNAL COMMUNICATION

Progress towards our sustainability targets was a regular item on the agendas of the meetings of the Works Council, Executive Board and Supervisory Board in 2014 and regular presentations on that subject were given at those meetings. Last year internal communication was scaled up in terms of frequency and volume. Our staff magazine 'SliM' devoted at least two pages each month to our sustainability activities and news of the latest developments was published on the Group intranet 'Slimnet'. September saw the organisation of the inspirational conference 'Food4Thought', connected with the sustainability debate within the Group. The conference



**WE RAISE THE SUBJECT OF
OUR SUSTAINABILITY POLICY
AT ALL LEVELS AND WITH
ALL SORTS OF GROUPS**

was attended by 150 staff and was addressed by outside speakers, to encourage debate and thought about the way in which we deal with food on a day-to-day basis, as well as the implications this has for future developments, the role we play in this as individuals and as a company and what our responsibilities are. To keep this inspirational debate alive in our company and, more particularly, to involve more people, an internal digital 'Food4Thought' newsletter has been launched.

EXTERNAL COMMUNICATION

Our all-new corporate website went live in 2014, with corporate social responsibility not only occupying more space but also having a more prominent position, with a separate link on the main navigation bar. We also actively sought to generate media interest last year with the object of publicising specific sustainability developments outside the organisation as well. We had noticed that we tended to sell ourselves short, perhaps out of natural modesty. Stories which succeeded in attracting particular media attention included the record sales of our Eerlijk & Heerlijk ('Honest & Delicious') ethical choice range and the popularity of beef from animals allowed to graze in Dutch nature reserves, sold under the Natuurvlees label.

STAKEHOLDER DIALOGUE

Our clear choices and definite targets spark interest and inevitably generate greater attention and a more intensive stakeholder dialogue. We raise the subject of our sustainability policy at all levels and with all sorts of groups, e.g. our shareholders, staff, suppliers, customers, sector organisations, public authorities, NGOs, people living in the vicinity of our sites and students. The content of this dialogue ranges, for example, from the specific matching of our sustainability policy to the wishes of customers to stimulating discussions with other players in the supply chain regarding the marketing of a sustainable product range. We are open to such dialogue and seek very much to engage in it.

There was again dialogue with various NGOs in 2014, with the emphasis on food safety, food reliability, food availability and animal welfare. In general we find these discussions constructive and we are able to report that the differences in points of view are not as great as public perceptions suggest, so that the argument is increasingly about the speed of progress and priorities.

As a major player in the food market we play a responsible role by assuming administrative functions and by our active involvement within sector and regional organisations. We are, for instance, an active member of the Centraal Bureau Levensmiddelenhandel or CBL ('Dutch Central Food Retail

Association') and we perform a number of management and committee functions, including those relating to sustainability. The Group is represented on the executive committee of the Dutch Foodservice Institute (FSIN) and, in the CEO Convention, we have a presence on the Advisory Board and in the Food Squad in a managerial capacity.

A new development concerns AgriFood Capital. In 2020, North-East Brabant will be a leading region for agriculture and food – a region with an international reach, with the power to attract people from across the Netherlands and with local forms of partnership. Businesses, public authorities and academic establishments in the region are working together to develop innovative products, technologies and concepts. Together they are seeking solutions to problems facing society such as sustainability, food and health. As a key player, we are very much involved in this programme and perform a pioneering role in it as well as a function on the foundation's executive committee.




CSR CERTIFICATION

Initially we opted to focus on content rather than form and were always rather circumspect when it came to certification of our CSR activities. This was basically a pragmatic decision, given the reach and complexity of our organisation. We have, however, now taken a further step towards certification. We have been looking at all the possible models and decided on FIRA. FIRA verifies the CSR information of companies and institutions, providing a quantifiable basis for discussion of CSR performance, using reliable data. In November 2014 we made a start with this process and our aim is to complete registration after the publication of this report. We can then start populating the FIRA database with current information and key figures.



CORE THEMES, AMBITIONS AND TARGETS

There are three core themes to our CSR policy, which we believe cover the areas in which our major opportunities and challenges lie and for which we bear the greatest and most obvious responsibilities for reporting in the chain: people, the environment and our product range. We have formulated qualitative and quantitative ambitions for each of these themes.

Our core themes		
People	Environment	Product range
		
Our employees Our customers Our community	Energy CO ₂ Packaging Waste	Sustainability Health Food waste

AMBITIONS AND TARGETS

The ambitions that relate to these core themes are:

People

We want to offer our employees and their families a challenging, inspiring and safe working environment. We want to play an active and responsible role in the community in which we are directly or indirectly involved.

Respect for all stakeholders is part of our CSR policy. One way in which this respect is expressed is in transparent communication with customers, about products and about resolving problems. Customer satisfaction for us is a measure of the extent to which customers perceive Sligro as treating its customers well. We have therefore set ourselves the goal of sustained improvement in our Net Promoter Score (NPS).

Environment

We aim to play a pioneering role, in which our respect for the environment drives us constantly to undertake bold but sensible innovation, keeping social and economic returns in balance while remaining aware of our stewardship responsibilities.

As a measure of the success of our efforts, we have calculated our CO₂ emissions. To relate our CO₂ emissions to the growth of our business in the coming years, we express them as a percentage of sales. We are aiming to reduce our CO₂ emissions

as a percentage of sales by 20% between 2010 and 2020 – what we refer to as our 20-20 goal.

Product range

It is our responsibility to assist and motivate our customers to make sustainable and healthy choices.

Our unique Eerlijk & Heerlijk (literally 'Honest & Delicious') ethical choice range, which we launched in 2010, forcefully identifies the sustainably produced products we have on offer. We are aiming for 10% year-on-year growth in Eerlijk & Heerlijk sales up to year-end 2015.



CHALLENGES, QUESTIONS AND DILEMMAS

There is more than one side to the sustainability coin

'Sustainability' is a broad umbrella for a variety of issues and interests. These may run parallel to each other but sometimes they run counter to each other because differing interests or goals are at stake and the one does not necessarily outweigh the other. Animal welfare versus food safety is just such a dilemma. What is more important: to give chickens the most natural possible life by allowing them complete free range or to give them better protection against bird flu by keeping them indoors? And what if there is an adverse environmental impact by not being able to control the manure issue as effectively in free range husbandry – as is the case with organic chickens, with which CO₂ emissions are 60% higher than with intensively reared chickens. Such considerations and therefore the different choices available are reflected in the products on the shelves of our supermarkets. After all, not every consumer has the same priorities or cares about sustainability to the same extent. Making the product range more sustainable, therefore, is not a simple either/or matter but one which requires a constant balancing act and step-by-step progress.

Deregulation?

National government is devolving more and more authority down to municipal level. This deregulation at national level has major implications for supermarket formats that have national or supra-regional coverage, as nearly all of the Dutch supermarket chains do. Local authorities now have the power to make changes to legal requirements that previously applied nationwide. And that is happening. The result is that different municipalities have different rules and regulations relating to such things as opening times, energy covenants and the implementation of the Alcohol Licensing and Licensed Premises Act, making it increasingly difficult for supermarket organisations to apply the same policy in all their stores. This leads to inefficiencies and increased costs plus confusion and frustration for customers.

