



# *In transition*





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## Preface

# *In Transition*

2019 was a year of improvement and renewal. Van Loon Group is in transition. The successful introduction of our ‘no meat’ product line The Blue Butcher was perhaps the most notable. However, we have also been working hard on internal progress. For instance, greater targeted investment in our employees and continuing to optimise our business processes. What is more, this was an active year in terms of business acquisitions.

“In 2019 we were off to a flying start with The Blue Butcher, our new vegetarian product line that tastes just like meat. It is now time for us to quantify where we want to go with this. My gut feeling is that it could grow to a maximum of 10% of our turnover. The market share for vegetarian products is currently still limited, but The Blue Butcher opens up the opportunity for us to operate on the global market that could produce a major leap forward. In addition, The Blue Butcher has really energised our company. It has given our R&D and Sales departments an enormous boost and I’m really enjoying that feeling.”

“All in all, 2019 was a good year for us, in spite of the fact that the raw material price for pork was extremely turbulent. The fact that we control the entire supply chain is extremely advantageous for us. With our label ‘Varken op z’n Best’ (‘Pork at its Best’), started in 2019, we have increased sustainability and added further improvements in the pork supply chain. Of course, working on increasing sustainability across the board is a never-ending process, but it must be done for a reason.

“2019 was also the year in which we acquired ENKCO and Verhey Meat. We are working hard to achieve optimal integration of these businesses into the Van Loon Group. This is not easy, but we have certainly learnt a great deal about the process of business acquisition. We know precisely what is a good fit and what is not acceptable. Now we need to reorganise our business in the best way possible. I want to mobilise employees to make us ready for our strategy TOPFIT’24.

To this end, we will invest heavily in our people, in long-term employability. Van Loon Group stands for entrepreneurship. That is demonstrated in the core values we redefined in 2019. I am glad that entrepreneurship and ‘winning together’ are still characteristics of our business. Never a dull moment. We are incredibly dynamic and it’s a privilege to be able to be a part of that.”

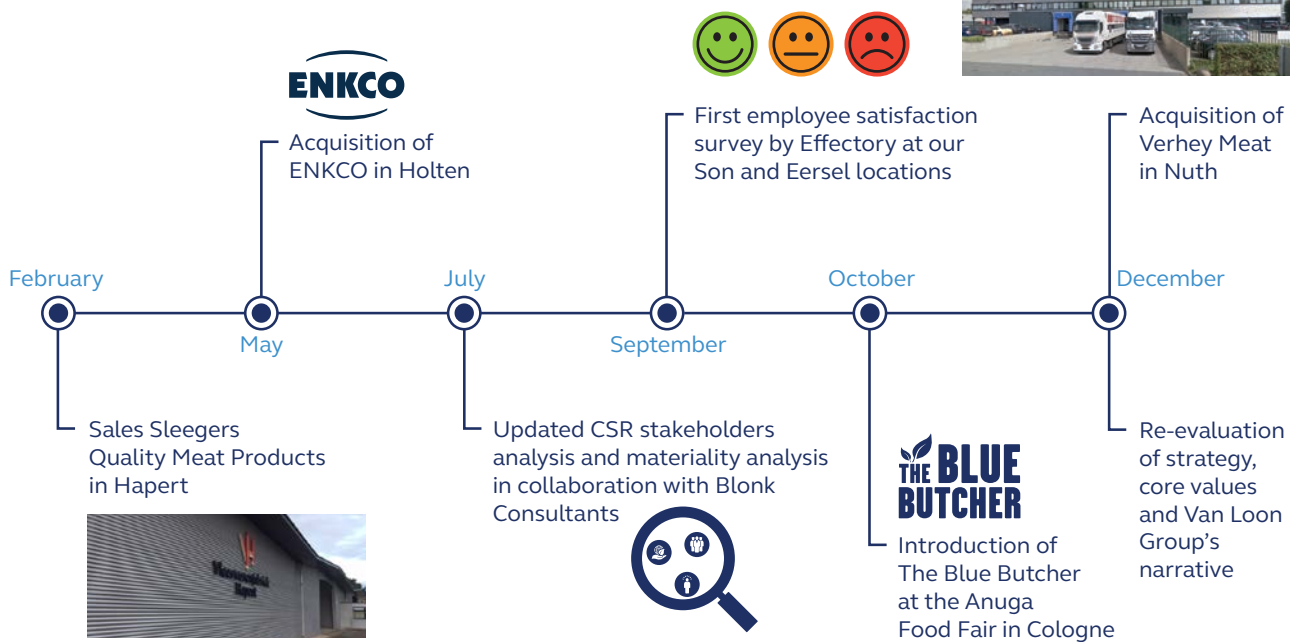
On behalf of the management team,

Roland van Loon  
Technical Director



Van Loon Group management team, (left to right): Jan Weijers - CEO, Roland van Loon - Technical Director, Pieter Geraerts - Financial Director, Cyril Claessens - Commercial Director

## Highlights 2019



# Van Loon Group

Van Loon Group is an enterprising family business and consists of six passionate, innovative and forward-thinking producers of meat products and meat substitutes.

## **Our mission**

We contribute to our customers' success by creating delicious, responsible meat products and meat substitutes for the enjoyment of consumers.

## **Our vision**

We deliver a varied range of high quality, sustainable and innovative products to the consumer through a range of channels. We are able to achieve this because our employees form the heart of our business and we strive every day to make a difference.

## **Our ambitions**

We have the ambition of being and remaining the most sustainable and customer-oriented producer of meat products and meat substitutes.



## ***Our core values***

### **Improving every day**

Van Loon Group has been focussing on the question of how to improve since 1971. Better collaboration in the supply chain. Making production more efficient and more sustainable. That's why we are continuously innovating, testing and learning. Day after day. Enabling us to offer our clients and the end users the absolute best.

### **Focussed on the future**

Van Loon Group is an integral part of society and accepts its responsibility for the world of tomorrow. We shape the future based on sustainable relationships with colleagues, customers and suppliers. Always with respect for people, animals and the environment.

### **Committed team players**

We are proud of our family history and we are committed to our colleagues. We listen, ask questions and challenge them. We provide each other with feedback and communicate openly with each other, working as a team to deliver the best results.

### **Winning together**

We aim for success. We seek out solutions where others see threats. We are not afraid to stick our necks out and to take responsibility. We demonstrate decisiveness and determination, proving we have a winning mentality.

## ***Our strategy***

To ensure sustainable, profit-making growth of the organisation.

## ***Our strategic guiding principles***

### **Employees**

Our employees make up the heart of our business. We invest in the knowledge, skills and professionalism of our people and ensure their long-term employability. This enables us to safeguard the continuity of our business and allows us to serve our customers better.

### **Sustainability**

Van Loon Group is an integral part of society and feels a joint responsibility and commitment to the world of tomorrow. We therefore practice a practical and concrete sustainability policy that is supported throughout the entire organisation. This enables us to increase sustainability in every aspect of our business operations, allowing us to act proactively to make our customers' sustainability objectives possible.

### **Operational Excellence**

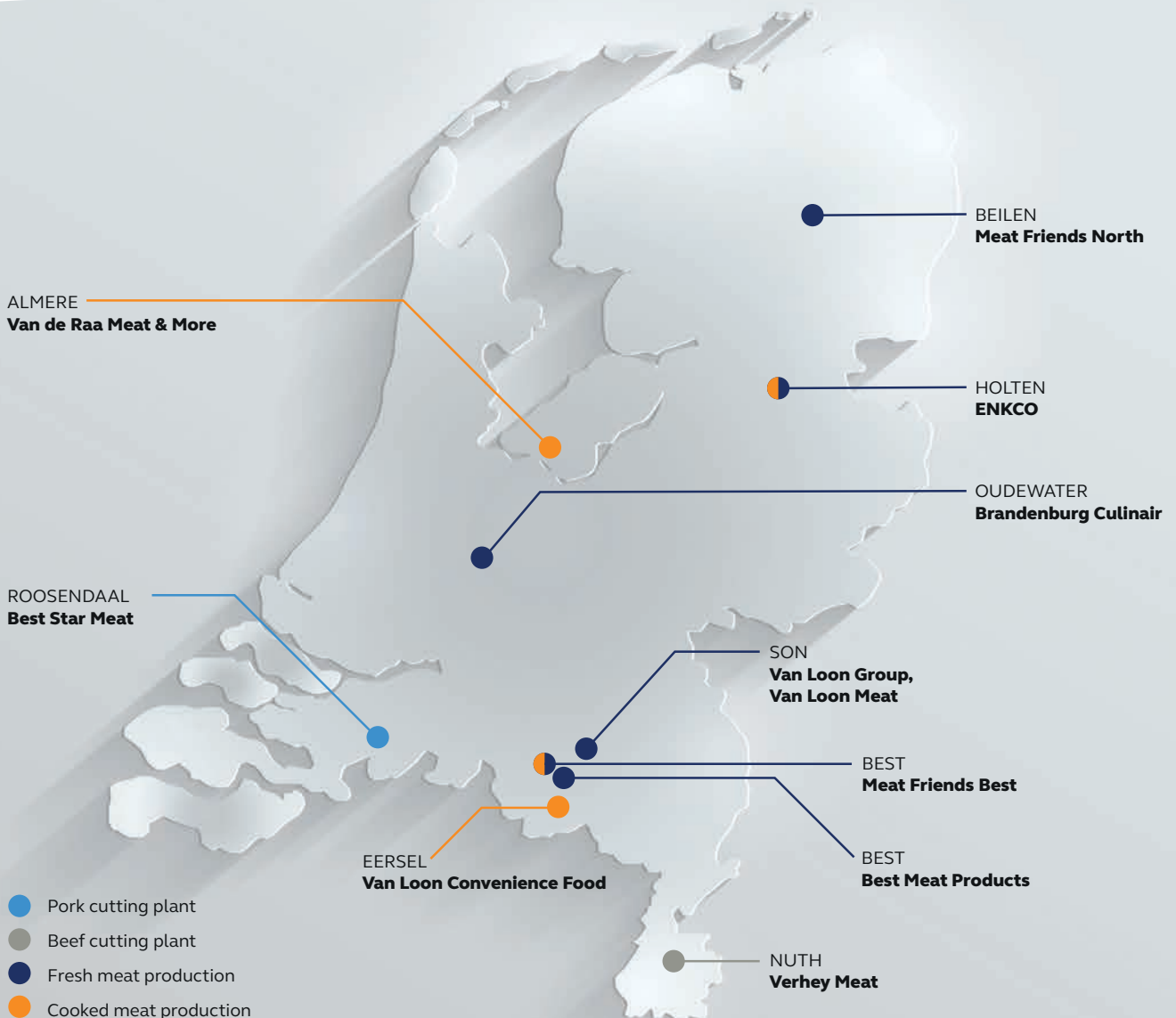
Van Loon Group operates in a competitive market. To enable us to guarantee a competitive cost structure, we invest continuously in advanced production facilities, processes and systems.

