

 ***In motion***





### **CSR MISSION VAN LOON GROUP**

The Van Loon Group of companies is a part of society. In this capacity, we feel responsible for, and are involved in, the world of tomorrow. That's why we strive toward the most responsible methods of meat production and actively implement measures to support social responsibility.

Van Loon Group understands that this is an ongoing process. The pursuit of sustainable business is, therefore, anchored in our business operations.

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## *Changes of address and continued sustainable growth*

**For Van Loon Group, 2017 was a particularly eventful year. Meat Friends moved to the location formerly occupied by Van Loon Vlees in Best. In turn, Van Loon Vlees moved into the new production location in Son, where Van Loon Group's head office is also located.**

For this reason, comparing sustainable production figures over 2017 with figures from previous years is difficult. This will be considerably easier next year. Nevertheless, we can already indicate the energy savings

that the extremely sustainable building in Son has delivered this year.

Naturally, we also took major steps in relation to our three other 'sustainability pillars' in 2017. The pilot for The Healthy Pig / HyCare stables has been completed at four pig farms. This will definitely be followed up, as the health of the animals demonstrably improved during the course of the pilot.

In 2017, we also rolled out 'Beter Leven' certification of



# Loon Group

the Dutch Animal Protection Society among Belgian pig farmers on a large scale. Interest is considerable and we expect many more Belgian pig farmers will opt for this new method next year.

### **The effects of moving**

We have done our utmost to ensure customers were not affected by these moves. Generally speaking, this has brought a positive result. The relocations did, however, put some pressure on other areas. Absence due to illness this year was slightly higher than before. We also trained fewer employees than we would have liked to at the Van Loon Campus in 2017. We did, however, make

substantial investments in the area of occupational health and safety that contribute to reducing the physical burden on employees.

For us, 2017 was a year of relocations, but also another year of growth figures. Which made it a hectic and challenging year. I look forward to 2018 as a year in which we will do everything we can to ensure this growth is managed in a sustainable and environmentally responsible way.

**Roland van Loon**

*Technical Director Van Loon Group*

# Highlights 2017

## Consumer and Health

- We completed the pilot 'The Healthy Pig' (HyCare stables) with four farmers.

The results:

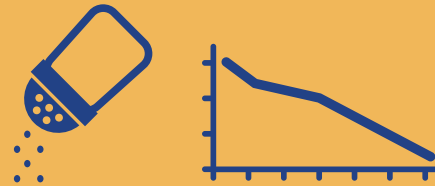
- healthier animals
- use of preventive antibiotics reduced by 100%
- use of corrective antibiotics reduced to a few cases per farm. This is a decrease of 30-70%

-100%



- In 2017, all products from the Van Loon Group companies already met the stricter CBL (Centraal Bureau Levensmiddelenhandel / Dutch Central Bureau for Food Trade) standards, which will apply from 2019.

- The amount of salt, nitrite, allergens and / or E-numbers has been reduced in many products again. Part of the product range is completely free of allergens or E-numbers.



- We have started development processes with the aim of removing added sugar (from granulated sugar to maltodextrins) from recipes.



## Chain management and animal welfare

- Van Loon Group rolled out the Beter Leven Keurmerk (BLK) (Better Life Quality Mark) 1 star for pigs in 2017 on a large scale in Belgium.



- The number of BLK 1 star and BIO pig farmers increased in 2017. Also, the number of BLK 2 star cattle farmers increased.



altijd beter



altijd beter

## Employee Health and Safety

- We have made various investments to improve the physical working conditions of employees (such as an automatic insert line, backsaver).



- In 2017 we started up a number of working conditions groups with the aim of further optimizing working conditions for employees.



- In 2017 **0** cases of discrimination or sexual intimidation were reported.



## Sustainable production

- New pig chain structure (with central slaughterhouse) ensures a far fewer kilometres are driven, resulting in reduction of CO<sub>2</sub> emissions of 479,103 kg.



- Investments in the extremely sustainable production location in Son instantly paid off: solar energy instead of fossil fuel, LED lighting, heat pump and energy efficiency ensure a substantial reduction of CO<sub>2</sub> emissions.



# Our DNA

## 100% customer focus

Everything for our customers. That was our approach in 1971 and it still describes our way of working today. This requires leniency and accuracy from Van Loon Group. Our business processes are fully geared towards offering the best possible customer service. For our employees, focusing on customers is second nature. Van Loon Group has a great deal of knowledge regarding the industry and the supply chain. We are happy to share this know-how with our customers. Van Loon Group is, therefore, strong in innovation. We are continuously developing new concepts and products from which our customers may benefit.

## Sustainable business

A sustainable approach and successful business go well together. SCSR is anchored in our business operations. For each pillar (Consumer and Health, Chain Management and Animal Welfare, Employee Health and Safety and Sustainable Manufacturing) we are constantly looking for ways of performing even better.

## Keep it simple

Don't make things complicated when you might be able to find an easier solution. A no-nonsense mentality. Thinking in 'solutions' instead of 'problems'. A 'can do' approach. This is Van Loon Group in a nutshell.

## The power of a family business

In 1971, Jos van Loon, father of Erik and Roland, became an independent meat supplier serving local restaurants in and around Eindhoven. A smart decision, as the company grew steadily and its clientele grew along with them. In 1987, Erik joined the family business, followed by brother Roland in 1993. This provided a solid foundation for the current Van Loon Group family business. The work ethic, long-term vision and 'always room for improvement' mentality can be felt everywhere today: these elements are part of the company's DNA. Employee involvement and pride are, therefore, considerable.