Supermarket reputations

Our supermarkets lie at the heart of the community and play an important role not only in the economy but also in society at large. Supermarkets put life's primary necessities of food and drink within the immediate reach of everyone in the Netherlands. We assume responsibility for the safety, healthiness and sustainability of the products we sell. It is accordingly us and the supermarket sector that politicians, NGOs and the media turn to when it comes to complying with legal requirements or getting other players in the chain and the general public to conform to society's wishes. The numerous initiatives which we and the

Central Food Retail Association (CBL) take in relation to sustainability and healthy eating mean that, as an industry, we stick our heads above the parapet, making it easy to target us collectively. It seems we are expected to be able to solve all kinds of problems – products from Israeli-occupied areas, food fraud, irregularities in factories, intensive chicken farming, PC concerns about Zwarte Pieten ('Black Peter' figures who traditionally accompany Saint Nicholas in the run-up to Christmas) on our shelves – it is up to the supermarket sector to sort it out, or stand accused of being behind it. Such often negative stories emanating from the food supply chain are quickly spread via social media, as are all the various opinions circulating in the population generally or promulgated by self-appointed experts. Increasingly this is creating a picture at odds with reality and this we should be concerned about and need to address. In order to guard and enhance our reputation, both we and the CBL will be focusing as far as possible on fact-based communication, with strong emphasis on the social and economic relevance of the food retail and foodservice sector.

Tax

We also consider paying our way in society – in the form of taxes, according to the agreed rules – to be part of our Corporate Social Responsibility. We are transparent in our payment of tax on the basis of a tax agreement, referred to as Horizontal Supervision, that we entered into with the Dutch Tax & Customs Administration in 2014. This 'covenant' contains reciprocal agreements on the manner in which the company and the tax authority will deal with each other in a transparent manner. This has included performing a tax self-assessment, assisted by outside consultants. Nearly all our activities are carried on within the Netherlands and this means that Dutch corporation tax is payable on the entire taxable profit in the Netherlands. Obviously, we take advantage of all the tax facilities which the law provides, but without attempting to test the limits. Moreover, since we have very little debt, we make a substantial contribution to the Dutch tax take on company profits. We do not engage in any tax avoidance schemes involving countries with lower tax rates. The following statement shows how much actual corporation tax we have paid in the last five years.

(x € million)	
2014	23
2013	22
2012	18
2011	17
2010	21
	<hr/> 101 <hr/>

The total amount is €101 million, and we should just like to mention that the lower figures in 2011 and 2012 were partly to do with special accelerated depreciation facilities by which the

government attempted at the time to encourage investment, and we responded to the incentive. As can be seen from our cash flow statement, not only do we pay a great deal in corporation tax but we also make many other payments to public authorities as well. In some cases it is we ourselves who owe the tax which is payable, for example as an employer, but in other cases we are simply collecting tax on behalf of the government (as an unpaid public servant), as in the case of VAT, excise duty and employees' PAYE income tax and social security contributions. Over the past five years, these payments have been as follows:

(x € million)	
2014	209
2013	212
2012	197
2011	193
2010	195
	1,006

The above statement shows that we have collected and paid over more than €1 billion in this type of tax.

DEVELOPMENTS AND PROGRESS BY CORE THEME

People Our employees

We are very well aware that our success is entirely down to our employees. They are the key to success not only in terms of production capacity but more especially as regards their conduct, their commitment, passion, customer care, creativity and entrepreneurship. This annual report therefore focuses closely on our employees (starting on page 45), discussing business culture, vitality and other elements of our ambitions in that area. We believe our corporate culture to be one of the most robust and durable distinctive success factors of our business. That is why we devote a great deal of time and attention to it. The

section covering employees also contains the key figures on the workforce and the results of the employee satisfaction survey.

Our customers

Respect for all stakeholders is part of our CSR policy. One way in which this respect is expressed is in transparent communication with customers, regarding the quality and origin of products and about resolving problems. Customer satisfaction for us is a measure of the extent to which customers perceive Sligro as treating its customers well.

Customer satisfaction – foodservice

Back in 2013 we initiated a structured approach with the object of measuring Sligro's Net Promoter Score (NPS) on an ongoing basis in the same way as for EMTÉ. Not only do we measure our own performance but we also benchmark the results against our competitors. The 2014 survey again showed that Sligro scored highest among the nationally operating wholesalers.

Sligro NPS: 17
Promoters: 28%
Detractors: 11%
Passives: 61%

The NPS is arrived at by taking the difference between the percentage of promoters and the percentage of detractors. It is not itself a percentage but an absolute number in the range -100 to +100.

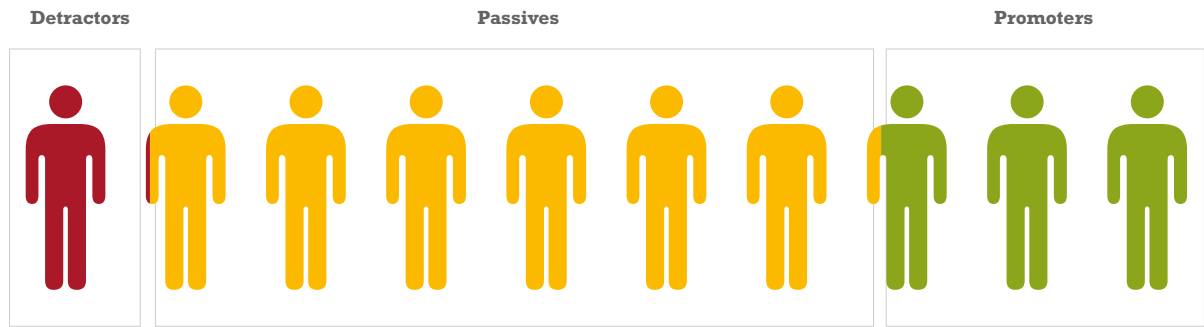
Customer satisfaction – food retail

We also measure customer satisfaction with EMTÉ using the NPS. In addition we use the annual GfK summer and Christmas reports to see how EMTÉ scores compare with other super-markets.

GfK summer and Christmas reports

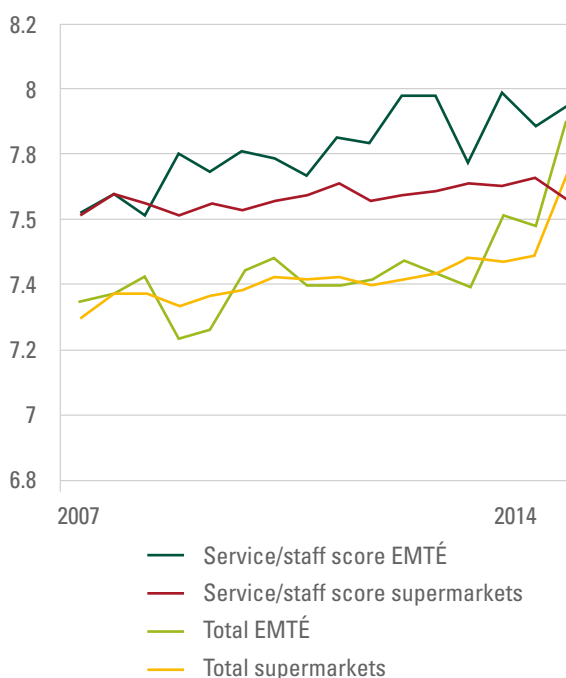
Starting with the 2014 Christmas report, GfK has changed the way it does its survey. The new survey method includes only the opinion of the primary and secondary customers. Previously, the

Sligro Net Promoter Score: 17



GfK customer satisfaction survey arrived at a final ranking based on the summer and Christmas reports combined. With effect from the 2014 Christmas report, the presentation of the different supermarket formats is included in the overall ranking. On that basis EMTÉ ranks in 10th place. For the sake of comparison, however, and to permit a trend to be seen we are restricting ourselves to the customer rating, and it should be pointed out that the customer rating as from the 2014 Christmas report relates solely to regular customers. They represent approximately 75% of the total sales. In terms of customer rating, EMTÉ ranks in 3rd place. Measurement of the customer friendliness score has also changed since the previous Christmas report. From now on, this score takes into account several factors in addition to the friendliness of staff, such as the availability of staff, product information, waiting times at the checkout and tidiness of the store. This rating is now referred to as 'Service/staff'.