### **Growth**

We aim to strengthen our market position and profitability still further by autonomous growth and promising business acquisitions. This is possible with existing product groups and in existing markets, but also with new product groups and in new (geographical) markets.

# Van Loon Group businesses

Van Loon Group's headquarters is in Eindhoven/Son, The Netherlands, and consists of 6 different producers of meat products and meat substitutes with various production facilities spread throughout the entire Netherlands.







**Van Loon Meat** supplies an extensive range of pre-packaged meat products to the international retail market. We supply this from our ultra-modern production site at the Ekkersrijt Industrial Zone in Eindhoven/Son.  
[www.vanloonvlees.nl](http://www.vanloonvlees.nl)



**Meat Friends** supplies pre-packaged meat products to the retail market. The company has production sites in Beilen and Best. Meat Friends gives it all for its customers. The company is extremely flexible in response to customer requests and outstanding at developing new meat concepts.  
[www.meatfriends.nl](http://www.meatfriends.nl)



**Brandenburg Culinaire** offers its customers tailor-made meat concepts such as oven-ready meat, BBQ products and other specialities. Brandenburg's Culinary Ham and Culinary Pork gained a place at the forefront of the Dutch retail market.  
[www.brandenburgculinaire.nl](http://www.brandenburgculinaire.nl)



**ENKCO** is a specialist in high-quality chilled and frozen products such as burgers, meatballs, sausages and other quickly-prepared products. ENKCO holds a strong position in foodservice and B2B markets.  
[www.encko.com](http://www.encko.com)



**Best Star Meat** supplies pork to other Van Loon Group businesses and to industrial customers. In addition, in its role of certified supply chain manager for the Beter Leven (better life) quality label, it maintains all our contacts with the livestock farmers who are contracted to Best Star Meat.  
[www.beststarmeat.nl](http://www.beststarmeat.nl)



**Verhey Meat** was established in 1895 and specialises in professional processing of cattle originating from the dairy industry. The high-tech production location in Nuth processes the cattle carcasses with care, butchering, packaging and labelling them to customer specifications.  
[www.verheyvlees.nl](http://www.verheyvlees.nl)

# Value chain



In its role as supply chain manager for the Beter Leven (better life) quality label, Van Loon Group has pork and beef livestock farmers under contract



Purchase of Veal, Poultry, .....  
-Lamb and Game cuts

Parts of the value chain where Van Loon Group ■ is active ■ is not active



• Processing

- Retail
- Catering
- B2B

• Consumer

# Stakeholders

As a producer of meat products and meat substitutes, Van Loon Group plays a crucial role in the supply chain. Cooperation with stakeholders is essential for the success of the business.

The most important direct stakeholders are our colleagues, customers, livestock farmers and slaughterhouses. We aim to actively involve these stakeholders during the design of our sustainability programme. We also keep track of consumer sustainability preferences and trends by holding

discussions with our customers and keeping up with market research.

We intend to involve our most important stakeholders even more as we continue designing our sustainability policy.





**Trends and developments into 2020**

# New meat?

The market for meat substitutes is a rapidly emerging market. In the Netherlands we can already observe a growth of around 15% in 2019. From this it looks as though 2019 was the year in which meat substitutes have finally made a breakthrough. Consumers are continuing to make more conscious decisions based on health and sustainability.

Various diets are growing, such as low sugar, low carb, paleo and the absolute favourite diet of 2019 according to Google, intermittent fasting. One in three consumers says they want to eat less meat and a third of young people do not eat meat every day. The number of vegans, vegetarians and flexitarians is continuing to grow. Around 10% of Millennials are vegans or vegetarians and no fewer than 15% in Generation Z. An increasing number of large companies in the food industry are responding to this. One after another they

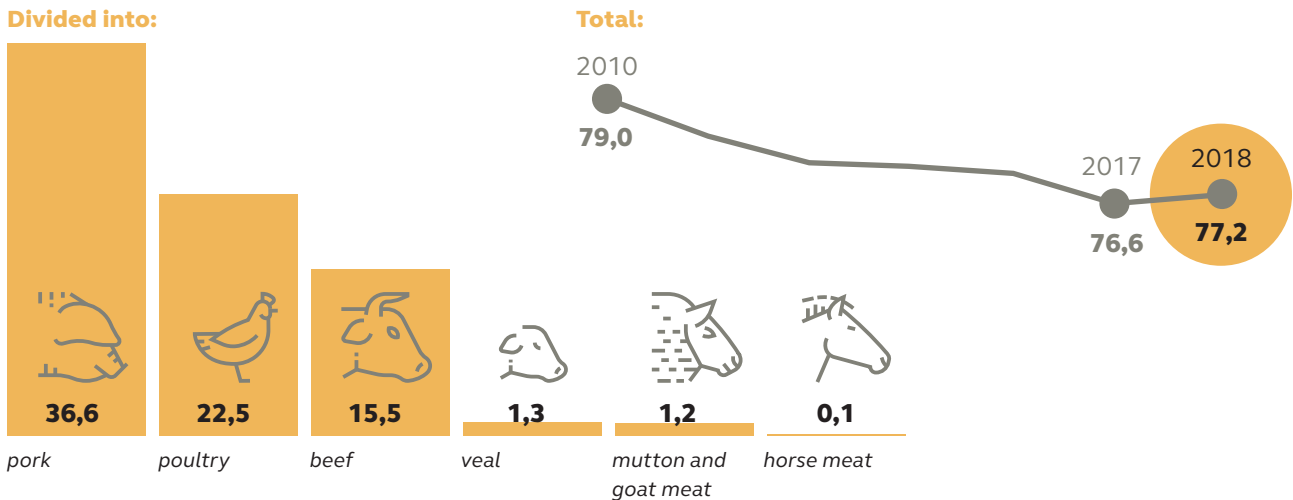
are bringing meat substitutes on to the market, often based on meat concepts such as pulled meat. Innovation is moving rapidly when it comes to meat substitutes. There are continuous developments in the field of taste, structure and ingredients.

**Traditional meat consumption**

Research by Wageningen University & Research shows that meat consumption grew by 600g in 2018. For comparison, that is the equivalent of 3 hamburgers.

## How much meat did the consumer eat last year?

Total meat use (in kg based on carcass weight) per person in the Netherlands per year:



Figures based on carcass weight. As a rough estimate, approximately half of this is eaten as meat and meat products.

source: WUR



This was a surprising result because for the previous 7 years, meat consumption virtually only decreased in volume. It is difficult to predict if this growth will continue or will level off again, partly because there is no clear indication of what exactly caused this growth. Possible causes that have been suggested are that people consume more meat when they eat out and summers are becoming warmer so that people barbecue more often. In any case, this increase shows that eating traditional meat is still popular.

#### **Making conscious product decisions**

Consumers are now more likely to make more frequent conscious and informed product choices. They make conscious choices for health reasons or because they want to be more environmentally-conscious. Products with claims such as ‘no additives’, ‘no added sugars’, ‘less salt’ and ‘100% natural’ fit well with this mindset. In addition consumers are increasingly paying attention to where their food comes from. Has it been sustainably produced with respect for people, animals and the environment? What about packaging? Consumers prefer products with no plastic and they are prepared to pay more for products that are packaged sustainably.

#### **Convenience is king**

Convenience is a trend that has been around for some time. Due to their lives becoming ever busier, consumers are turning to convenience more often. They make conscious use of their time. Shopping has to be fast and efficient, for instance. Delivery services such as Picnic or Albert are growing, but home delivery services such as Thuisbezorgd and Deliveroo are also continuing to grow.

Consumers are increasingly using different channels for their purchases. Physical shops remain important

for the consumer, however they increasingly have to prove their added value compared to the convenience of being able to order 24-hours per day online.

#### **The world on your plate**

The world is getting ever smaller and food trends can come from anywhere. While the Japanese katsu-sando (a schnitzel sandwich) was first a great success in London and New York, the first ones have now been spotted in the Netherlands.

Poké bowls came and stayed, cronuts came and disappeared, and even our national herring hasn't escaped from becoming a hip international trend. The American Whole Food Markets predicts the rise of West African cuisine in 2020 with cereals such as fonio, teff and millet and superfoods such as moringa and tamarind. Various types of flour are becoming more popular with consumers (e.g. banana flour) and soya is being increasingly replaced (due to sustainability and allergy concerns) by products such as nuts and other beans.

#### **Sustainable packaging**

Another trend is that consumers are placing increasing value on sustainability. Businesses and web shops are challenged to think about using sustainable and circular packaging instead of traditional oil-based plastic packaging. Stricter environmental legislation is also relevant in this respect.

Packaging can be developed to minimise the environmental impact, either by preventing waste when the product reaches the customer and/or by lower material use during production of the packaging. Packaging can also be made so it can be recycled or immediately repurposed.





# Contributing to the United Nations Sustainable Development Goals

As a business, Van Loon Group is integral part of society and the world. We wish to contribute, wherever possible, to the 17 Sustainable Development Goals defined by the United Nations. These determine the worldwide sustainability agenda until the year 2030 and are in force from 2016 until 2030.