# Pillars of Van Loon Group



## Consumer and Health

An increasing number of people in the Netherlands and other countries are making a conscious choice for a healthy lifestyle. More exercise, not smoking and healthy eating are all part of this. As a meat-processing company, we play an important role in guaranteeing food safety. Consumers and customers need to have confidence in our products and processes. What's more, we are also constantly working on ways of making our products healthier. By using fewer allergens, fat, nitrite and sodium in products, for example, but also through reduced use of antibiotics by our cattle and pig farmers.



## Chain Management and Animal Welfare

Success in sustainability and animal-friendly business practices can only be ensured if secured throughout the chain. Animals must be housed, treated, cared for, fed and transported with care. From birth to slaughter. The Netherlands is definitely a front-runner when it comes to animal welfare, but there is always room for improvement. Van Loon Group ensures that the required processes are adequately executed by each link in the chain and monitors this. With a focus on sustainability and animal welfare. We aim to realise optimal transparency for our customers and consumers.



## Employee Health and Safety

Our people are our most important asset. Van Loon Group will do whatever it takes to create a healthy, safe working environment. This means that we are committed to ensuring work is safe and enjoyable whilst also stimulating a healthy lifestyle. In 2014 we started the Van Loon Campus with these goals in mind. Education and training provided help employees carry out their jobs adequately and safely. In addition, the Van Loon Campus facilitates employees' personal growth and development.



## Sustainable production

From rooftop solar panels and stimulating 'sustainable behaviour' amongst employees to heat recovery and reducing wastewater contamination levels. Sustainable production offers companies a wide range of possible measures and that goes for the Van Loon Group, too. We are committed to reducing our footprint without compromising the continuity of our organisation. The construction of our new, highly sustainable production site in Son is a prime example.

*'What can we include and what can't we include?'*



## **Ambitions**

- Extend the 'Het Gezonde Varken (Healthy Pig)' concept (HyCare stables) to 15 to 20 breeders / closed companies.
  - We aim to ensure that at least 60 companies are compliant and working with the 'Het Gezonde Varken' concept by 2020.
  - For this purpose, we are setting up a financing fund for pig farmers.
  - We aim to safeguard the system/working method through external certification. Ultimate goal is pork that is completely free of antibiotics.
- 
- Use (more) natural ingredients in our products.
  - Achieve quality certifications at the highest level.
  - Embed quality awareness in all layers of the organisation.

# Consumer and Health

**This question is central to the development of each new product: “What can we include and what can’t we include?” Every product must comply with applicable regulations and legislation. In addition, products must be producible, sustainable and attractive. For years, the Van Loon Group companies have been working within these frameworks to improve recipes with a focus on consumer health.**

- Once again, we have worked hard on making products more natural and healthier in 2017. The entire range of ready-to-eat chicken (fast preparation products) has been redeveloped, for example: all products are E number free and the number of allergens has been further reduced. In addition, we have managed to lower the salt content further. All products already meet the requirements of stricter CBL standards that will apply from 2019 onwards.
- We have started development processes with the aim of removing added sugar from recipes. To date, we have already adapted three recipes (everything from granulated sugar to maltodextrins). Further products (if appropriate) will follow.
- We have made a big step in the development and launch of meat products that contain no E numbers. We already offer smoked bacon and cooked ham without E numbers.
- A clean (natural) solution for inhibiting the growth of Listeria growth in pre-cooked, chilled products has been found. We will be rolling out this solution on a large scale within Van Loon Group in 2018.

- Antibiotics use by pig farmers (2017 compared to 2016)



Fattening pigs*	+20%*
Weaned piglets + fattening pigs	-/-17%
Breeders (sows/piglets)	-/-1%

\* In a (small) number of cases at our pig farmers, veterinarians - in consultation with the pig farmers - decided to give animals slightly more antibiotics than last year to safeguard their health. We find it important to mention that the veterinarians, together with the pig farmers, only proceed to use antibiotics if no other option is available. Unfortunately, this was the case at a number of companies in 2017, resulting in a 20% increase over the figure for 2016. We are doing everything we can to realise a decrease in 2018 (again) compared to this year.

- Allergens removed from some 20 products



- More sparing with salt

In 50 Van Loon Group products, the salt content has been significantly reduced.



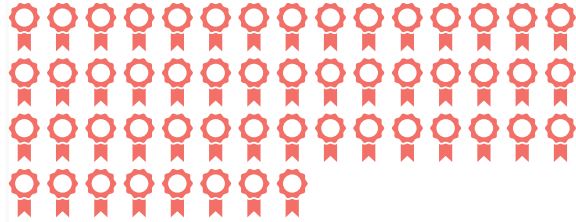
- Reduction of nitrite content in 7 products

- Reduced use of E numbers in some 30 products

- 11 unique quality certifications (such as IFS, Better Life, Bio)



- 53 certificates across 10 locations (+4 compared to 2016)



- Continuous checks on food safety and quality

- 75 external audits: a total of 65 working days



- 681 internal audits in the area of HON (Hygiene, Orde en Netheid/ Hygiene, Order and Neatness)



- 64 additional internal audits



- Over 35.000 microbiological analyses:

13.038 raw materials analyses

20.797 end product analyses

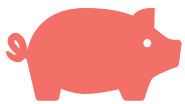
1.595 environmental analyses (air, water)



# The Healthy Pig



- ‘The Healthy Pig’ concept goes beyond working with HyCare stables. In addition to HyCare, we also safeguard the use of antibiotics and we channel the animals that have been given antibiotics.
- In 2017, Van Loon Group completed a pilot with HyCare stables at four pig farms. The results are very positive. The animals are healthier and we have been able to significantly reduce the use of antibiotics - preventive as well as corrective. The pig farmers that took part in the pilot have also mentioned that they find working in this way far more pleasant. The environment has been improved for the pig farmers, the people that look after them, and the animals themselves.