GfK 2014 fresh produce report



EMTÉ Net Promoter Score: 45

Detractors



Passives

Promoters



For the fifth time, EMTÉ was voted as the supermarket with the best meat department in the Netherlands.

Most customer-friendly businesses in the Netherlands

EMTÉ was named as the most customer-friendly supermarket in the Netherlands in a customer survey by Market-Response in 2012. In 2013, EMTÉ came in third. Last year we managed to climb up a rung again to 2nd place. Overall we ranked in 11th position in the list of 'most customer-friendly businesses in the Netherlands' (2013: 18th).

Mystery shopper research at EMTÉ

The overall score from this customer survey has been showing a steady improvement for several years: 7.87 (2010), 7.99 (2011), 8.06 (2012), 8.14 (2013). In the 2014 survey we once again managed to improve our overall rating, albeit by a small amount, with a score of 8.15.

Net Promoter Score EMTÉ

There was a change in the way that the NPS is arrived at in the 2014 customer survey, making the score comparable with that for Sligro. The sample size had already been increased to more than 10,000 customers in 2013 and, last year, there was a further increase in the number of respondents to no fewer than 23,230 customers. The value of this research has therefore become so great that it is now possible to draw conclusions at store level as well and decide on action plans accordingly. Our Net Promoter Score improved compared with 2013.

EMTÉ NPS: 45

Promoters: 51%

Detractors: 6%

Passives: 43%

OUR COMMUNITY

Sponsorship and support for good causes

We have made a conscious decision to lend our long-term support to a number of specific social/societal, people-orientated activities or good causes, in order to prevent the funds earmarked for this purpose from being diluted across a whole range and variety of projects. We continued our long-standing support for Liliane Fonds and Villa Pardoes in 2014.



Sponsorship involves being deliberately selective. Our support comes with strings attached, and has to make a meaningful contribution to our business, marketing and sustainability strategies. In all our sponsorship projects, therefore, we seek close cooperation with the beneficiaries or the organisers of an event based on mutual equality. This creates a logical link between what is sponsored and Sligro Food Group or a particular part of the business and can deliver the relevant added value on the principle that 'you don't get something for nothing'. Our detailed sponsorship policy can be found on our corporate website.



Verwenzorg

Van Hoeckel (our business unit specialising in the institutional market) and its employees have been actively involved in the Verwenzorg ('Tender Loving Care') project. The object is to provide patient care for the chronically ill, not by ensuring proper medical care but by improving their quality of life, for example by giving them personal attention. Large groups of people with a chronic illness, such as those living in homes for the elderly, are not able to organise celebrations, do the things they enjoy or simply arrange a nice day out for themselves because they are dependent on others. That is where Tender Loving Care comes in. For Van Hoeckel, TLC means providing voluntary support staff and propagating the message. In this way, Van Hoeckel and its employees are also directly and personally involved in ensuring the well-being of our customers' patients. Their initiatives and activities also encourage other Sligro Food Group employees to do similar things. In 2014, for instance, staff from various departments at the Sligro headquarters and the Sligro delivery service centres across the country played an active part in numerous TLC events organised by Van Hoeckel involving its care sector customers.



DoSocial

Van Hoeckel is one of the founder members of DoSocial, a new foundation formed by several organisations which are directly or indirectly involved in care or are keen to make their contribution towards it. Together they have one single overarching objective: structural improvement in the social well-being of the elderly and/or people needing help. These efforts rely on every partner in the cause contributing to the realisation of social initiatives. That mainly involves contributing hours, manpower, resources, expertise and/or know-how. And, of course, they also make a financial contribution, but that is not the primary objective. What is important is the strength that comes from working together.

For example, DoSocial has set up the Sociale Voorraadkast ('Social Store Cupboard'), a digital marketplace for social supply and demand. Socially justified requests can be placed in this 'cupboard' and others can then offer what they have to give. Thus supply and demand are brought together and activities are performed which make a structural improvement to the well-being of care clients. DoSocial was responsible for several major initiatives in 2014 which also provide a scalable example for others to follow. A lovely garden was created, for instance, for residents of the De Ronssehof home in Gouda and, by employing crowd funding methods among other things, plus the efforts of tens of volunteers, the sightseeing boat Ilje is navigating the canals of Amsterdam, enabling clients of the care organisation Cordaan once more to enjoy a canal trip. In 2015, Do Social will also be turning its attention to vulnerable and lonely elderly people still living at home, with initiatives centred on the neighbourhood function of a district centre. Van Hoeckel is a fervent supporter of DoSocial activities and allows its employees every opportunity to make an active contribution to this initiative.

Christmas hampers and good causes



Selling special Christmas hampers to support good causes has become a tradition at Sligro. In 2014 it supported the Liliane Fund and the Nationaal Ouderenfonds, in this way.

Each fund is linked to a specific Christmas hamper and a fixed donation is made to the good cause for each hamper sold. In 2014, this campaign raised a total of more than €25,000 for these good causes.

Food bank

In Sligro's logistics model, all products that cannot be sold from all outlets are returned to the central distribution centre in Veghel. Here they are sorted into 'usable' and 'no longer usable'. Usable products that are suitable for a food bank are collected at regular intervals by the Veghel-Udenand 's-Hertogenbosch Food

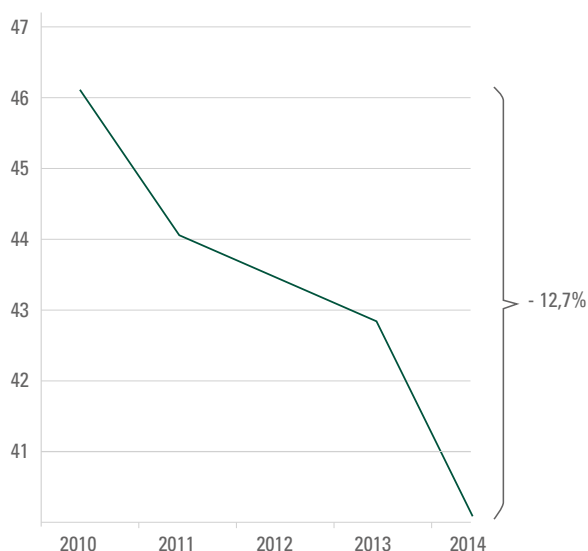
Bank organisation. In addition to this ongoing support, to mark the reopening of the Sligro outlets in Maastricht and Eindhoven we made an extra financial donation to the food banks in those towns.

THE ENVIRONMENT

We aim to play a pioneering role, in which our respect for the environment drives us constantly to undertake bold but sensible innovation, keeping social and economic return in balance while remaining aware of our stewardship responsibilities.