**Van Loon Group is contributing to Sustainable Development Goals 2, 3, 4, 6, 7, 8, 12 and 13.**





Consumer and Health

CSR themes	Contribution to SDGs		
Losses & Food Waste	12.3	<p><b>Explanation</b> - Much of our food is thrown away. By creating less food waste, we can reduce the use of raw materials, yielding environmental gains.</p> <p><b>Boundaries</b> - Van Loon Group can influence this, for instance by extending product shelf life.</p>	<p>12 Responsible consumption and production</p>
Protein transition	12.8	<p><b>Explanation</b> - The global population is growing and average meat consumption is increasing (primarily in emerging economies). To lower the environmental pressure from our global food system, there needs to be a shift from animal-based proteins to more plant-based proteins.</p> <p><b>Boundaries</b> - Van Loon Group produces vegetarian products itself. Moreover, we want to use innovative products to increase the percentage of plant-based proteins in our meat products.</p>	<p>12 Responsible consumption and production</p>
Food Safety	2.1	<p><b>Explanation</b> - Food safety is essential for confidence in our food. Van Loon Group pays a great deal of attention to management of food safety.</p> <p><b>Boundaries</b> - This refers to food safety throughout the entire production chain, starting with animal feed and ending at the food on the consumer's plate.</p>	<p>02 Zero hunger</p>
Organic meat	2.4	<p><b>Explanation</b> - Extra attention is paid to the environment and animal welfare during the production of organic meat. Animals are given more space and artificial fertiliser is not used.</p> <p><b>Boundaries</b> - To qualify for the organic label the entire supply chain from livestock farm to distribution channels is certified. Organic meat is also subject to specific requirements during meat processing by Van Loon Group.</p>	<p>02 Zero hunger</p>
Salt, sugar	3.4	<p><b>Explanation</b> - People eat too much sugar and salt. Lifestyle diseases such as diabetes and cardiovascular diseases are becoming an increasingly large problem.</p> <p><b>Boundaries</b> - By minimising the salt and fat content of meat, Van Loon Group is contributing to a healthier lifestyle.</p>	<p>03 Good health and well-being</p>
Antibiotic use	3.8	<p><b>Explanation</b> - Bacteria can become resistant to antibiotics. To prevent this, antibiotic use for livestock should be reduced to a minimum. Antibiotics can be administered to animals by livestock farmers.</p> <p><b>Boundaries</b> - As supply chain manager, Van Loon Group monitors antibiotic use and cooperates with livestock farmers and supply chain partners to reduce the use of antibiotics</p>	<p>03 Good health and well-being</p>



Sustainable production

CSR themes	Contribution to SDGs		
Packaging materials	12.5	<p><b>Explanation</b> - Packaging meat is important to guarantee a high degree of food safety. On the other hand, plastic waste contributes to exhaustion of resources and great pressure on the environment.</p> <p><b>Boundaries</b> - Van Loon Group packages meat and cooperates with its customers to find sustainable packaging solutions.</p>	<p>12 Responsible consumption and production</p>
Carbon footprint	13.3	<p><b>Explanation</b> - Climate change is currently one of the most pressing environmental issues. International agreements have been made on reducing CO<sub>2</sub> emissions.</p> <p><b>Boundaries</b> - Van Loon Group's production locations produce CO<sub>2</sub> emissions. The largest amount of greenhouse gasses in meat production are found 'upstream' during cultivation of livestock feed and in living quarters. Van Loon Group is supply chain manager and cooperates with livestock farmers and other partners in the supply chain to reduce CO<sub>2</sub> in pork and other meat.</p>	<p>13 Climate action</p>
Waste (water)	6.4	<p><b>Explanation</b> - A great deal of water is used during processing of meat and during cleaning. Due to finite resources, an increasingly circular method of production is desirable in which water usage is minimised.</p> <p><b>Boundaries</b> - Initially this relates to waste water in Van Loon Group's production process. We are working towards minimising this waste water</p>	<p>06 Clean water and sanitation</p>
Sustainable energy generation energy efficiency	7.2/7.3	<p><b>Explanation</b> - Fossil fuels are finite and climate change is a major societal problem. In the context of the energy transition, it is crucial that we use ever less fossil fuels.</p> <p><b>Boundaries</b> - Van Loon Group is working on reducing its energy use and making it more sustainable</p>	<p>07 Affordable and clean energy</p>





Supply chain management and animal welfare

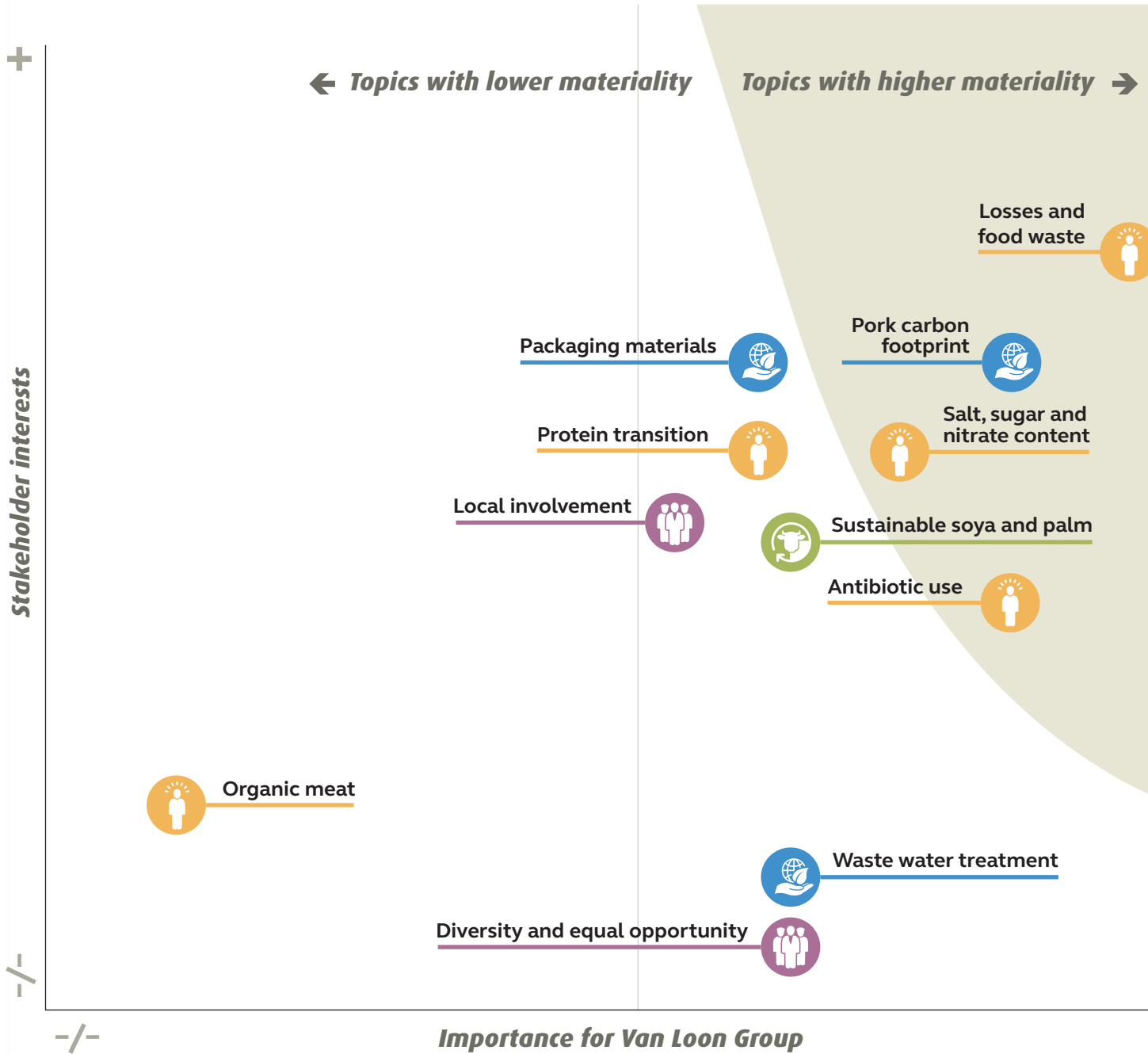
CSR themes	Contribution to SDGs		
<b>Animal welfare</b>	<b>12.2</b>	<p><b>Explanation</b> - Animal welfare is coming under an increasing amount of consumer and societal scrutiny. Animal suffering must be prevented. Animal welfare starts with the livestock farmer, but transport and slaughter are also crucial in terms of animal welfare.</p> <p><b>Boundaries</b> - Van Loon Group is the supply chain manager and can influence the entire supply chain and hence monitor animal welfare.</p>	<p>12 Responsible consumption and production</p>
<b>Transparency and product integrity</b>	<b>12.8</b>	<p><b>Explanation</b> - Consumers want information about the origin of their food and often have little knowledge about how their food is produced. In the past, there have been bad practices (fraud) relating to sourcing in the meat sector. Insight into social and ecological issues in the supply chain can convince consumers to opt for sustainable products.</p> <p><b>Boundaries</b> - Van Loon Group contributes to open communication about the professional field of livestock farming. As supply chain manager, we strive to promote transparency in the supply chain. We are cooperating with suppliers to increase traceability and product integrity.</p>	<p>12 Responsible consumption and production</p>
<b>Sustainable soya and palm oil</b>	<b>13.3</b>	<p><b>Explanation</b> - Cultivation of soya and palm oil for animal feed is often associated with deforestation and loss of biodiversity.</p> <p><b>Boundaries</b> - By collaboration within the sector or by setting standards for our suppliers, we ensure that sustainable soya and palm oil is purchased as much as possible.</p>	<p>13 Climate action</p>
<b>Adding value to sustainable products</b>	<b>2.3</b>	<p><b>Explanation</b> - The production of the meat sold by Van Loon Group ensures a source of income for many farmers. A fair distribution of the value of meat is important. Sustainability measures on the farm must be able to pay for themselves by producing a better price for the product.</p> <p><b>Boundaries</b> - The price that Van Loon Group pays to livestock farmers is indirectly dependent on the customers' willingness to pay a fair price for sustainable food. We are working on innovative market concepts in collaboration with our customers and on adding value to a sustainable meat product.</p>	<p>02 Zero hunger</p>
<b>Social risk control in the supply chain</b>	<b>8.3</b>	<p><b>Explanation</b> - In some countries, adequate safeguards are not in place to ensure compliance with legislation on topics such as child labour and labour conditions.</p> <p><b>Boundaries</b> - Van Loon Group minimises the risk within the supply chain by taking them into account in its purchasing policy.</p>	<p>08 Decent work and economic growth</p>