How do you get from an idea to a final product? Guido Slegers, Head of Product Development at Brandenburg Culinaire, answers this question every day. The sales department might receive a specific request from a customer, for example. The purchasing department may also have questions related to available raw materials. The factory might need specific information, too. Guido examines how Brandenburg can best satisfy these wishes and queries.

# *A difficult playing field*

“In recent years, we have strongly focused on reducing the percentage of salt in our end products,” says Guido. “Fortunately, these didn’t contain all that much salt to begin with: on average 1.0 to 1.5% per final product. Now, most of our range contains less than 0.75% added salt per final product, in some cases, this is even lower. There is, however, a limit to salt reduction. Reasons for adding salt is safety and public health, which naturally comes first. That can make ours a difficult playing field.”

## **Clean label**

“There is no clear definition of ‘Clean Label’. However, we could say it relates to transparency and using as few additives as possible. Retailers and food companies work with lists that contain ingredients that they have would rather not see – or don’t want to see at all. Or they tell us exactly which desired percentages are permissible. We then often out-perform their requirements. Brandenburg Culinaire has drastically reduced the amount of allergens and E numbers in many products. More than 80% of our

products can now be described as ‘Clean label’: without added E numbers and allergens. When it comes to product development, product safety remains central. In this case, the quality of the product must remain comparable or become even better if the recipe changes.”

## **Strict supplier selection**

“First of all, all our suppliers must be GFSI-certified (Global Food Safety Initiative). If this isn’t the case, we won’t do business with them. In addition, we’re very strict: if a supplier makes a mistake we issue a warning. If they make a second mistake, we’ll look for another supplier. This might sound harsh, but we cannot afford to take any risks. That’s why all meat and auxiliary raw materials are always traceable. Our ERP (Enterprise Resource Planning) software provides detailed insight into this. We want to pass 100% of all planned and unannounced audits with flying colours. Everything must be safeguarded and fully managed to be. If we were to deviate from that, we’d soon be out of business.”



***‘Through e-learning,  
we make employees  
aware of the importance  
of product safety’***



**Guido Slegers**  
*Head of Product Development  
Brandenburg Culinair*

## **SYNERGY ADVANTAGES WITHIN VAN LOON GROUP**

“All Van Loon Group companies work with meat. As a result, there is a great deal of knowledge within the group. We locate specialisms at different places in the group, which stimulate knowledge development. Through e-learning we make employees aware of the importance of product safety. They learn about existing regulations and we also explain to them why certain things are allowed or not. Because insight results in desired behaviour.”



# *Chain Management and Animal Welfare*

Improving animal welfare relies entirely on managing all of the links in the chain. From birth to slaughter. In this way, we managed to significantly reduce the number of kilometres driven (for the transport of pigs) because we have chosen to work with a central slaughterhouse that meets our requirements. We also rolled out the Beter Leven Kenmerk 1 star on a large scale in Belgium (BLK, Better Life Quality Mark) with pig farmers.





## Ambitions

- In Belgium: make a complete switch to Belgian-born piglets. (at present, a part of the total number of piglets still comes from the Netherlands).
- Further improvement of animal health.
- More beef from our own chain.
- Together with livestock farmers and other stakeholders, we will strive towards:
  - further improvement of animal welfare.
  - solutions for social themes (docking, manure, odour, housing, etc.)
- Monitor and share chain information: transparency for the consumer.



- Introduction to Beter Leven pig 1-star in Belgium: started in 2016 with 0. Status as of 31-12-2017



51 companies

- Number of pig farmers BLK 1-star total:

236 (+30)



altijd beter

- Number of pig farmers BIO total:

32 (+12)



- Number of beef farmers BLK 2-star total:

136 (+10)



altijd beter



***“There are fewer pigs in each sty and therefore it is easier for all animals to reach the trough. They grow more evenly and are generally for healthier.”***

***Waelko Waalkens***





# ***‘Beter Leven’ certification for Belgian farmers***

**Dolf Mertens** grew up on a pig farm and graduated in agricultural engineering. He worked for Vanden Avenne, a Belgian family business active in raw materials for the agro industry, for twelve years. About ten years ago, Dolf chose to start his own pig business in Minderhout, Belgium.

**Waelko Waalkens** is QA Manager Farming at Van Loon Group and in this capacity he is active in the advising of farmers and building their enthusiasm for the Better Life Quality Mark (Beter Leven Keurmerk). Both are firm believers in the value of the Quality Mark and they explain how they obtained this (Dutch) seal of approval in Belgium. A double interview.



“

Dolf: “I started off with some 1,600 fattening pigs. These were kept in the traditional way, where each pig has 0.75m at its disposal. The legal minimum in Belgium is 0.65m. Five years later, the number had grown to 2800 pigs. I became interested in the concept of ‘Better Life’ because I believe in managing the entire chain. I liked the fact that the health of the piglets on my farm could be improved. ‘Beter Leven’ certainly contributes to this. I now have 2,000 pigs on the same surface area, and each pig now has 1m at its disposal.”