As a measure of the success of our efforts, we calculate our CO₂ emissions as a percentage of sales. We are aiming to reduce our

Reduction in CO₂ emissions as % of sales



CO₂ emissions as a percentage of sales by 20% between 2010 and 2020.

The CO₂ graph shows the CO₂ emissions in relation to the total sales expressed as grams of CO₂ equivalents/net sales in euros.

Scope:

The total energy usage for the stores, wholesale outlets, offices, distribution centres and production sites plus all goods movements between all stores, wholesale outlets, distribution centres and production sites used by the Group in 2014.

Trend:

In 2014 we achieved a 5.5% reduction in CO₂ emissions compared with 2013. Over the space of four years there has been an improvement of 12.7%. The relatively sharp reduction in 2014 is partly explained by the warm weather, which resulted in much lower gas consumption. Another factor is the 3% increase in sales compared with 2013.

We have defined three priority areas within the overarching theme of 'the environment':

- Energy
- Logistics
- Waste

Energy

Gas

Scope:

The total gas usage for the stores, wholesale outlets, offices, distribution centres and production sites used by the Group in 2014.

Trend:

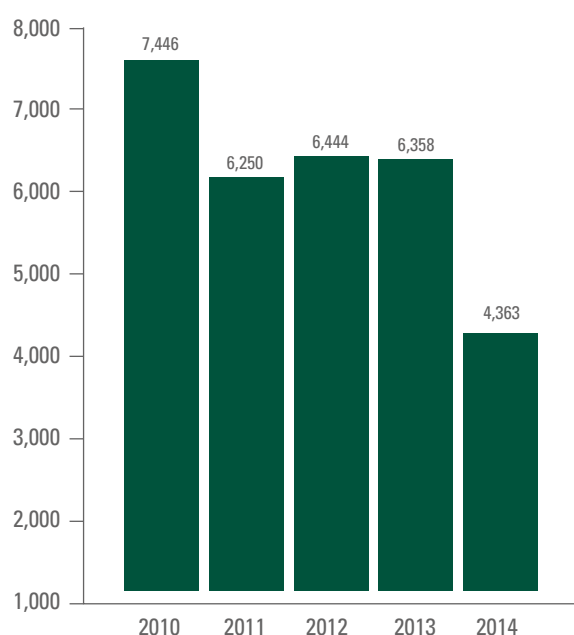
With a drop of more than 31%, gas consumption in 2014 was sharply lower than in 2013. In volume terms this means we used almost 2,000,000 m³ less gas.



IN 2014 WE ACHIEVED
A 5.5% REDUCTION IN CO₂
EMISSIONS COMPARED
WITH 2013

The main explanation for this was the exceptionally warm year. With an average temperature of 11.7°C, 2014 was the warmest year since regular temperature records were first kept, in 1706. The higher temperatures alone led to a reduction in our gas consumption of 22%. The additional savings of 600,000 m³ of gas are attributable to the optimisation of existing heating systems and the new-build projects in which gas is not used at all. The new Sligro premises in Maastricht, Gouda and Berkel en Rodenrijs have no gas. These buildings are entirely heated by heat recovery from the refrigeration equipment. In 2015, any new premises we build will as far as possible not have gas and existing heating systems will be further optimised.

Gas, consumption in m³ x 1,000



Electricity

Scope:

The total electricity usage for the stores, wholesale outlets, offices, distribution centres and production sites used by the Group in 2014.

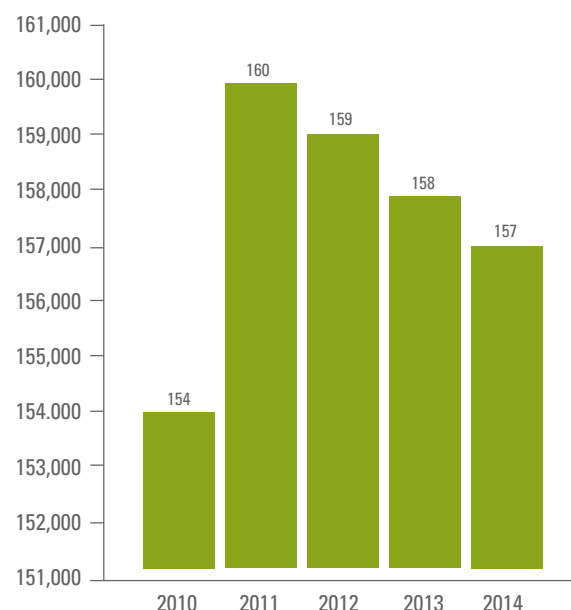
Trend:

There was a slight drop in electricity consumption in 2014, in fact less than 1% compared with 2013. In the case of electricity, the warmer weather in 2014 had the opposite effect, in that our air-conditioning and refrigeration systems used more power. However, with the further introduction of daytime closures on the freezer chests in our wholesale outlets and the commissioning of new sites with more energy-efficient equipment, total electricity consumption did go down. The new Sligro sites in Maastricht, Gouda and Berkel en Rodenrijs are much more energy-efficient than the old wholesale outlets in Maastricht and Gouda and the delivery service sites in The Hague and Barendrecht. The conclusion of the supermarket covenant also contributed to lower energy consumption by our EMTÉ stores. In

2015, the open freezer chests will be fitted with daytime closures in a number of the wholesale outlets.

Electricity, consumption in kWh x 1,000

Logistics



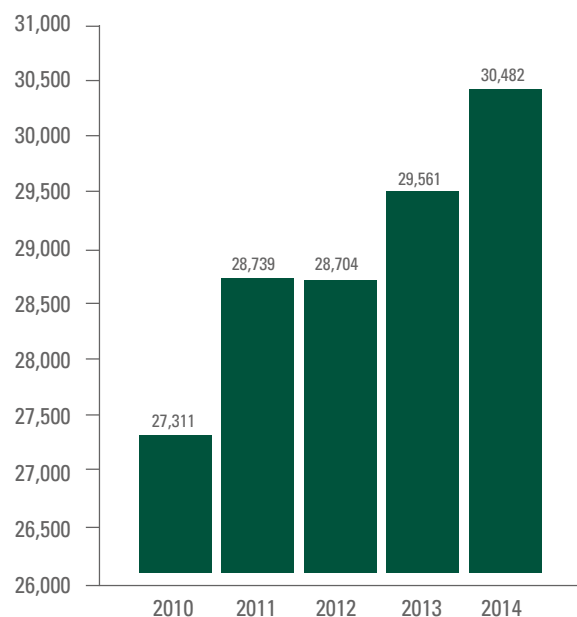
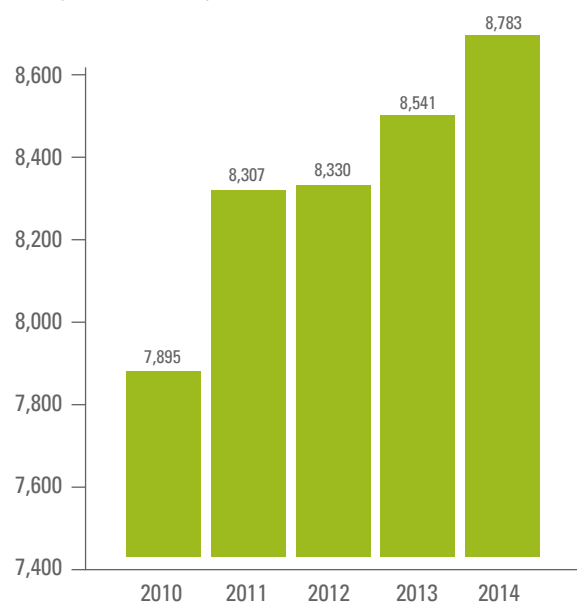
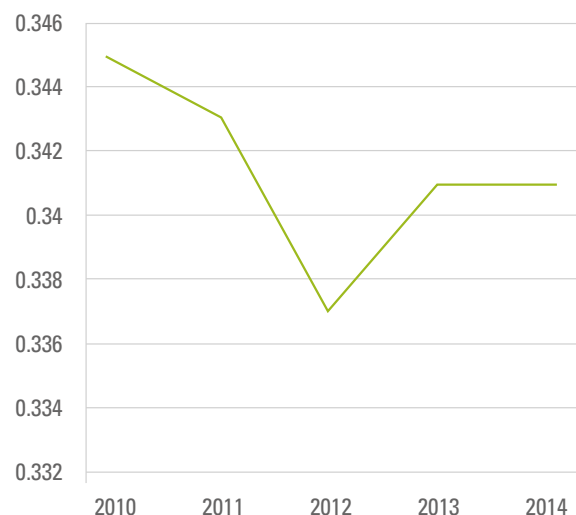
Scope:

Transport within Sligro is almost entirely contracted out to specialist logistics service providers. Services provided for:

- Transport from the Central Distribution Centre in Veghel to the Sligro outlets
- Deliveries from the Retail Distribution Centres in Putten and Kapelle to the EMTÉ supermarkets
- Deliveries from the Sligro Delivery Service Centres to customers.

Trend:

The use of alternative fuels is still in its infancy. Trials involving LNG-powered and electric vehicles have so far made only a limited contribution to the targeted reduction in CO₂ emissions. Trucks are, however, becoming increasingly fuel-efficient and, by the same token, have reduced emissions. A great deal more can be achieved by having an increasingly dense distribution network and larger transport volumes. Bigger drops and fewer stops reduce the distance driven significantly. Further attention will be devoted to this trend in 2015, with the introduction of a new transport concept for that purpose. In addition to fuel consumption we shall be looking increasingly at the refrigeration systems for chilled and frozen foods in the trucks. The first entirely new systems were brought into use in 2014. These systems do not have separate combustion engines to drive them, enabling fuel savings of more than 50% (for refrigeration) to be achieved. They also meet the highest environmental standards and are almost noiseless in operation. Some systems incorporate a battery pack, allowing them to run with zero emissions for a substantial proportion of any journey.

Distance in km x 1,000**Fuel, in litres x 1,000****Litres of fuel per €100 sales****Waste**

We aim to produce less and less waste in our production, logistics and sales processes. We believe we have an important duty to throw away as little as possible and reduce residual waste in particular. Sending residual waste to landfill or incineration does not do businesses, the environment or society any favours in the long term. By reducing waste and separating waste streams for recycling we can minimise the environmental impact of our waste. The waste streams we nevertheless generate we endeavour to give a second life as far as possible by using them as raw material for something else or converting them into green energy. In that sense, waste is not a valueless residual product but rather a resource or product at the start of a new cycle. Waste can thus have a second life and be used for new raw materials or to generate green energy. In this way, we are helping to limit such things as climate change, CO₂ emissions and scarcity of raw materials.

Some examples:

- The entire stream of waste paper and cardboard, Styrofoam/EPS, glass and plastic film for recycling is returned to the processing industry.
- All products beyond their sell-by date, from both wholesale and retail channels, go for anaerobic digestion.
- Outdated and waste food from our Culivers production kitchens also goes for anaerobic digestion.
- All fats and oils are collected for the biodiesel industry.
- All meat, fish, poultry and game waste and products beyond use-by date/BBD are always collected as Category 3 ABP waste so it can be used for the animal feeds industry.

The CO₂ emissions from our waste stream are entirely dependent on the way in which our waste is processed by third parties. We can control the volume of waste and oversee proper waste separation. Beyond that, waste processors determine what the CO₂ emissions from our waste will be, depending on what route they choose for processing it. For that reason, we publish the CO₂



reduction we achieve by offering our separated waste for processing instead of the figures for un-separated and residual waste.

CO₂ reduction in the chain due to waste separation

2010:	3,133 tonnes
2011:	3,395 tonnes
2012:	3,700 tonnes
2013:	3,668 tonnes
2014:	5,214 tonnes

Trend:

The greater part of the sharp increase in 2014 results from improved technology for the anaerobic digestion of food waste. Increasing amounts of useful energy can consequently be obtained from these high-energy input materials and less waste is needed to produce a given amount of heat.

Scope:

These figures include all tonnages for the various waste streams: outdated products, Category 3 waste/ABP, vegetable kitchen and food waste, glass, paper & cardboard, film and cooking oil. The reduction in CO₂ emissions is calculated on the basis of the 2014 conversion factors for each waste stream as used by Van Gansewinkel. The CO₂ figures used have been arrived at by reference to the TNO research establishment, using ISO 14040/14044 procedures and standards. This approach is supported by the LCA (Life Cycle Assessment) platform of the European Commission and other organisations. The stated CO₂ reduction is the reduction for the entire chain. This is because some materials can be reused after waste separation, which means a significant reduction in CO₂ emissions when they are made into new products. This is because recovering such secondary raw materials uses less energy than incinerating them and extracting and processing primary raw materials. This CO₂ saving in the chain is not part of our 2020 target for our 'in house' CO₂ emissions (transport plus gas and electricity consumption).

PRODUCT RANGE

Purchasing policy

Within a wholesale and retail business like Sligro Food Group, purchasing and supplying goods play a key role. We believe it is important for us to be able to offer our customers quality products produced with due regard for CSR principles. The standards we set ourselves are contained in our Suppliers Handbook. This covers such things as product and food safety, BSCI certification, product traceability, packaging, the quality management system, incident management & recalls, audits and our ethical choice label Eerlijk & Heerlijk ('Honest & Delicious').

Eerlijk & Heerlijk



It is our responsibility to assist and motivate our customers to make sustainable and healthy choices. This is what lay behind the development of our Eerlijk & Heerlijk range. Eerlijk & Heerlijk can be seen as an umbrella brand under which all sustainably produced items in Sligro Food Group's product range are sold. There are four categories:



Organic

Fair trade



Sustainable

Local

Our objective is to offer the widest possible choice of sustainable products. No distinction is therefore made in the Eerlijk & Heerlijk range between 'A' brands and Sligro Food Group's exclusive brands.

In each of the four categories we have products with carefully selected certifications, which guarantee that they actually make a genuine contribution relevant to that particular category. In the



→ Promotional film clip
Eerlijk & Heerlijk

appendix at the end of this report there is a complete list of the certification marks qualifying for inclusion in the Eerlijk & Heerlijk range.

The Eerlijk & Heerlijk product range is still growing. Our current aim is to have achieved 10% year-on-year growth by the end of 2015. We shall be announcing our 2020 target in 2015; we do not consider it realistic to look so far ahead at this stage.