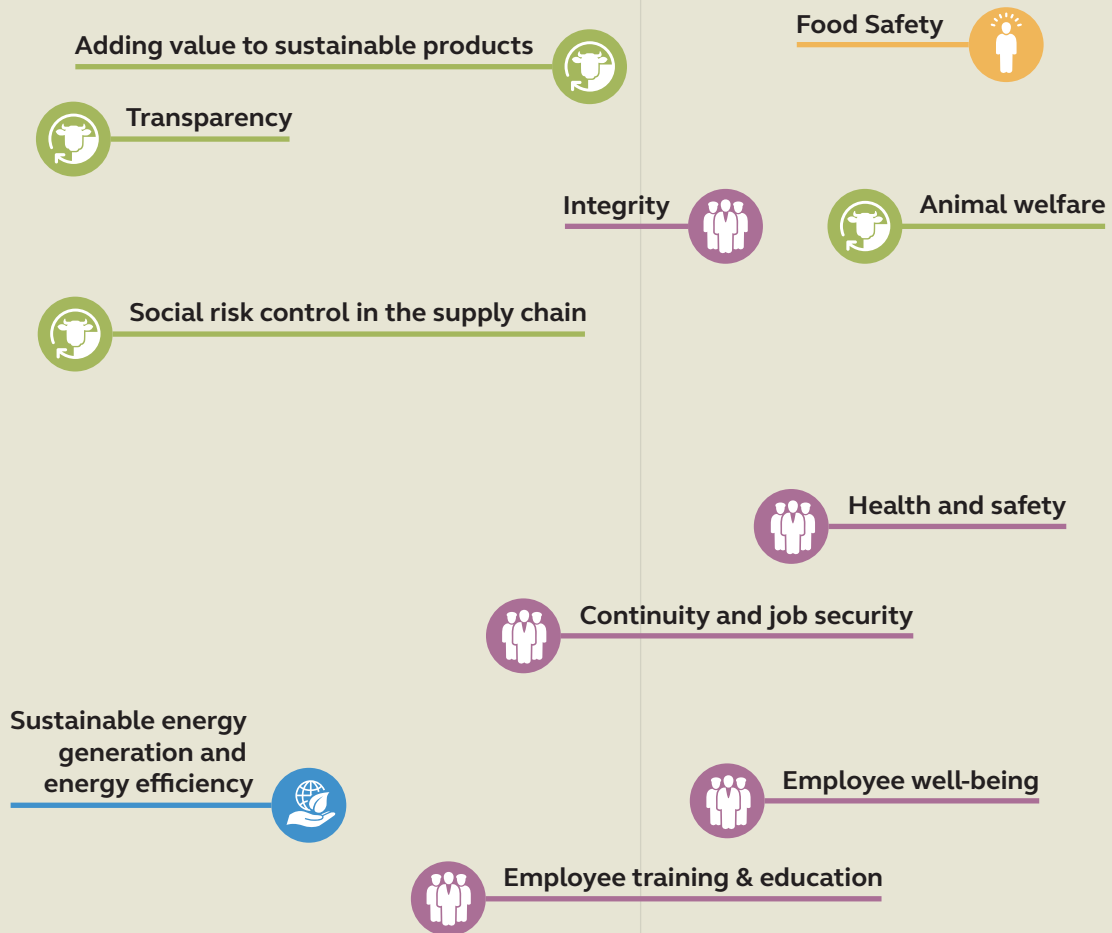
## Employee safety and well-being

CSR themes	Contribution to SDGs		
Locally sourced	12.2	<p><b>Explanation</b> - An organisation can exert a positive influence on the local community by providing employment opportunities, contributing to the social infrastructure and by purchasing as much as possible locally. Consumers are also increasingly valuing local sourcing of products far more highly.</p> <p><b>Boundaries</b> - Van Loon Group is working towards a short supply chain from livestock farmer to consumer. Furthermore, Van Loon Group strives to reduce to a minimum any nuisance caused to the immediate surroundings by its activities.</p>	<p>12 Responsible consumption and production</p>
Integrity	12.6	<p><b>Explanation</b> - An organisation with integrity respects legislation, human and labour rights, minimises social and environmental risks and has an honest board of directors.</p> <p><b>Boundaries</b> - Van Loon Group ensures that its own internal organisational structure operates with integrity and we offer stakeholders channels for making complaints about this. We also use our influence as supply chain manager to ensure our supply chain partners operate with integrity.</p>	<p>12 Responsible consumption and production</p>
Employee training & education	4.4	<p><b>Explanation</b> - Training opportunities are essential for employee development. In addition, many non-native speakers work at Van Loon Group and communication with each other is important for good collaboration.</p> <p><b>Boundaries</b> - At the Van Loon Group campus, we are working towards professional development for every employee. For instance by providing language lessons for international employees who work for Van Loon Group.</p>	<p>04 Quality education</p>
Diversity & equal opportunity	8.5	<p><b>Explanation</b> - Employees with the same skills should receive the same opportunities, irrespective of their age or gender. Traditionally the majority of people working in the meat sector have been men. A diverse organisation also creates better results.</p> <p><b>Boundaries</b> - Van Loon Group strives for an optimum male/female ratio at all organisational levels.</p>	<p>08 Decent work and economic growth</p>
Continuity and Job security	8.8	<p><b>Explanation</b> - A long-term relationship between employer and employee and the prospect of continuity of work gives employees confidence and security. A sustainable and financially healthy business ensures continuity of employment.</p> <p><b>Boundaries</b> - Van Loon Group can offer a certain degree of security for its employees in the form of its conditions of employment.</p>	<p>08 Decent work and economic growth</p>
Employee being	8.8	<p><b>Explanation</b> - Van Loon Group's employees are its most important asset. A contented employee ensures a long-term relationship and higher productivity.</p> <p><b>Boundaries</b> - This refers to both permanent employees and employees who have a temporary contract at Van Loon Group.</p>	<p>08 Decent work and economic growth</p>
Employee health and safety	8.8	<p><b>Explanation</b> - The health and safety of our employees is paramount. Healthy and contented employees are off sick less often. They are more productive and happier in their work.</p> <p><b>Boundaries</b> - This refers primarily to the health and safety of Van Loon Group's employees, both its own employees and flex workers.</p>	<p>08 Decent work and economic growth</p>

# Van Loon Group Materiality Analysis



Topics on the top right have the highest materiality and topics on the bottom left are of less material significance. All materiality topics are addressed in this CSR report. We pay extra attention to the topics with the highest materiality.



# Van Loon Group's CSR guiding pillars



## Consumer and Health

An increasing number of people in the Netherlands and beyond are opting consciously for a healthy lifestyle. Exercising more, not smoking and eating healthily are all a part of this. As a meat processing business, we play an important role in contributing to a varied diet. Safeguarding food safety is obviously part of this. Consumers and customers must be able to have complete confidence in this. In addition, we also constantly examine how we can make our products healthier. In that context, think of fewer allergens, less fats, nitrates and sodium in products, but also about reducing antibiotic use by our cattle and pig farmers.



## Supply chain management and animal welfare

Successful, sustainable and humane business is only possible if this is embedded throughout the whole supply chain. Animals have to be well housed, well-treated, cared for, fed and transported. From birth to slaughter. The Netherlands is at the forefront in animal welfare terms, but we have to keep improving. As supply chain manager, Van Loon Group ensures that the required methods are carried out correctly by every link in the supply chain. We check it is done properly, considering sustainability and animal welfare. Our aim is to do this with optimum transparency for both our customers and consumers.





## Employee safety and well-being

Our employees are our assets. Van Loon Group does all it can to create a healthy, safe and interesting working environment. Hence, we strive for both safe and pleasant work for them and stimulate a healthy lifestyle. By paying attention and taking an interest in our employees, our goal is to keep every one of them committed and enthusiastic.

We give our employees room for personal development. To enable this, we have the Van Loon Campus where employees can take part in training and courses that are required for their work.

In addition, the Campus offers them the space for personal growth and development.



## Sustainable production

From solar panels on the roof to stimulating employees towards 'sustainable behaviours'. And from heat recovery to reducing waste water contamination levels. This is just a selection from the full range of measures that Van Loon Group puts into practice. We do everything we can to minimise our footprint while retaining the continuity of our organisation. Our state-of-the-art sustainable production location in Son is a perfect example of this.

# Highlights 2019

## Consumer and Health

- In 2019, we implemented HyCare at 5 pig farms; 2 are in the start-up phase. In total, 11 farmers are now participating in HyCare. Approximately 10% of all pigs now come from HyCare pens.



- 3 pig farmers took advantage of the investment fund to a total of almost € 250,000.



## Supply chain management, animal welfare

- We have set out a supply chain concept called Pig at its Best (Varken op z'n Best). This concept goes a step further in terms of sustainability and animal welfare.

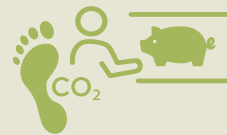


- We have set up a 3-star beef supply chain in Portugal.



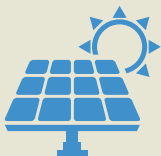
al tijd beter

- In collaboration with HAS University of Applied Sciences, we started to analyse the carbon footprint of Dutch Better Life label pig farmers. The first 20 pork farmers have been analysed.



## Sustainable production


- We have installed solar panels at our locations in Eersel, Roosendaal and Best (Bedrijfsweg site and Logistics).



- We have continued with the implementation of Energy Efficiency Audits and report back periodically to all locations.




## Employee safety and well-being

- In the third quarter of 2019 Effectory carried out an Employee Satisfaction survey on our behalf at our locations in Son and Eersel. 

- We have taken on an ESC coordinator.



- Our ESC reporting has been updated. For the first time, we have made the Risk Assessment & Evaluation report available online in the form of a dashboard. 
- Our Occupational Health & Safety organisation has been reorganised. Responsibility has been reassigned and deliberately reallocated to people at the individual locations.



- Risk Assessment & Evaluation has been updated for all locations.

- We have made excellent investments for the benefit of the safety and well-being of our employees:

- 2 pallet trucks purchased in Eersel.

- We have completed a new company restaurant with a caterer in Son.



# Consumer and Health



Under the Consumer and Health pillar, we focus on a number of ambitions. One of the most important of these ambitions is reducing antibiotic use in pork. Last year our ambition was to take a step closer to this by getting 20 farmers to adopt the HyCare method. Eventually we managed to get 11 farmers to do so. In 2020, we are continuing to do our utmost in collaboration with livestock farmers MS Schippers to achieve that target of 20 farmers.

In 2019 we introduced The Blue Butcher, our range of non-meat that tastes just like meat. By doing this we are contributing to a healthy consumer lifestyle. No longer eating meat every day, but with an alternative that comes exceptionally close to real meat. Real meat lovers are tempted to choose an alternative.

Our society is facing many health challenges: increased obesity and its related chronic diseases such

as diabetes, cardiovascular diseases and cancer, often the result of lack of exercise and overeating. Our food contains too much salt, saturated fat, added sugars and calories. Van Loon Group strives to continue making all their products healthier by reducing the use of salt and sugar. In addition, we choose to use natural ingredients in our products whenever we can.



## Ambitions

- Further rollout of HyCare: in 2020 we want to have 20 farmers who have adopted the HyCare method. In 2019, 11 joined. It is our ambition to ultimately achieve antibiotic-free pork.
- We are increasing the use of natural ingredients in our products still further.
- We are contributing to the protein transition by higher sales of our new label The Blue Butcher.
- We are achieving the highest level of quality certification.
- We are embedding quality awareness in all layers of the organisation.