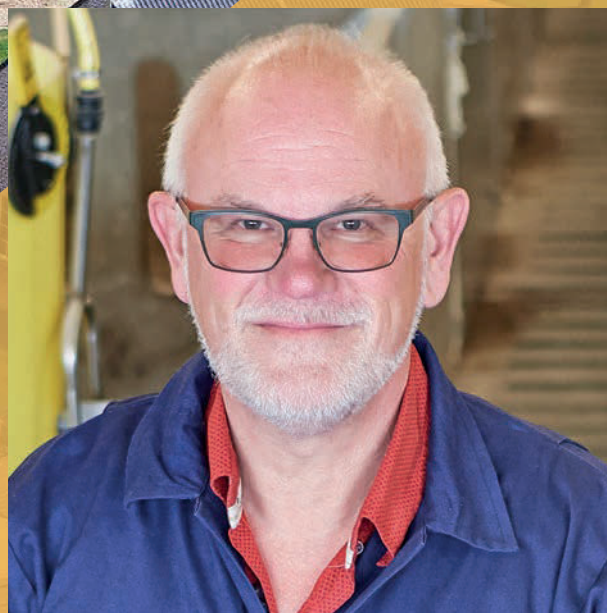
Waelko: “Van Loon Group has rolled out ‘Beter Leven’ amongst Belgian pig farmers on a large scale. We took part because we saw that this concept satisfied a need amongst our customers as well as Belgian consumers. We did a great deal of pioneering work in adapting the regulatory differences between the two countries in order to make comparisons easy.

Not something you can organise in a short time.

Legislation in Belgium is similar to that in The Netherlands, but there are considerable differences in the area of environmental legislation, and regulations concerning medication registration.

The challenge was to organise this in such a way that figures from Belgian pig farmers could be compared to Dutch figures. Based on this, the Animal Protection Society could then also award Beter Leven certificates in Belgium. An example: when administering medication it is obligatory to register this both in the Netherlands and in Belgium. However, different methods are used. At the request of Van Loon Group, the Veterinary Medicines Authority determined the required conversion factor, which was accepted by Het Keurmerk voor Integrale Keten Beheersing (Quality Mark for Integral Chain Management).”

”



*“They sometimes think I’m a know-it-all, but more and more Belgian farmers are adopting the ‘Better Living’ process”*

**Waelko Waalkens**



***“Around 75% of all my pigs  
are now delivered completely  
medication-free”***

***Dolf Mertens***



## “ Experiences with Beter Leven

Dolf: “The main difference is the fact that the pigs now have much more space. They also have a solid section of flooring on which they are more comfortable. In this way, separate fixed areas for lying, feeding and manure are created, which the pigs enjoy. After all, they are creatures of habit. I also ensure that there is sufficient diversion material to keep the animals occupied. Finally, the climate in the stables is also much better now. Fluctuations in temperature are much smaller. I now also keep boars. I didn’t at first, but this is going well under the current conditions. “

### Changing role of the veterinarian

Waelko: “Beter Leven provides a single manual for all farmers, in which veterinarian knowledge is translated to farmers’ everyday practice. It’s good if they have more insight into this area, because in the end they also determine which medication is used on their animals. The vets are scheduled to inspect the pigs in the barn once a month, and more often if the farmer requires this. However, their role is changing. There is much more need for their knowledge and less and less on the administration of medication. The majority of the veterinarians prefer it that way.”

### Is this good example being followed?

“The investment for Beter Leven wasn’t too high,” continues Dolf. “They are compensated by the extra price paid for Beter Leven pigs. This is, of course, a different way of working. I certainly think that many Belgian farmers will also opt for Beter Leven certification. They are open to improving animal welfare and, of course, they know about the changing wishes of consumers. However, they do seek confirmation from farmers already working with the concept, and I fully understand that.”

Waelko: “We are currently in a growth model. We want to enthuse more and more Belgian farmers to participate. Then, we need to take them to a level at which we can offer them Beter Leven certification. Working very closely together with the farmers is crucial to this. I want to convince them of the fact that animal welfare pays off. In the end, we just want to work with happy farmers.”



# *The Van Loon Group companies*



**Van Loon Vlees** is a modern and innovative meat processing company, located in Son and in Eersel, the Netherlands. From these locations, Van Loon Vlees serves big retail customers at home and abroad.



## ***“It’s fun to experience this fast growth”***

“What really appeals to me is that Van Loon Vlees really does seize every opportunity offered by the market. We innovate a great deal and know exactly where our strengths lie. We have, therefore grown incredibly fast in recent years. And that means everyone here should grow at the same rate. This sometimes requires understanding, patience and creativity. It’s never boring here, fortunately. We experience several peak times during the year, such as Easter, Christmas or BBQ season. Being stress resistant is a good quality to have. Personally, I think that’s what makes this company fun.”

**Roeland Strengers**, *Weigher Shipping Van Loon Vlees Son*

Van Loon Group consists of four ambitious meat processing companies: Van Loon Vlees, Brandenburg Culinair, Slegers Quality Meat Products and Meat Friends. These companies differ in size, product range and customer profile but share the same drive: there's always room for improvement. Things can always be made better for customers, consumers, animals and the environment in which we operate. Sustainability and chain management are firmly anchored in the business operations of all four Van Loon Group companies.



**Brandenburg Culinair** has grown from a village butcher in Driebruggen into a trend-setting, professional party in the retail and food service market. Brandenburg Culinair is located in Oudewater.



***“I now know every aspect of the company”***

“I have been with Brandenburg Culinair for almost thirteen years, so I know a little about everything. This is an advantage and a disadvantage, as people ask me questions about everything. What appeals to me? The fact that we always manage to find niches in the market and make the most of them. We often come up with very innovative concepts on the market and gain a head start. Our customers know and appreciate that. Above all, working at Brandenburg Culinair means working with people and tangible products. That suits me.”