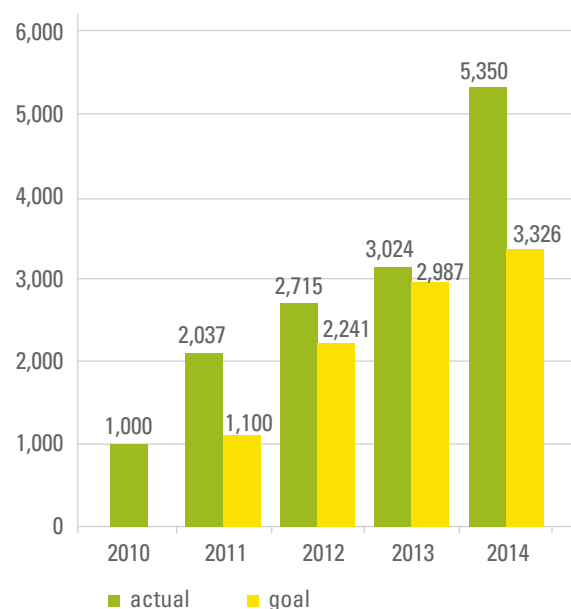
There were several major additions to the Eerlijk & Heerlijk range in 2014, resulting in a sharp, 77% increase in the number of products labelled Eerlijk & Heerlijk. This expansion is seen in three out of the four categories defining the range. The exception is 'local'.



Number of Eerlijk & Heerlijk products in our range

2010:	1,000
2011:	2,037
2012:	2,715
2013:	3,024
2014:	5,350

Number of Eerlijk & Heerlijk products:



Eerlijk & Heerlijk sales

The sharp rise in the number of products under the Eerlijk & Heerlijk label meant that Eerlijk & Heerlijk sales in 2014 topped €150 million for the first time. The final sales figure for the whole of 2014 was almost €165 million, an increase of 37% compared with the preceding year. The proportion of sales accounted for by Eerlijk & Heerlijk products exceeded 5% for the first time, too, with a final figure of 6.2% – a result to be proud of!

Number of products per category:

	2013	2014	Change
Organic	870	1,205	+38%
Fair trade	884	1,201	+36%
Sustainable	1,034	2,847	+175%
Local	459	399	-13%

The biggest increase stems from the inclusion of sustainable non-food products in the range. In this context, 21 non-food certification labels have been added to the four categories of Eerlijk & Heerlijk, all of them relating to the 'sustainable' aspect. The Eerlijk & Heerlijk food range has also undergone sharp expansion. The most important addition in the food line concerns the label Keten Duurzaam Varkensvlees ('Sustainably Produced and Marketed Pigeat'), which confers 'sustainable' certification. Under this label, which was previously part of the environmental certification mark Milieukeur, more than 400 pigeat products have been added to the range. In addition, a large number of organic products have been added and growth in the number of UTZ Certified products continues.



Numbers of food products in the Eerlijk & Heerlijk range for each certification mark (blue shading indicates new labels added in 2014):

Certification mark	No. of products		
	2013	2014	Change
ASC	23	50	+117%
BAP	50	25	-50%
Beter Leven keurmerk	460	515	+12%
- of which with 1 star	306	319	+4%
- of which with 2 stars	18	42	+133%
- of which with 3 stars	136	154	+13%
Organic labels	868	1203	+39%
- of which Demeter	2	3	+50%
Fair for Life / For Life	0	13	-
Fairtrade / Max Havelaar	225	287	+28%
Fairtrade Cocoa Program	0	8	-
Global GAP	103	96	-7%
Keten Duurzaam Varkensvlees	0	401	-
Label Rouge	19	17	-11%
Milieukeur	80	118	+48%
MSC	198	223	+13%
Naturland Wildfish	0	12	-
Rainforest Alliance	73	100	+37%
UTZ certified	659	892	+35%
VISwijzer: green	0	56	-
VISwijzer: orange	0	30	-

STICHTING DE NOORDZEE AND EERLIJK & HEERLIJK

Sligro Food Group signed an alliance with Stichting de Noordzee, the not-for-profit organisation behind the sustainable fish VISwijzer and Goede VIS op de Kaart programme initiative in 2014. The aim of this alliance is to arrive at a reliable and independent assessment of the entire fish range carried by Sligro Food Group, applying VISwijzer standards, with all products qualifying for a green or an orange VISwijzer label being included in the Eerlijk & Heerlijk range. Stichting de Noordzee will also have an advisory role with respect to making our fish range more sustainable. It is expected that the assessment of our fish range will have been completed by midway through the second quarter of 2015.

HEALTHY RANGE

The 'healthy eating' tick mark (Ik-Kies-Bewust' or IKB - literally 'I make informed choices') is widely accepted in the sector as an indicator of healthier products.

Number of different IKB products carried:

2012: 813

2013: 885

2014: 1,103 (996 'A' brands and 107 own label)

The increase in 2014 is partly a consequence of an increase in

the number of 'A' brands carrying the IKB mark of approval. We also started applying for IKB approval for our own-brand products in 2014.

BETER LEVEN AND FAIR TRADE

In addition to the ongoing attention to animal welfare and fair trade inherent in our Eerlijk & Heerlijk programme, EMTÉ participated in two themed weeks devoted to extra promotion of the ethical product range. During the Beter Leven Week (theme: animal welfare), running from 20 to 26 October, we promoted meat bearing the Beter Leven label right across the range both in-store and in our customer communication. The Beter Leven stamp of approval was developed by the Dierenbescherming ('Dutch animal protection league'), which obtains independent professional guarantees before awarding the label. Depending on the conditions in which animals are kept and the relevant legislation, one, two or three stars are awarded. EMTÉ offers the full range of choices. Similarly, a 'Fair Trade Week' was held from 25 October to 2 November, focusing on products bearing the Fairtrade/Max Havelaar label to highlight the need for a better future for farmers, farm labourers and their families in developing countries.

BREAK POINT; THE HEALTHY SCHOOL CANTEEN

We are supporting our customers with a scheme to encourage the sale of healthy products in schools. Using the tagline Breakpoint, dé gezonde schoolkantine ('Breakpoint; the healthy school canteen') we are helping schools and caterers to reverse the trend towards unhealthy lifestyles among young people and encouraging a healthy lifestyle instead.

2012: 27 Breakpoint locations

2013: 37 Breakpoint locations

2014: 52 Breakpoint locations



FOOD WASTAGE – FOOD RETAIL

The Dutch Food Sustainability Alliance, in which we participate through our CBL affiliation, named 2014 the Year against Food Wastage. As part of this initiative it was agreed that supermarkets should try and organise at least two activities designed to make consumers more aware of food wastage. In our Boodschappen ('Food Shopping') magazine aimed at EMTÉ customers we accordingly devoted considerable space to food wastage. In a regular column entitled Slim kopen & koken ('Clever ideas for buying & cooking') we give hints on how to make savings and handy tips for using up leftovers. Bundled with Issue 9 was a pull-out 'Savings ABC' kitchen poster with practical tips for avoiding food wastage and saving energy in the kitchen.

Alongside those efforts, there were the ongoing activities aimed at reducing food wastage, focusing on the categories of processed meats/cheese, fresh meat and dry goods.

- The changes that were implemented at the end of 2012, particularly in the modular product range make-up of the processed meats and cheese category, with tighter management of the range based on sales and footfall, did not immediately translate into lower food wastage losses in 2013 (3% reduction that year). By contrast, the reduction in wastage in 2014 was substantial – down by 20% compared with 2013.
- Wastage losses in the fresh meat department have been reduced by 13% compared with 2013, as a result of supply chain optimisation and changes in pack sizes.
- We have also succeeded in reducing wastage in the goods with long shelf lives, with 14% less taken off the shelves and going to waste compared with the preceding year.
- The total wastage of products in our stores last year was reduced by 8%. This is on top of the 15% reduction achieved in 2013.