- We introduced The Blue Butcher. The Blue Butcher is a meat alternative that is almost indistinguishable from real meat in flavour, appearance and texture. We offer a sustainable healthy and above all, delicious alternative.

 1.969 environmental analyses (ground, air, water) (-/-1.815)

- Number of external audits:

78 (+0)  
total 74 days (+9)



- Number of internal audits: 484 (+74)

Miscellaneous: 23 (-/- 36)



- Number of microbiological analyses:

Total: 26.683 (-/- 4.493)



12.722 analyses of ingredients (-/- 7.466)



16.485 analyses of final products (+547)

- Number of certifications:

23 unique quality certifications



91 certificates spread over 10 locations (+22)

- Antibiotic use by pig farmers (2019 compared to 2018):

- Fatteners: 4.4 DDDA -14%

- Weaners + fatteners: 11.0 DDDA -38%

- Breeders (sows+piglets): 4.1 DDDA +51%

\*DDDA = Defined Daily Dose Animal

Antibiotic use was further reduced in 2019. However, we can see a substantial increase in use by breeders. N.B. 80% of the animals still have a DDDA of less than 3.





*The 'No Meat Inside' range that satisfies like meat*

# ***The Blue Butcher***

The rise in meat substitutes is unmistakable according to ABN Amro in its trend report, amongst others. "In the last five years, the market for meat substitutes has grown on average by 4%, but that growth is accelerating."

As a meat processor, it felt quite odd taking that step to invest in a meat substitute, so it did take a while before Van Loon Group took the decision to do so.

We are meat producers, but we don't turn our back on the market. We supply to retail, B2B, foodservice and the processing industry.





Our strength is in meat and sustainable supply chain management, yet we have taken the decision to develop a non-meat range. When it comes down to it, we supply protein. If the market demands more plant-based protein, then we will respond to that. In October 2019 we launched The Blue Butcher at the Anuga Food Fair in Cologne, our own label specially targeted at the meat lover who wants to live a conscious life and doesn't

want to eat meat every day. We believe that meat eaters shouldn't have to miss a thing if they have a meat-free day.

The Blue Butcher is a meat alternative that is almost indistinguishable from real meat in flavour, appearance and texture. We offer a sustainable, healthy and above all, delicious alternative for anyone who wants to eat something other than meat for a change.



***“The Blue Butcher was one of my highlights of 2019. In no time at all we launched a ‘no meat’ concept on the market and introduced it at the Anuga Food Fair in Germany. We’ve now put Van Loon Group on the map as a food producer.”***

**Cyril Claessens**

*Van Loon Group, Commercial Director*

Our Blue Butcher products are made from plant-based ingredients. The main constituents are a combination of soya and wheat. Using these ingredients, we can develop the best products that have the same characteristics as meat, particularly in terms of structure.

The soya we use in the products is textured. This texturing process ensures that our products have the same texture, structure and bite as a meat product. Naturally our soya is RTRS certified. RTRS soya is a responsible soya which is grown without damaging the natural world, with more concern for soil, biodiversity and human rights.

“Our development is continuing and we are also looking at other plant-based proteins so we can develop even more delightful ‘no meat inside’ products. The Blue Butcher products look like meat, but are 100% plant-based. It is our mission to make The Blue Butcher top of mind for consumers when they think of a good substitute for meat,” says Christel Steenbakkers, marketing manager for The Blue Butcher.

“After its introduction, things moved fast for The Blue Butcher. Our products are on sale at Plus supermarkets and Kwalitaria snack bars and there is a great deal of demand from abroad. Our TBB marketing team’s ambition is to acquire so many customers that it will be eventually be possible to build a separate factory, just for The Blue Butcher.”







Our 'No Meat Inside' range consists of:

- Blue Burger
- Blue No Meatballs
- Blue Mince
- Blue Sausage
- Blue Schnitzel
- Blue Seasoned Schnitzel
- Blue Nuggets

### *Introduction*

The first The Blue Butcher products went into production for the foodservice market in January. In the coming period, you will be able to find our products in an increasing number of locations in the Netherlands and abroad, both in foodservice and in retail outlets.



**THE BLUE BUTCHER**  
NO MEAT TODAY



# *Supply chain management and animal welfare*

From our responsible position as a supply chain manager, we continually work towards increasing animal welfare and improving sustainability in the supply chain. This is why we developed Varken op z'n Best (Pork at its Best). With this concept we are going a step further in terms of sustainability and animal health compared to the Beter Leven (better life) quality label. We have the ambition of rolling out this concept further within our supply chain in collaboration with our suppliers and customers.



## ***Ambitions***

- In collaboration with livestock farmers and other stakeholders we strive towards:
  - lower carbon footprint
  - better quality
  - more transparent supply chain better health and reduced antibiotic use

**Adding value to sustainable products**

- All livestock farmers from our own supply chain receive a fixed premium per animal supplied for everything they supply according to the Beter Leven (better life) quality label. A premium would be paid for this, depending on the number of stars. Sustainability measures related to animal welfare taken by the farmer are therefore compensated by a better price for their products.
- For pig farmers, this is a fixed premium per pig. For cattle farmers, the sustainability premium is taken into account in the price. The reason for this is that the price for cattle is less volatile than that for pork.

**Locally sourced**

	average distance
NL: pig farmer > slaughterhouse	76,5 km
BE: pig farmer > slaughterhouse	106,0 km

	% pig farmers
NL: <200 km from slaughterhouse	100%
BE: <200 km from slaughterhouse	99%

	average distance
NL: cattle farmer 2-star > slaughterhouse	111,6 km
BE: cattle farmer 2-star > slaughterhouse	106,7 km
FR: cattle farmer 2-star > slaughterhouse	55,2 km

	% cattle farmers
NL: <200 km from slaughterhouse	90%
BE: <200 km from slaughterhouse	98%
FR: <200 km from slaughterhouse	100%

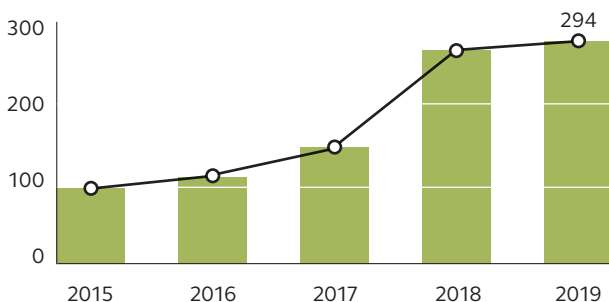
**Organic meat**

- Total number of pig farmers with BIO organic label: 16



**Volume of purchased meat with BIO organic label**

(index: 2015=100)



**Transparency and product integrity**

- All our production locations are IFS or BRC certified. Checks on product integrity and traceability are included as standard in these schemes. We also continuously monitor this using internal audits and traceability checks.
- We actively encourage our employees to report any discrepancies by measures including our Code of Conduct.

**Animal welfare**

- Total number of pig farmers with 1 BL star: 289 (+12)



- Total number of cattle farmers with 2 BL stars: 167 (-/-4)

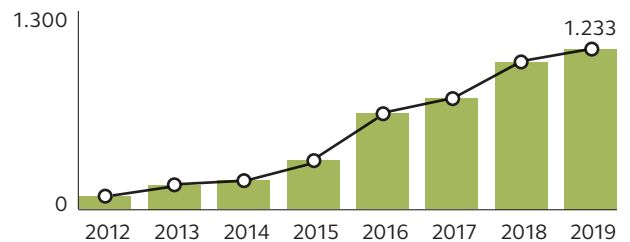


- Total number of cattle farmers with 3 BL stars: 12 (+6)



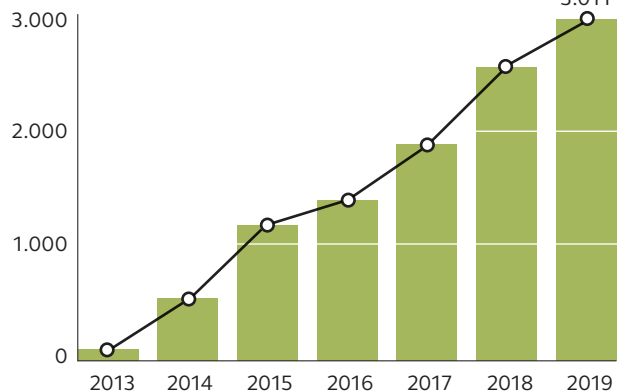
**Amount of pork purchased with 1/2/3 BL stars**

(index: 2012=100)



**Amount of beef purchased with 1/2/3 BL stars**

(index: 2013=100)



# *A healthier and more sustainable pig*

Hygiene management has a major impact on the health of pigs. Pig farmer André Borkus in Wehl has been working since September 2019 with the HyCare method. His business was converted to the HyCare system, one department at a time. This enables him to achieve optimal hygiene in his pig pens. Following previously determined steps and rules enables André to implement optimum hygiene management. The aim: a healthier and more sustainable pig.

“ I took over my father’s business. My parents had a small mixed farm with 25 sows and dairy cows. I diversified with pigs for meat production. In the early years, I expanded to 800 fatteners. That was a conscious choice. By profession I’m a carpenter, but I had a goal in sight. The business you see now was my ambition, right from the very start. I knew I wanted to be a pig farmer. When I was approaching 3,000 pigs, people said I was crazy, but I didn’t pay them any attention and carried on heading for my goal. I have been working fulltime in the business since 1996 and my wife Ilona has also joined the business. We built our house ourselves, just like the pig stalls. As long as I can earn a living for my family, then I am happy.”

“On average, we have 3,300 pigs on our farm. I do the majority of the work alone, with someone helping me to clean once a week. I supply 200 pigs per week to the Van Loon Group. I opted for HyCare so that my pigs can grow up in the most healthy and sustainable way possible. It will enable us to combat threats in the future by working as cleanly as possible, using as few antibiotics as possible. The latter is a challenge throughout the whole supply chain. HyCare has enabled me to make adjustments to optimise my pigs’ feed and health. I am also paid more since I took the decision to use more sustainable working methods.”



HyCare is a method to enable livestock farmers to greatly improve hygiene within their businesses on the basis of a number of fixed pillars: clean drinking water, pore-free floors, cleaning and disinfection, pest control and animal husbandry.