**André van Vliet**, Location Manager Brandenburg Culinair



## Meat Friends

**Meat Friends** is a professional, internationally active meat processing company with offices in Best, Beilen and Roosendaal. Its customers consist of retailers, food service companies and meal preparation companies.



### ***“An accessible, enjoyable group of people”***

“I have been working at the Meat Friends location in Beilen since late 2016. There are many people working here that know a lot about meat, and who are passionate about it. The open, people-oriented nature of the company appeals to me. The lines of communication are short and clear, which is necessary for growth. Yes, we work hard, but time and time again employees are proud of what they’ve achieved together. We are result-oriented here, but not in a bad way. I love the connectedness I experience here, which is really special.”

**Alice de Boer**, HR Advisor Meat Friends Beilen



**Sleegers Quality Meat Products** is an innovative and traditional meat-processing product company, based in Hapert. It provides a variety of prepared meat products to industrial customers and meal preparation companies.



***“The customer profiles require close cooperation”***

“I am responsible for sales at Meat Friends as well as Sleegers. This covers all ‘non-retail’ customers and prospects. At Sleegers, we have weekly meetings in which we discuss purchasing, production and sales. We manufacture laborious - semi-finished - products for industrial use and therefore need to know exactly how customers want to use them. Working together with customers is, therefore, intensive and we are really good at it. We are the smallest company within the Van Loon Group but we always manage to get things done together.”

**Bas Timmers**, *Commercial Manager Sleegers Quality Meat Products*

# Employee Health and Safety



As discussed previously, 2017 was a hectic year for Van Loon Group due to internal company relocations and the ongoing growth of our company. Partly due to this, the illness-related absenteeism was higher than we would have liked this year. At the Van Loon Campus, we only trained 39 employees due to relocations and the fact that the Campus has been shut down in the summer months, unfortunately. This must and will change in 2018.

- Various investments were made to improve (physical) working conditions for employees:
  - At Brandenburg Culinair: a backsaver
  - At Meat Friends in Beilen: automatic insert line for hamburgers
  - At Slegers Quality Meat Products: strip cutter
  - At Van Loon Vlees in Best: dust extraction meat preparation
  - At Van Loon Vlees in Son: automatic insert line for hamburgers and meatballs
 We have also implemented various modifications to our assembly lines.



- In 2017 we introduced Health & Safety working groups with the aim of further optimizing working conditions for employees.



• Approximately **2000** people work at Van Loon Group. Including hirers

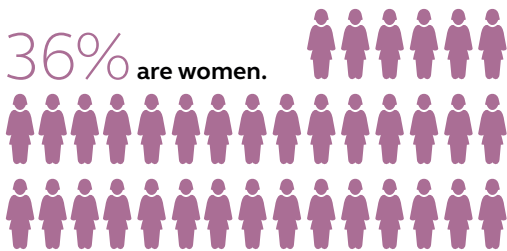
• New employees in 2017 **160**

• Directly employed **966**

• **64%** of employees are men



**36%** are women.



• Average age is

**41** years for men and

**38** years for women.



• Average number of years of employment (direct employees):

**5** years

• In 2017, **0** cases of discrimination were reported.



• In 2017, **0** cases of (sexual) harassment were reported.



• The number of accidents with absenteeism was **28**



• De LWC amounted to **1,55**  
Lost Workday Case:  
number of accidents per 200,000 hours worked

• Absenteeism due to illness was **4,9%**



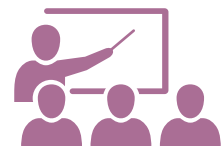
• Employees trained at the Van Loon Campus

2017: **39**

2016: 94

2015: 75

Total 2015-2017: **208**



# *In-house validation and excellent employee training*

Machine safety. Essentially, this refers to working safely with machines during production, during conversion and during cleaning. At a meat processing company such as Van Loon Group, safety mainly involves avoiding hazards related to cutting, noise and getting trapped. It is our job to organise all techniques and processes as best we can. Only in this way can we minimise risks. This is particularly important in relation to the company relocations that took place in 2017.

“Everything starts with design”, says Joost van Rooij, Project Engineer at Van Loon Group. “We need to clearly define the requirements we set for machine manufacturers. Of course, machines must be CE certified. This certification declares that a product has been tested and found to be safe for the European market. However, we don’t just take that for granted. That is why we always carry out our own validations. Why? Because we know from experience that you still encounter dangers that you hadn’t taken into account.

A production line in Best might be completely safe, for example, but after moving it to Son, where the assembly line is different and people work in different conditions, risks may be introduced. That’s why we carry out our own validation.”

#### **Connection method crucial**

Joost: “The way in which machines are connected is

essential to their safety. Excess current and strain relief, for example, avoid electrocution if a machine gets wet. These are necessary for a safe transition from one machine to another.”

#### **Maintenance concepts Van Loon Group**

Joost: “Each maintenance program for our machines is built up in the same way, and always begins with a zero measurement. The safety of our employees is paramount. The next key topic is securing product safety and thirdly we look at the technical state of the machine itself. A number of machines are validated every month, others once a year. We always provide feedback to our Technical Service (TS) regarding what kind of maintenance has been carried out. In consultation with the TS we also regularly adapted the frequency of validation.”



**Jos Peeters**  
*SHE coordinator*

**Joost van Rooij**  
*Project Engineer*

Joost van Rooij has been working at Van Loon Vlees / Van Loon Group since 2012. He started as Head of Technical Service and then began working as Maintenance Engineer and Project Engineer. He was closely involved in conceptualising, designing, building and operating machines related to the Van Loon Vlees move from Best to Son.