BSCI

We have been signed up to the Business Social Compliance Initiative (BSCI), an audit system for monitoring and steadily improving working conditions at suppliers, since 2010. The scheme now has more than 1,400 affiliated members in 20 countries. There is a BSCI code of conduct, covering such things as minimum wages, freedom to organise and negotiate collectively, overtime payment, ethical treatment, health & safety and a ban on child labour, discrimination and forced labour.

The code of conduct for suppliers is also part of our own corporate code. The BSCI methodology and tools are applicable to all sorts of products, both food and non-food. As such, this code has also been made an integral part of the Suppliers Handbook, which the Group produced in 2014 for all its suppliers.

As from May 2015, there will be a new BSCI Code of Conduct, under which the quantified requirement of 67% of suppliers assessed as 'approved' or 'improvement needed' will cease to apply. However, this will not alter the Group's fundamental belief and conviction that, by talking to the suppliers concerned, it should attempt to improve working conditions in risk countries, having due regard to the particular products and with respect for local market conditions. The Group will be continuing to address these issues in its dealings with its contract partners in 2015 with the aim of agreeing concrete plans for improvement and a step-by-step improvement in the entire chain.

As well as our three core themes - 'People', 'Environment' and 'Product range' - for each of which we have defined our qualitative and quantitative ambitions for 2020, many other sustainability-related activities were undertaken within Sligro Food Group in 2014 which were of a more one-off or short-term nature. They are certainly worth mentioning here, because they give a good insight into the broad scope of our sustainability-related efforts:

BREEAM CERTIFICATION FOR BERKEL EN RODENRIJS SLIGRO DELIVERY SERVICE CENTRE

Back in 2013 we commissioned our new Sligro Delivery Service Centre in Venray. With its various design features, choice of materials and energy-saving systems, the building qualified for BREEAM certification rated 'GOOD' (2 stars). Further development of the knowledge and experience gained in Venray resulted in BREEAM certification rated 'VERY GOOD' (3 stars) for our new Sligro Delivery Service Centre in Berkel en Rodenrijs opened in 2014. A diagram illustrating the savings achieved in this building can be found on pages 72 and 73.

EMTÉ PARTNERING KINDERZWERFBOEK PROJECT

As many as 15% of children in the Netherlands leave school functionally illiterate. We believe it is important for children to be encouraged to read and improve their reading. For several years now, EMTÉ has accordingly been involved in initiatives such as BoekenBakkersActie, a competition for writers of children's books, and in a partnership with the child support charity Stichting Kinderhulp for distributing Kinderzwerfboeken (literally 'wandering books for children'). These are books intended to pass from one child to another. They are left in schools, in hospitals, on trains, in waiting rooms, in hotels, at

petting zoos and on buses. And it works. In recent years, hundreds of thousands of children have received a boost to their language skills from the million or so books that have been sent on their travels. In 2014, EMTÉ donated 60,000 children's books, which have been distributed mainly in areas where children do not have easy access to books.

EMTÉ AND THE 'NATUURVLEES' LABEL

At EMTÉ we set great store by the quality of our fresh products. When it comes to meat, we have been voted the supermarket with the best meat department for several years now. It is therefore only natural that we should take a pioneering role in sustainably produced meat. In the autumn of 2014, in partnership with the cooperative NCN (Natuurvlees Coöperatie Nederland) we launched a pilot in 20 stores to sell meat bearing the Natuurvlees label and it has since been decided to sell this meat in all EMTÉ stores from the spring of 2015 onwards. This meat, which has exceptionally high sustainability credentials, comes from Limousin cows between four and eight years old which have been free to roam outdoors in nature reserves in the Netherlands, such as areas managed by Staatsbosbeheer – the Dutch 'Forestry Commission' – for practically their entire lives. Animal welfare is an important factor here. The animals have plenty of space in which to graze and browse, with a 'stocking density' of less than one beast per hectare. Calves are born and grow naturally. They are fattened naturally and feed largely on what is available in the nature reserve. Antibiotics are only used when necessary from an animal welfare point of view. The farmers are paid a previously agreed price for their beasts. EMTÉ pays the NCN a subsidy per kilogram. This is used to cover all the NCN's costs and any remainder is divided among the nature reserve manager and the farmers who have supplied the animals, providing an extra source of income for them. NCN is a non-profit organisation. The cooperative is currently working to expand the number of affiliated farmers so as to have a sufficient volume available to be able to sell 'nature reserve beef' in all EMTÉ stores as from spring 2015. For more information, visit: www.natuurvlees-nederland.nl

FILLING UP WITH A DIFFERENT KIND OF JUICE

The number of electric and hybrid vehicles in the Netherlands is growing steadily and, despite the fact that the more recent models in many cases have quite a range, we are asked fairly regularly by head office staff and visitors whether it would be possible to 'fill up' with electricity at Sligro. We have therefore decided to install charge points next to 4 parking spaces at the head office in Veghel in order to gain experience and see whether charge points in places like these really meet a need.

TRANSPARENCY BENCHMARK

Our annual report is also assessed against the Transparency Benchmark of the Ministry of Economic Affairs, Agriculture & Innovation (EL&I). Although this does not measure our actual sustainability performance and only rates our report on the degree of transparency, this benchmark does give us information on how our transparency compares with that of other companies. A total of 409 companies are officially included in the Transparency Benchmark but this year 165 companies did not appear in the rankings because of a 'zero score' or failing to publish information. A tougher scoring method means that the average score for the companies that were included is lower than last year: 99 points in 2014 compared with 104 in 2013. With a score of 120 points out of a possible 200 we finished in 100th place out of the 244 companies that were assessed. This means our position in the overall ranking remained the same. We can, however, be proud of our ranking in the 'Retail' category, where we came in 4th place, putting us among the leaders out of 36 retail and wholesale businesses. The average score for this category (excluding zero scorers) was 84.

	2014	2013	2012
Score:	120/200	138/200	99/200
Overall ranking:	100/244	97/500	124/500

Since the new Transparency Benchmark criteria are not consistent with the way in which we report, we do not expect any substantial improvement in 2015

HEAD-OFFICE PRINTER PROJECT

We reported last year on the project begun in 2013 to replace all the printers and copiers with the object not only of cost savings but also of achieving improved sustainability. The project was completed in March 2014 and we were then able to gauge the actual savings achieved. The replacement programme ultimately resulted in the installation of 465 more energy-efficient pieces of equipment. The number of pages printed on both sides has risen by more than 25% since the introduction of the new equipment, making a direct contribution to the reduction in CO₂ emissions. A concerted effort will be made in 2015 to cut back on the printing of documents generally and on colour printing and copying in particular.

PRODUCT RECALLS IN 2014

There were 118 product recalls in 2014, analysed as follows:

- 41 concerning exclusive brands (own brand, house brand, private label)
- 68 concerning 'A' brands
- 9 concerning Superunie brands.