***“I opted for HyCare so that my pigs can grow up in the most healthy and sustainable way possible.”***

**André Borkus**  
Pig farmer



“I have been working together with the Van Loon Group for 5 years now. Before that I supplied the German market around 3,800 standard pigs. Then the Van Loon Group came along with the supply chain management structure. I have now been operating with Beter Leven label pigs for around 6 years. To be honest, I am delighted that I moved over to the Dutch market. I find collaborating with the Van Loon Group extremely satisfying. I can rely on them to fulfil their agreements and that’s something that’s very important to me.

Around 65% of the pig goes to the Dutch market and reaches the supermarket as Beter Leven pork. The remaining parts are sold to China.”

“What do I foresee for the future of my business? I don’t know yet. The family has considered the possibility of one of our three children, Esmee, Merel or Jesse taking over. That is definitely one option, but everything is still undecided. I can work for at least another 10 years, so I’m in no rush. We’ll see how it goes. ”

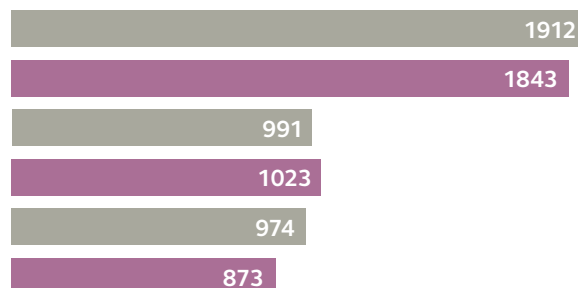


# Employee safety and well-being

This year the absentee rate has gone down from 5.4% to 5.3%. We attempt to keep our employees as healthy as possible. We aim to move to an absentee rate of < 4%. This year is the first time an Employee Satisfaction survey was done for us (in collaboration with Effectory) at our locations in Son and Eersel. In response to this survey, we set up an improvement programme to address the issues raised by the survey, together with our managers and employees. One of the areas for improvement that was highlighted was communication. We have therefore decided to employ a Communications Manager. The new Communications Manager will start work in 2020. One of their focus areas will be internal communication.

## Continuity and job security

The average number of employees including flexworkers in ftes:



Total number of Van Loon Group employees

Average number of employees on a temporary basis

2018 2019\* \* excluding Verhey Meat

% of the number of employees covered by a collective labour agreement (CAO)

100%

% of the number of employees on a temporary covered by a collective labour agreement (CAO)

100%

## Employee well-being

	2017	2018	2019
# discrimination cases	0	0	0
# sexual harassment cases	0	0	0
Working hours lost due to striking or disagreement (in days)	0	0	0



### Employee health and safety

	2017	2018	2019*
Number of accidents causing absenteeism	28	34	30
LWC (accidents per 200,000 hours worked)	1,55	1,98	1,68
Absentee rates	4,9%	5,4%	5,3%

\* excluding Verhey Meat



### Employee training & education

	2015	2016	2017	2018	2019	Tot
Number of employees who completed a certificate for the Campus this year	75	98	39	85	73	370
Number of employees who completed a certificate for Dutch lessons this year	20	26	14	51	128	239



### Diversity & equal opportunity

	2017	2018	2019
% male, whole VLG	64%	60%	60%
% female, whole VLG	36%	40%	40%
% male office workers			51%
% female office workers			49%
% male production workers			62%
% female production workers			38%
Average age males	41,0	41,0	42,5
Average age women	38,0	38,0	39,6



### Ambitions

- We are striving towards 0 cases of absenteeism due to accidents.
- Our aim is an absentee rate of < 4%
- We are fully committed to achieving well-trained, healthy and contented employees



***“Internal and external communications now have our undivided attention. I am incredibly proud of our employees’ commitment and hard work. This is why we have satisfied customers and why we are successful. We have to communicate that to the outside world for more effectively. Again and again, day after day.”***

**Jan Weijers**

General Director, Van Loon Group



Our employees make up the heart of our business. In the coming four years, our objective is to become one of the 3 best employers in the Netherlands, benchmarked against comparable businesses. This is an attractive goal which will certainly help us recruit new employees. In the last year, we had 60 different vacancies to fill. The majority were employees working in production, but other examples include team leaders, an ESH coordinator and Business Information Analyst. We have been able to welcome many new colleagues and look back on a positive recruitment year. Dian van de Laak is the recruiter for Van Loon Group and has currently been working for the group for 1 year.



**Dian van de Laak**  
Recruiter for Van Loon Group

# Let's Meat!

“As the recruiter for Van Loon Group, I am responsible for recruiting employees for permanent and temporary positions of all levels for all the group's companies and locations. A challenging job because in a labour market with fewer and fewer jobseekers, you have to be able to stand out.

“Within our sector, we are a well-known, large player. Outside of it, we are less well-known. This is due to the fact that we mainly produce under a private label. We therefore have to do our best to make ourselves visible to potential employees. In this case, lack of familiarity puts people off. After all, they often have preconceptions about the meat industry. The positive side is that once they have been inside our business,

they view it completely differently. For instance, the clean, tidy hygienic working environment often comes as a positive surprise. They come away feeling really enthusiastic.”

“At the end of 2019 we started to strengthen our recruitment capacity, setting up our own recruitment agency. Together with them and the HR department, we have started up a new recruitment programme. For instance, we have organised an event called ‘Let's Meat’. During this event potential employees will get the opportunity to take a look inside. We greet them with something to eat and drink and give them a pleasant introduction to our company. They then go on a tour of the production area. There is plenty of time to



***“A challenging job because in a labour market with fewer and fewer jobseekers, you have to be able to stand out.”***

The labour market has never had so few jobseekers as in 2020. There are about 9 million working people and around 300,000 jobseekers. The number of vacancies and jobseekers is approximately equal, but are they a good match? The number of jobs will still increase in the near future, not just at Van Loon Group. The labour market prognosis indicates that major bottlenecks will exist in technology and IT until 2024, which will also have consequences for the Van Loon Group. We need more creative methods such as taking on people who have not previously had the correct experience and skills, but who show potential. They receive internal training for the job. In addition, the meat industry's image remains a challenge. A great opportunity for Van Loon Group is that they are no longer just a producer of meat products. With the introduction of The Blue Butcher, they have also entered the market for meat substitutes.

look around and to experience it for themselves and to ask direct questions. At the end we will give them a goody bag to take home, they can read everything through again and enjoy our products.”

“In my view, events such as these are a good tool for getting to know candidates in an informal way and for presenting your company in a good light. This gives us the opportunity to show close-up what we have to offer: a financially healthy business, many career opportunities, room for training and - not least - committed and motivated colleagues.

If you show initiative, you can go far within Van Loon Group. For instance, I know a colleague who started working in production and is now working as an application manager in the IT department.”

“We have organised two events and they have been a success. As a result of the recruitment event we were able to welcome over 50 new employees. In 2020, further growth means that we will have the challenge of recruiting over 100 new employees. I believe that, with our strengthened capacity and the changes within our organisation, we are going to be successful. ”



# *Sustainable production*

*“Our sustainable supply chain is one of the most important pillars behind our current success. It is good to see that an increasing number of farmers are adopting the HyCare working method that we established with MS Schippers and Rabobank in 2018. And it is true that the costs come before the benefits, but we can carry them due to our profitability. Investments in solar panels, electric vehicles or LED lighting are no-brainers for us, for instance. And innovation is part of our DNA. Fortunately, because that is something that needs to continue.”*

**Pieter Geraerts**  
Financial Director Van Loon Group

We have the ambition of being the most sustainable and safe business within our sector. In 2019 we took the necessary steps to start working towards this ambition.

Three of our companies have had solar panels installed. We have continued to implement energy reduction measures from the European Energy Efficiency Directive (EED) reporting at each location. We report back monthly to the locations so that they can take appropriate action to reduce energy and water usage. In 2020 it is our ambition to get this sustainable message through to all organisational levels because every employee can make a difference.

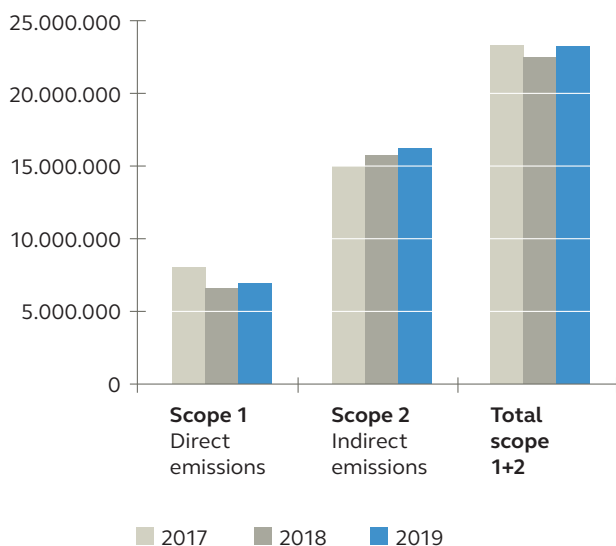
### Ambitions

- We make full use of energy from renewable sources
- We continually work towards energy and water savings
- We are lowering the proportion of non-recyclable waste
- We are making maximum use of recyclable or compostable packaging materials
- We are lowering our carbon footprint