## *Ambitions*

- 0 accidents resulting in absenteeism
- Reducing sick leave to <4%
- Well-trained employees
- Healthy and satisfied employees
- Realization strategic employee plan with a focus on driving competency levels



### Training on the job en off the job

“When Van Loon Vlees moved to Son, machines from the existing factory were also moved, but many new lines were added, too,” continues Jos Peeters, SHE coordinator at Van Loon Group. “We offered employees dedicated training so that they can work with the new lines. This training is given by external parties – such as suppliers or manufacturers of new machines – or by our own staff. There are always employees present who can take notes. This allows us to translate everything into an instruction that we can use at the Van Loon Campus. Employees are trained on the job or at the Van Loon Campus at other times. During the relocations we noticed that employees needed to get used to a new workplace and new working conditions. Culture and experience also play a major role. You can’t take all of these things into account beforehand.”

### Procedure in case of an accident

Jos: “Fortunately, we rarely see accidents. Of course,

Jos Peeters is SHE (Sustainability, Health, Environment) coordinator at Van Loon Group. A part of his work involves optimizing working conditions for employees. Machine safety plays an important part in this. Jos has been working at Van Loon Vlees / VanLoon Group since 2013.

we have a fixed protocol for (serious) accidents. Helping the victim and organising the best possible treatment always comes first. Is there permanent injury or hospitalization? Then we report the accident immediately to the SZW (Ministry of Social Affairs and Employment) Inspection. They immediately start an investigation, in which we fully cooperate. This is an important learning opportunity for us.”

### Minimizing physical load and strain

Joost: “At the drawing board, we start working out how we can minimise physical strain on employees to the greatest possible extent. We have invested heavily in this. In Son, we introduced automated supply of empty boxes and pallets are stacked automatically. Boxes are automatically removed and palletised. In this way, it is possible to reduce the risk of work-related injuries. In addition, our production employees work in cold rooms. To make things as agreeable as possible for them, we make sure that the spaces in which they work are not too large. This makes the climate easier to manage. In addition, we work with many cooling installations instead of a few. This means we can reduce airflow speeds and prevent drafts.”

### Managing internal transport

Joost: “At Van Loon Group, internal transport is the main contributor to accidents. We have chosen to work with conveyor belts (instead of pallet trucks and such) to minimise this to the greatest extent possible.”

Jos: “In the new production location in Son, we have also set up separate walkways and made space for wider aisles with separate pedestrian zones. All this reduces the risk of collision.”



# *Sustainable production*



As a result of internal company relocations in 2017, it is difficult for us to compare KPIs with regard to the consumption figures (electricity, water, gas) and, consequently, the development of the CO<sub>2</sub> footprint with figures from previous years. However, we will make every effort to provide you with as much insight as possible into consumption.

## ***Ambitions***

- **Renewal Occupational Health and Safety Risk Inventory and Evaluation (RIE) at all locations**
- **Energy scans at the largest Van Loon Group locations**
- **Installation of solar panels at the Eersel and Roosendaal locations**
- **Replacing regular lighting with LED lighting at several locations**
- **Energy use entirely from renewable energy sources**
- **Continuously work on increasing energy and water savings**
- **Further reduction of the amount of non-recyclable waste**
- **Maximum use of recyclable or compostable packaging material**
- **Further reduction of our CO<sub>2</sub> footprint**

- Our new pig chain structure (with central slaughterhouse) ensures very much less mileage. The result?



504.319 km less driven  
and  
493.621 kg CO<sub>2</sub>-emission reduction.

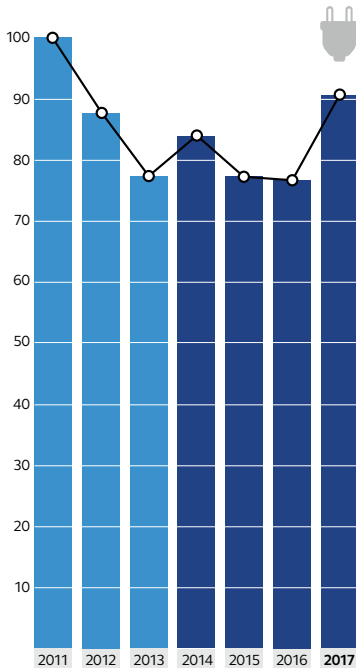
- The investments in our extremely sustainable production site in Son are already paying for themselves: using solar energy instead of fossil fuel, LED lighting, heat pump and energy efficiency have resulted in a considerable reduction of CO<sub>2</sub> emissions at Van Loon Vlees / Van Loon Group in Son.



The CO<sub>2</sub> footprint of the joint Van Loon Group companies amounted to **0,162 ton** per ton of product (scope 1 and scope 2) in 2017. This footprint is calculated in accordance with the CO<sub>2</sub> Performance Ladder.