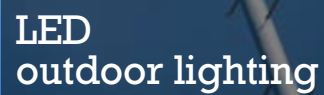


SCAN THE QR-CODE AND
VIEW THE FILM CLIP OF
RON VAN MEEGEN,
NON-FOOD EMPLOYEE
AT SLIGRO



Better
energy
performance
than legal
requirement of
73%





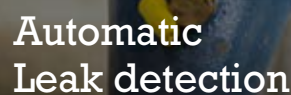
LED
outdoor lighting



Insulation panels
Reduction of energy used for heating
and cooling



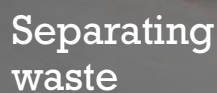
Green spaces
Planting of green spaces minimises
building's impact on flora en fauna



Automatic
Leak detection



Battery management
system Savings **30%**



Separating
waste



Safe
cycling



Flush volume
Savings **100,000 L**

Global Reporting Initiative (GRI) table

Indicator		Whereabouts in report
Vision and strategy		
1.1	Directors' statement of responsibilities.	Foreword
Organisational profile		
2.1	Name of the reporting organisation.	Sligro Food Group N.V.
2.2	Main brands, products and/or services.	Summary/Profile
2.3	Operational structure.	Profile
2.4	Head office location.	Veghel
2.5	Number of countries in which the organisation is active.	Profile
2.6	Ownership structure and legal form.	Important dates
2.7	Sales markets.	Profile
2.8	Size of reporting organisation.	Profile
2.9	Significant changes during reporting period.	None
2.10	Awards received during reporting period.	CSR chapter
Reporting parameters		
3.1	Reporting period.	2014
3.2	Date of most recent report.	21 January 2015
3.3	Reporting cycle.	Annual
3.4	Contact point for questions about report or contents.	mvo@sligro.nl (CSR chapter)
3.5	Process for determining contents of report.	CSR chapter – About this report
3.6	Scope of report.	CSR chapter – About this report
3.7	Any specific restrictions on scope of report.	N/a
3.8	Basis for reporting on other entities.	N/a
3.10	Explanation of effects of reformulation of information previously provided.	N/a
3.11	Significant changes compared with previous reporting periods.	N/a
3.12	Table showing location in report of standard reporting elements.	CSR chapter – About this report
Executive Board, obligations, engagement		
4.1	Management structure of the organisation, including committees reporting to the senior management body	Directors and management
4.2	Chairman of the senior management body.	Directors and management
4.3	Organisations with a simple management structure: number of independent and/or non-executive members of the senior management body.	N/a
4.4	Mechanisms by which shareholders and employees can make recommendations to or exercise co-determination rights on the senior management body.	Shareholders' Meeting and Works Council (Employees)
4.14	List of groups of interested parties involved by the organisation.	CSR chapter – About this report
4.15	Basis for identification and selection of interested parties to be involved.	CSR chapter – About this report
Performance indicators		
Economy		
EC1	Direct economic value generated and distributed, including revenue, operating expenses, staff remuneration, donations and other social investments, retained profit and payments to capital providers and public authorities.	Financial Statements
EC3	Coverage of liabilities relating to the organisation's defined-benefit plan.	Financial Statements
EC4	Significant financial support from a public authority.	None
Climate		
EN3	Direct energy consumption via primary energy sources in joules or multiples of joules (such as gigajoules).	CSR chapter – Energy
EN4	Indirect energy consumption via primary energy sources in joules or multiples of joules.	CSR chapter – Energy

Indicator		Whereabouts in report
EN5	Energy saving due to reduced consumption and efficiency improvements, in joules or multiples of joules.	CSR chapter – Energy
EN6	Initiatives to switch to energy-efficient or renewables-based products and services and reduction in energy consumption as a result of these initiatives.	CSR chapter – Energy
EN7	Initiatives to reduce indirect energy consumption and reductions already made.	CSR chapter – Energy
EN16	Total direct and indirect emissions of greenhouse gases by weight (in tonnes CO ₂ equivalent).	CSR chapter – CO ₂
EN17	Other relevant indirect emissions of greenhouse gases by weight (in tonnes CO ₂ equivalent).	CSR chapter – CO ₂
EN18	Initiatives to reduce emissions of greenhouse gases and reductions achieved.	CSR chapter – CO ₂
EN22	Total weight by type and method of disposal.	CSR chapter - Waste
EN27	Percentage of products sold and of which the packaging is collected, by category.	CSR chapter - Waste
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	CSR chapter – Logistics / CO ₂
Working conditions		
LA1	Total personnel by type of job, collective labour agreement and region .	Employees
LA4	Injuries, occupational diseases, sickness absence and work-related deaths by region	Employees/ website
LA7	Injuries, occupational diseases, sickness absence and work-related deaths by region.	Employees – Sickness absence
LA8	Education, training, counselling, prevention and risk control programmes in place to assist workforce members, their families or community members regarding serious diseases.	Employees - Safety
LA10	Average number of hours' training received by employees per year, by job group.	Employees
LA11	Programmes for competency management and lifelong learning aimed at guaranteeing the ongoing employability of staff and to help them at the end of their career (retirement preparation).	Employees
Human rights		
HR1	Percentage and total number of substantial investment agreements including clauses on human rights or subject to verification of compliance with human rights.	CSR chapter – Product range
HR2	Percentage of principal suppliers and contractors subject to verification of compliance with human rights and measures taken.	CSR chapter – Product range
HR5	Activities in respect of which it has been determined that there could be substantial risk to the right of free association and the right to negotiate collective labour agreements and measures taken to uphold those rights.	CSR chapter – Product range
HR6	Activities in respect of which it has been determined that there could be a substantial risk of child labour and measures taken to prevent child labour.	CSR chapter – Product range
HR7	Activities in respect of which it has been determined that there could be a substantial risk of cases of forced or compulsory labour and measures taken to prevent forced or compulsory labour.	CSR chapter – Product range
Society		
S06	Total value of donations, both financial and in kind, to political parties, politicians and related institutions, by country.	None
S07	Total number of lawsuits relating to anti-competitive, cartel-based and monopolistic practices and the outcomes of such lawsuits.	None
S08	Monetary value of material penalties and total number of non-monetary sanctions relating to non-compliance with legislation or regulations.	None
Product responsibility		
PR5	Policy on customer satisfaction, including results of customer satisfaction surveys.	CSR chapter - Clients

Eerlijk & Heerlijk range certification marks

FOOD

Organic

European organic logo
EKO
Demeter
Bio Equitable
Natuurland
EcoSocial
Biogarantie
Agriculture Biologique
Soil Association
Bio Siegel
Bio Suisse
Consejo de Agricultura Ecológica
IBD Organico
Argencert
USDA
KRAV
Ø-Merket
Australian Certified Organic

Fair trade

Fairtrade / Max Havelaar
UTZ Certified
Fair for Life
For Life
Fairtrade Cocoa Program
Fairtrade Sugar Program

Sustainability

MSC
ASC
Natuurland Wildfish
VISwijzer groen
VISwijzer oranje
Milieukeur
Rainforest Alliance
Beter Leven label 1 star
Beter Leven label 2 stars
Beter Leven label 3 stars
Keten Duurzaam Varkensvlees
Label Rouge
France Limousin
CPE Vrije Uitloop
produCERT Scharrel Kippenvlees
produCERT Scharrel Rundvlees
produCERT Scharrel Varkensvlees

NON-FOOD

Organic

EKO
Demeter
Global Organic Textile Standard
Organic Exchange 100 Standard
Cosmebio BIO
Ecocert Organic
NaTrue 3 stars

Fair trade

Fairtrade / Max Havelaar
Fairtrade Cotton Program

Sustainability

EU Ecolabel
Nordic Ecolabel
Der Blaue Engel
Milieukeur
Ecocert Natural
NaTrue 1 star
NaTrue 2 stars
IVN (Internationaler Verband der Naturtextilwirtschaft)
Ecologo (Canada)
PEFC
FSC
Kiemplantlogo
OK Compost
Ecover