### Greenhouse gas emissions

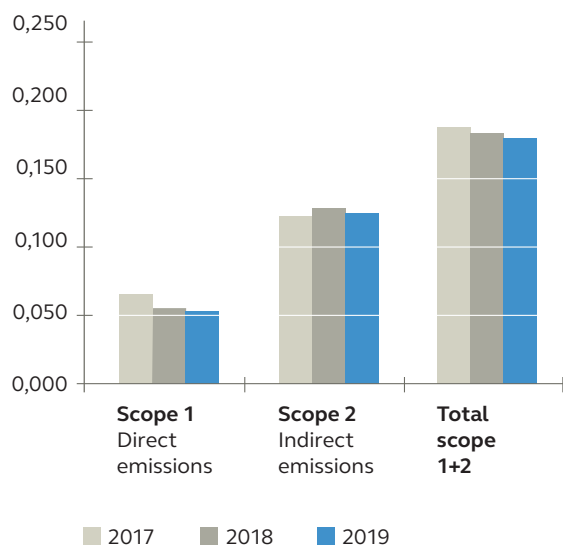
#### Absolute greenhouse gas emissions

in kg CO<sub>2</sub> equiv



#### Greenhouse gas emission intensity

in tonnes of CO<sub>2</sub> equiv per tonne of products sold

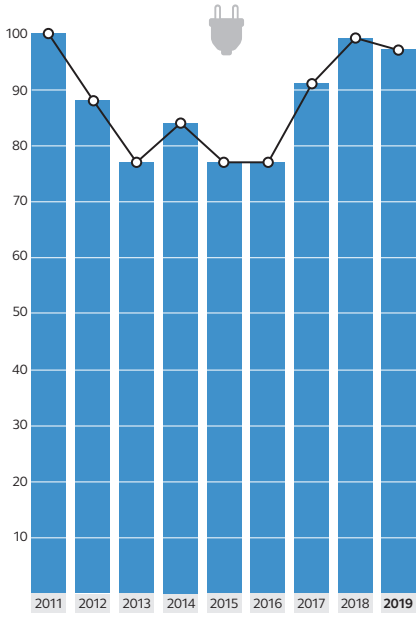


CO<sub>2</sub> emission value for externally-generated electricity purchased

**Sustainable energy generation & energy efficiency**

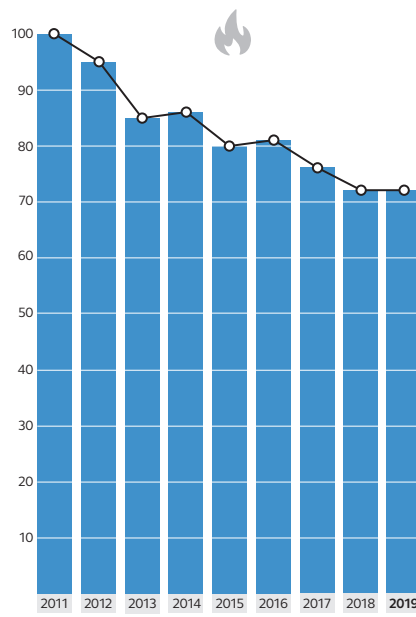
**Electricity**

kWH per tonne of products sold  
(index: 2011-100)



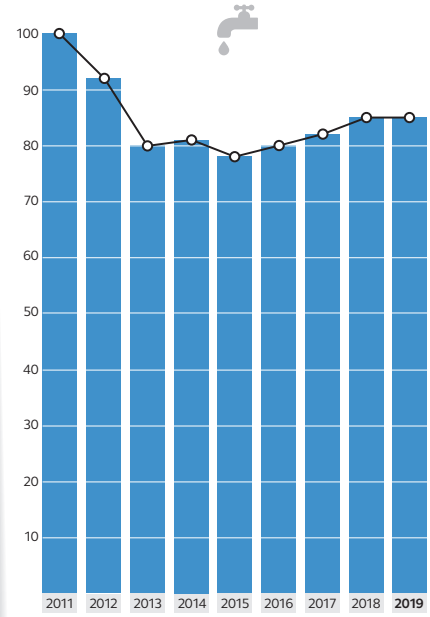
**Gas usage\***

m<sup>3</sup> per tonne of products sold  
(index: 2011-100)



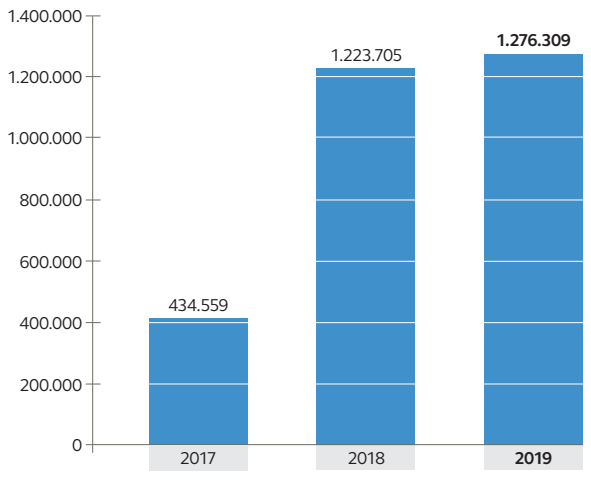
**Water usage\***

m<sup>3</sup> per tonne of products sold  
(index: 2011-100)



\* Total use by all companies (excl. Meat Friends North en Verhey Meat)

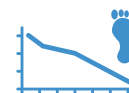
**Amount of self-generated power 2019: 1,276 Mwh**



This is 4.3% of our total use. Companies with PV panels: Van Loon Son, Van Loon Convenience Food (>April 2019), Best Star Meat (> April 2019), Meat Friends Logistics (> Nov. 2019).

**Organic waste flows (fat/sludge waste)**

	2017	2018	2019
Generated Bio-energy from organic waste flows (kWh)	573.000	714.600	924.200
Reduction in CO <sub>2</sub> emissions (tonnes)	409	510	659



**Waste**

42 tonnes backing paper from labels recycled. Saving 85 tonnes of CO<sub>2</sub>



**Losses & food waste**

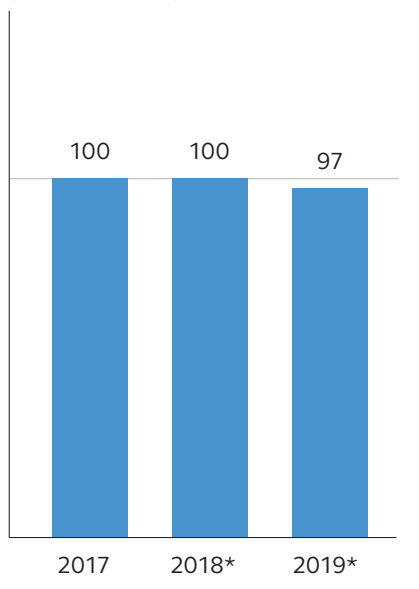
	2017	2018	2019
Products delivered to food bank (kilos)	64.657	21.704	32.261



**Packaging materials (total taken to market as % of kilos produced)**

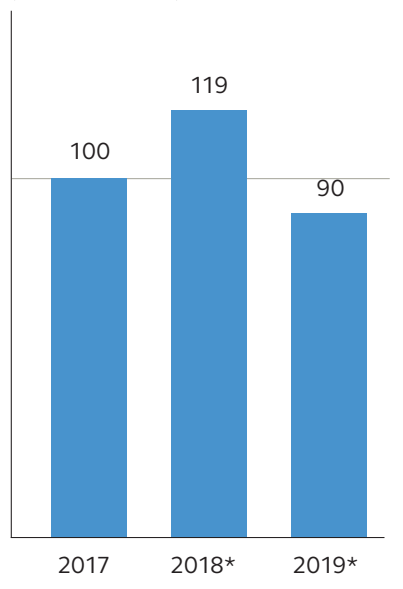
**Plastic**

(index: 2017=100)



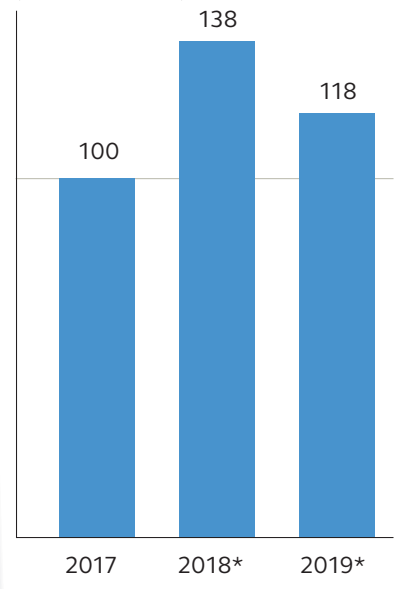
**Cardboard**

(index: 2017=100)



**Aluminium**

(index: 2017=100)



\* excluding Verhey Meat

**Sustainable soya and palm oil**

The soya used in our livestock feed for our own pig farmers and as an ingredient in spice mixes and additives is RTRS certified. Palm oil in spice mixes and additives is RSPO certified.



# *A practical and concrete sustainability policy*

At Van Loon Group, we apply a practical and concrete sustainability policy, focussing on increasing sustainability of both our raw materials and our business operations. We also focus on enabling our customers to reach their own sustainability goals. Since 1 March 2019, we have added Lynn Vissers to our team in the role of ESH coordinator. ESH stands for Environment, Health & Safety. “I have moved from a multinational to a Dutch family business. And that was a good move; I really have an added value here. The horizontal organisational structure means that I am given the space to suggest my own ideas and put them into practice. In the short time that I have worked here, I have been able to address many challenges in the field of Safety and Sustainability.”

“Sustainable business operations have many different aspects. For instance, they include energy use and waste, but they are also especially helpful for enabling long-term employability for our employees. “In my role of ESH coordinator, the focus for last year was primarily on Safety. Working safely is an important topic because, after all, it does relate to the health of our employees. In practice, I notice that safety is a wide-ranging concept. What one person considers to be safety forms a risk in someone else’s eyes. Partly because we have different safety cultures within our business, safety is

viewed differently by different groups. It’s all about employee awareness, about the risks themselves and the fact that they should speak up and approach each other about unsafe working practices. They have to realise that they are responsible themselves for continuously improving safety on the work floor. We can only ensure a safe working place by working together.”

In the past year Van Loon Group has carried out a so-called Risk Assessment and Evaluation analysis at each of its locations. An RI&E analysis allows you to




bring all risks into view. Based on this, you make a plan to reduce risks as much as possible or to remove them entirely. “What I am proud of is that in 2019 for the first time, we made Risk Assessment & Evaluation available online. That means that people on the work floor become much more aware of it so that it doesn’t become the latest report to disappear into a drawer. “In a more in-depth risk assessment focussing on noise, for instance, we discovered that the noise exceeded the norm in several places in the production area. Preferably you want to be able to prevent that noise, but if that isn’t possible, you opt for protection. Of course, this means investing in ear protection, but that is never an issue at Van Loon Group. Employee health is topmost for us.”

Next year we have two in-depth RI&Es planned: a survey of the risk per machine and the physical stresses on employees on the work floor. In addition, we are focussing on increasing the sustainability of our business operations. “In 2019 we drew up a European

Energy Efficiency Directive (EED) report per location. One of the results of this was that we equipped locations including those in Eersel, Best (Logistics), Best Bedrijfsweg and Roosendaal with solar panels.”