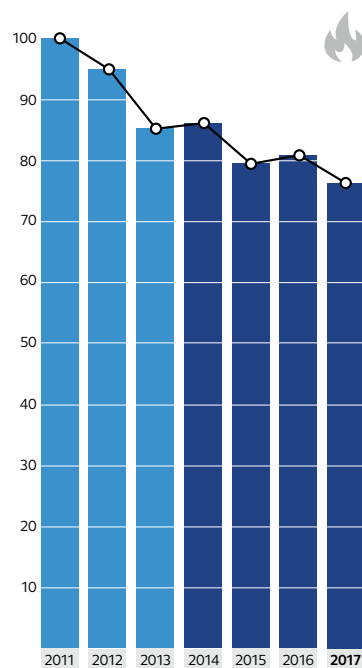
**Electricity**

kWh per ton of end product  
(index: 2011-100)



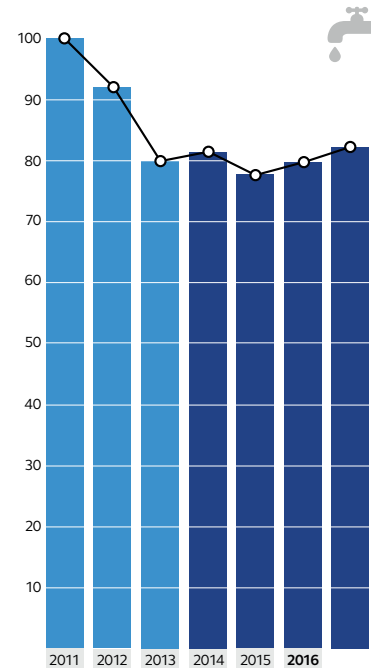
**Gas usage**

m<sup>3</sup> per ton of end product  
(index: 2011-100)



**Water usage**

m<sup>3</sup> per ton of end product  
(index: 2011-100)



# *Sustainable business is paying off*

The high-tech Van Loon Vlees / Van Loon Group production site in Son is one of the most sustainable production sites in the world. It was designed and built according to the BREEAM methodology and achieved the highest level ('Outstanding'). To achieve this, investments have been made in the most sustainable solutions. And payback already began in 2017.

## **1. SOLAR PANELS**

The roof has been equipped with 7,000m<sup>2</sup> of solar panels with a total peak power of 1,000 kW. The yield of the panels is approximately 1,000,000 kWh per year.

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**CO<sub>2</sub> reduction: 650 tons per year.**

## **2. LED-LIGHTING**

The offices as well as the production areas are equipped with energy-efficient LED lighting. The advantage over traditional lighting? Energy consumption is almost halved. In the refrigerated production facilities, the fact that now only half as much heating produced by lighting needs to be removed. As a result, energy savings are a combination of lower energy consumption for lighting (direct) as well as reduced energy consumption for cooling installations (indirect). Savings compared to traditional lighting amount to approximately 900,000 kWh per year.

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**CO<sub>2</sub> reduction: 480 tons per year.**

## **3. USE RESIDUAL HEAT THROUGH CENTRAL COLD STORAGE SYSTEM**

The new Van Loon Vlees / Van Loon Group premises in Son are not connected to the gas mains. This is possible because residual heat from the central cold storage system is used to heat the following processes:

- Defrosting and tempering raw materials
- Heating offices
- Warming up cleaning water
- Cleaning ventilation

### **3.1 Defrosting and tempering raw materials**

The new building has four tempering tunnels for thawing or tempering raw materials within a day. Heated air is forced through the product using fans. This process is computer-controlled, allowing desired product temperatures to be managed and registered with great accuracy.

The thawing and tempering process requires large amounts of heat, which is provided entirely through

*The total CO<sub>2</sub> reduction through these investments amounts to no less than 2,053 tons per year.*



heat recovery. Without utilization of residual heat gas consumption for this process would amount to approximately 100,000 m<sup>3</sup> per year.

**CO<sub>2</sub> reduction: 200 tons per year.**

### 3.2 Office heating

The office is fully equipped with low temperature underfloor heating. 100% of the required heat is provided by heat recovery. No additional heating with electricity or gas is necessary. If the office were heated with gas, consumption would be around 21,000m<sup>3</sup> per year.

**CO<sub>2</sub> reduction: 40 tons per year.**

### 3.3 Warming up cleaning water

After production hours, production areas are cleaned daily with warm cleaning water with a temperature of 55 °C. This water is fully heated, from approximately 10 °C to 55 °C, with recovered heat. If the water were to be heated with gas-fired boilers, gas consumption would be around 325,000 m<sup>3</sup> each year.

**CO<sub>2</sub> reduction: 600 tons per year.**

### 3.4 Cleaning ventilation

During the cleaning with hot water, fog is created in the production area. To remove the fog or vapour and dry the room after cleaning, the room is intensively ventilated with air from outside. The ventilation air is heated to increase moisture absorption and therefore drying capacity. Here, the required heat is also drawn from the heat recovery.

Because the cooling installation is usually switched off after production hours, the challenge arises to optimally match heat demand and heat supply well. During cleaning, the need for heat is greatest, but exactly then the supply is smallest. To ensure sufficient heat is available during the cleaning period, heat is buffered during the day in the sprinkler tank. This has a capacity of approx. 700 m<sup>3</sup>. The water is warmed up during the day to 35 °C at no cost and the heat is used at times when insufficient residual heat is available. If the ventilation air were to be heated with gas-fired boilers, gas consumption would be approx. 44,000 m<sup>3</sup> per year.

**CO<sub>2</sub> reduction: 83 tons per year.**

**The total CO<sub>2</sub> reduction through these investments amounts to no less than 2,053 tons per year.**



In 2016, Van Loon Group began the construction of the new production site for Van Loon Vlees in Son. The head office of Van Loon Group was also realised here.

Van Loon Group obtained the highest BREEAM sustainability score for the design of this building: Outstanding. RBK Group, the firm of architects and engineers responsible for the design, still plays an important role after construction. They continuously monitor the performance of all installations. Theo Vliek, Commercial Director at RBK, explains.

# *Register and act*

The process must be the basis of the design. That is our starting point, seamlessly connected with how Van Loon Group wanted to work: start construction based on production logistics and make no concessions. The production process is central and the building ('the shell') facilitates that process. Our goal was to build a building in which you can organise a sustainable and efficient production process. And we have succeeded in doing so."