“We are replacing our lighting: all our bulbs are being changed to LED lighting and we are also installing movement sensors where that was not yet the case. We are also aiming for a sustainable fleet of vehicles; charging stations have been installed at all our locations. When company vehicles are replaced, the first option is an electric vehicle. We have delegated our waste separation to a large waste processing company. We separate our waste better and more of it. We are focussing ever more on reducing contamination of waste water and are constantly in search of new techniques. We monitor our energy use on a monthly basis. In short, we do all we can to make our business operations a little more sustainable every day with the ultimate goal of becoming the safest and most sustainable business within our sector. ”



***“We aim to be the safest and most sustainable business in the sector.”***

**Lynn Visers**  
Van Loon Group  
ESH coordinator

## APPENDIX

# Stakeholder commitment

Stakeholder	How does the dialogue take place?	Important sustainability topics
<b>Customers</b> <ul style="list-style-type: none"> <li>• Retail</li> <li>• Foodservice</li> <li>• Industry</li> </ul>	<p>Direct contact with customers</p> <p>Purchasing process/terms and conditions</p> <p>Product specification</p> <p>Sector consultation (voluntary code of practice)</p>	<p>Food Safety</p> <p>Health (fat/salt/sugar/allergens/antibiotics)</p> <p>Animal welfare (Beter Leven label)</p> <p>Transparency in the supply chain</p> <p>Social risk control in the supply chain (child labour, working conditions, safety)</p> <p>Losses &amp; food waste</p> <p>Energy use in processing and buildings</p> <p>Sustainable soya and palm oil</p> <p>Packaging (reducing plastic, using FSC paper)</p> <p>Food colouring &amp; flavourings (E numbers)</p> <p>Climate &amp; carbon footprint</p>
<b>Consumers</b>	<p>Via customers (retail &amp; Foodservice)</p> <p>Via Website &amp; social media</p> <p>Information sessions with staff</p>	<p>Food safety Transparency</p> <p>Health</p> <p>Food waste</p> <p>Animal welfare</p> <p>Climate &amp; carbon footprint</p> <p>Locally-sourced products</p>
<b>Employees</b>	<p>Van Loon Group</p> <p>Internal Code of Conduct Employee handbook and introduction film</p> <p>Van Loon Group Campus</p> <p>Performance appraisal</p> <p>Information sessions with staff</p>	<p>Employee career development/training</p> <p>Working safely &amp; health</p> <p>Job security &amp; continuity (ratio flex/permanent)</p> <p>Honest business operations</p> <p>Well-being (long-term employability, corporate identity &amp; sense of belonging)</p>
<b>Livestock farmers</b>	<p>Personal contact &amp; company visits</p> <p>Various meetings for pig farmers and cattle farmers</p> <p>Newsletter</p>	<p>Continuity/guaranteed purchase</p> <p>Adding value to sustainable products/fair prices for farmers</p>
<b>Slaughterhouses</b>	<p>Direct contact with slaughterhouses</p>	<p>Food safety</p> <p>Animal welfare</p> <p>Continuity</p>
<b>Other external suppliers (auxiliary services)</b>	<p>Direct contact with suppliers</p>	<p>Continuity</p> <p>Packaging</p> <p>Energy use</p> <p>Emissions</p>

Stakeholder	How does the dialogue take place?	Important sustainability topics
<b>Financial shareholders</b>	Regular consultation	Continuity Honest business operations Employee well-being Animal welfare Climate & carbon footprint
<b>Certification bodies</b>	Audit visits	Food safety Animal welfare Working safely & health
<b>Trade organisations</b> <ul style="list-style-type: none"> <li>• KNS (butchers)</li> <li>• FNLI (food industry)</li> <li>• VNV (packaging)</li> <li>• AKSV (snack producers)</li> <li>• COV (meat sector)</li> </ul>	Consultation within the trade organisation	Energy use in processing and buildings Packaging Losses & food waste Transparency in the supply chain Climate & carbon footprint Sustainable soya and palm oil
<b>NGOs</b> <ul style="list-style-type: none"> <li>• Dierenbescherming (animal welfare)</li> <li>• Natuur &amp; Milieu (environment)</li> <li>• Wakker Dier (animal welfare)</li> <li>• Varkens in nood (pig welfare)</li> <li>• GAIA (animal welfare)</li> <li>• Consumentenbond (consumer watchdog)</li> </ul>	Van Loon Group participates in the Advisory Board of the Beter Leven (Better life) quality label Van Loon Group organises livestock farmer focus groups for the Dutch animal welfare organisation (Dierenbescherming)	Animal welfare Biodiversity Transparency in the supply chain Adding value to sustainable products/ fair prices for farmers
<b>Academic institutions</b> <ul style="list-style-type: none"> <li>• WUR/HAS (Wageningen University &amp; Research/HAS University of Applied Sciences)</li> <li>• VIC (safety information centre)</li> </ul>	Joint project monitoring and reducing carbon footprint in the pork supply chain	Climate & carbon footprint Waste water treatment
<b>Government</b>	Via environmental service (legislation)	Waste water Emissions Energy use (EED) Local environment
<b>Media</b>	Press releases	Bad practices in the sector
<b>Local environment</b>	Business owners' organisations	Emissions (smell/noise) Local involvement
<b>Competitors</b>	Via trade organisations	All the above-mentioned topics are also relevant to our competitors

## APPENDIX

*Selection of GRI indexes*

Based on the materiality of the sustainability topics, we have selected GRI indexes to report on. This report has been written in accordance with the GRI Standards Core option.

CSR pillars	Van Loon Group topic	Relevant GRI indicators	Page	
<b>Consumer and Health</b>	Transparency	GRI 417-1 Requirements for product and service information and labelling	8, 29	
	Food Safety	GRI 416-FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards	29	
	Social risk control in the supply chain	GRI 414-1 (%) New suppliers that were screened using social criteria	29, 34, 35 and 36	
<b>Supply chain management and animal welfare</b>	Adding value to sustainable products	GRI 203-2 Significant indirect economic impact	26 and 35	
	Local involvement	GRI 204-1 Proportion of spending on local suppliers	35	
	Organic meat	GRI FP9 Percentage and total of animals raised using animal welfare initiative	26, 29, and 35	
	Animal welfare	GRI FP9 Percentage and total of animals raised using animal welfare initiative	26, 29, and 35	
	Social risk control in the supply chain	GRI 414-1 (%) New suppliers that were screened using social criteria	29, 34, 35 and 36	
	Antibiotic use	GRI 416-1 Assessment of health and safety impacts of products	29, 34, and 35	
	<b>Employee safety and well-being</b>	Employee well-being	GRI 401-1 New employee hires	39
			GRI 401-1 Non-discrimination: Incidents/complaints	39 and 40
		GRI 402-FP3 Percentage of working time lost due to industrial disputes, strikes and/or lock-outs	39	
Continuity and job security		GRI 201-1 Direct economic value generated and distributed	39 and 40	
Integrity		GRI 205-2 Communication and training about anti-corruption policies and procedures	39 and 40	
Employee health and safety		GRI 403-10 Work-related ill health	40	
		GRI 403-9 Work-related injuries	40	
Employee training & education		GRI 404-2 Programme for upgrading employee skills and transition assistance programmes	40	
Diversity & equal opportunity		GRI 405-1 Diversity governance bodies and employees (gender, age group per group of employees)	40	
<b>Sustainable production</b>		Packaging materials	GRI 301-1 Materials used by weight or volume	47
	Sustainable energy generation & energy efficiency	GRI 302-3 Energy intensity	45 and 46	
	Losses & food waste	GRI 306-3 Significant spills (ingredient, volume and location)	47	
	Sustainable soya and palm oil	GRI 204-FP1 Percentage of purchased volume from suppliers compliant with company's sourcing policy	47	
	Waste (water)	GRI 303-3 Water withdrawal	46	
		GRI 306-1 Water discharge by quality and destination	46	
	Pork carbon footprint	GRI 305-1 Direct emissions	26 and 45	
		GRI 305-2 Energy indirect emissions	45	
	GRI 305-4 Emissions intensity	26 and 45		

In addition, we are also required to report on a number of general GRI indicators. In Accordance to the ‘core’ reporting, the indicators in the table below are the ones used in our reporting. This report has been written in accordance with the GRI Standards Core option.

GRI topic	GRI#	GRI indexes	Page/explanation
<b>General</b>	102-1	Name of the organisation	6
	102-2	Activities, brands, products and services	6 - 11
	102-3	Location of headquarters	8 and 9
	102-4	Location of operations (countries)	8 and 9
	102-5	Ownership and legal form	Van Loon Group is a Private Limited Liability Company (B.V.) under private ownership.
	102-6	Markets served	9 to 11 and 30 to 33
	102-7	Scale of the organisation	8, 12, 39
	102-8	Information on employees and other workers	39 and 40
	102-9	Supply chain	10 and 11
	102-10	Significant changes to the organisation and its supply chain	5
	102-11	Precautionary principles or approach	12
	102-12	External initiatives	50 and 51
	102-13	Membership of associations	50 and 51
	102-14	Statement from senior decision-maker	4
	102-15	Key impacts, risks and opportunities	14 and 15
	102-16	Values, principles, standards and norms of behaviour	6 and 7
	102-17	Mechanisms for advice and concerns about ethics	Van Loon Group has a whistle blower regulation of Conduct. These are both actively brought and a Code to the attention of our employees. The quality assurance service monitors adherence to the product integrity regulations.
	102-18	Governance structure	In addition to operational committee members, Van Loon Group's managing board (see p.5) consists of three non-operational committee members and the board's chairman.
	102-40	List of stakeholder groups	12
	102-41	Collective bargaining agreements	39
	102-42	Identifying and selecting stakeholders	12
	102-43	Approach to stakeholder engagement	12
	102-44	Key topics and concerns raised	22 and 23
	102-45	Entities included in the consolidated financial statements	8 and 9
	102-46	Defining report content and topic Boundaries	This report has been written in accordance with the GRI Standards Core option. The contents of this report are determined by paying the most attention to the material CSR topics.
	102-47	List of material topics	22 and 23
	102-48	Restatements of information	N/A
	102-49	Changes in reporting	Van Loon Group has been reporting its sustainability in its CSR report since 2011. The current CSR report is in line with the GRI Guideline for Sustainability Reporting.
	102-50	Reporting period	From 2011
102-51	Date of most recent report	2019	
102-52	Reporting cycle	Annually	
102-53	Contact point for questions regarding the report	Roland van Loon: rvanloon@vanloongroup.com Lindsay Kemps: lkemps@vanloongroup.com	
102-54	Claims of reporting in accordance with the GRI Standards	This CSR report was written in accordance with the GRI Standard, core option.	
102-55	GRI content index	This table	
102-56	External assurance	This CSR report has been internally reviewed. The report has not been validated by an external party.	
<b>Management approach</b>	103-1	Explanation of the material topic and its Boundary	22 and 23
	103-2	The management approach and its components	6 and 7
	103-3	Evaluation of the management approach	All Van Loon Group companies report periodically to the board of directors. CSR policy is structurally embedded in our business operations. Both operational KPIs and CSR KPIs are re-evaluated periodically and adjusted if necessary.





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