## **The Van Loon Group / Van Loon Vlees building**

"Cross-disciplinary work was essential. Without an integrated approach, we wouldn't be able to realise our high level of ambition in the fields of sustainability and performance. That was immediately a big challenge for us, as directors of the entire 'factory'. Production logistics, the building, building-related installations and the use of energy-efficient technologies had to be optimally coordinated. The production area and the office area are fully integrated. The current generated by the solar panels on the roof, is used for cooling. The building has no connection to the gas mains. This is possible because residual heat released from the central cold storage for defrosting and tempering raw materials is used for heating offices, cleaning water and cleaning ventilation. When the production department



stops production, however, the heat also stops – despite the fact that they need hot water for cleaning at exactly that moment. The sprinkler tank (for fire safety) is therefore used as a heat buffer, which is charged 'for free' during the day and discharged in the evening."

## **Sustainable and low operating costs**

"Van Loon Group has consciously invested heavily in a sustainable building, based on the conviction that these investments will definitely repay themselves as operational costs decrease.

That means you have to continuously monitor all your





**Theo Vliek**

processes. To measure is to be certain. To achieve this, Van Loon Group works with our FOPRO total management system. From every workplace, you can use it to monitor how installations are functioning. With FOPRO, you collect a large amount of data and really get something out of it. Thanks to FOPRO, you not only know what you've produced, but you also know the conditions under which production took place. You can make adjustments immediately, if necessary. You can take action if you see that you're exceeding process and energy consumption values. Change processes to increase their contribution to efficiency and cost saving. We are constantly working on this."

#### **The human factor**

"In order to save energy, we try to limit the influence of the human factor as much as possible. For example, by introducing motion sensors in illuminated spaces. In addition, it is necessary to make employees aware of

***"Taking an active approach to the process can already result in 5% energy savings"***

the importance of energy savings and how they can optimally contribute to this. We often see that if employees are well informed about the goals you want to achieve with energy saving, they also enjoy contributing to them. Then, this simply becomes part of the daily routine."

#### **Management**

We now work with the FOPRO management system at all Van Loon Group companies (except for Slegers). In the future, we will be using this in a much granular way. We move from coarse to fine: ultimately, we want to have accurate insight into energy consumption in each separate part of the production process. For example, we want to know the difference in consumption between one product and another. Then, we can work out the energy costs for each type of product. In 2017, it was temporarily difficult to provide precise figures per kWh product. Van Loon Group kept two factories up and running this year and had to deal with internal company relocations. Next year, our reporting will improve. I am already convinced that energy consumption per ton of product in 2018 will be the lowest that Van Loon Group has ever achieved."

# Reporting and scope

**Van Loon Group reports its sustainability performance in accordance with the GRI guidelines (version G4) and the Sustainability Reporting Guidelines & Food Processing Sector Supplement (version G4).**

All Van Loon Group companies report to (amongst others) Directors, the Supervisory Board and Management when it comes to sustainability and corporate social responsibility. Based on these reports and the evaluations and accountability of the CSR results, we were able to create this CSR annual report 2017.

Based on the GRI guidelines, we selected subjects and indicators and then assessed them on their relevance. We have included quantitative and qualitative information, obtained from the various Van Loon Group companies, in this report. Of course we have checked and validated this information prior to publication. To make the various calculations, we have worked with existing standards and widely accepted methodologies. When monitoring consumption figures and related parameters, we report quantities in relation to the volumes produced. This is checked during existing audits.





Category	Indicator-code	Description	Explanation	External Assurance
<b>Vision and strategy</b>	G4-1	CSR vision and strategy Van Loon Group	Page 2,8	Yes
	G4-2	Description most critical factors, opportunities and threats	Page 10, 11	No
<b>Organisational profile</b>	G4-3	Name of the organisation	Van Loon Group, including Van Loon Vlees, Meat Friends, Slegers Quality Meat Products and Brandenburg Culinair	No
	G4-4	Main brands, products and services	Fresh meat and convenience products under own brand name and private label	No
	G4-5	Location headquarters	Ekkersrijt 8825, 5692 JW Son en Breugel The Netherlands	No
	G4-6	Countries in which company is active	Europe	No
	G4-7	Ownership structure and legal entity	Private company	Yes
	G4-8	Sales markets	Retail, foodservice and food preparation	No
	G4-9	Size of organisation	See financial annual report	No
	G4-10	Staff size	Page 31	No
	G4-11	Staff turnover	See 2017 management reviews	Yes
	G4-12	Value chain description	Van Loon Group processes meat-based raw materials into a prepackaged end product for retail and to end products for food service companies.. The raw materials are largely purchased from own pig and cattle farmers	No
	G4-13	Significant organisational changes	Moving Meat Friends Best to former location of Van Loon Best	No
	G4-14	Precautionary principles	See manual: "Mission", "Policy" & "Management Review"	No
	G4-15	Other external initiatives	Collaboration WUR Wageningen, MS Schippers	No
	G4-16	Participations, memberships	MVO Nederland, Verbond van Den Bosch, Best Duurzaam	No
<b>Identified materialities</b>	G4-17	Operational structure	See financial annual report	Yes, IFS
	G4-18	Reporting process	Page 42	No
	G4-19	List of materialities	Page 10, 11, 42	No
	G4-20	Scope and demarcation of materialities internal	Page 42	No
	G4-21	Scope and demarcation of materialities external	Page 42	No
	G4-22	Redefinition of previously provided information	No significant redefinitions in 2017	No
	G4-23	Significant changes compared to previous reporting period (scope, demarcation, measurement methods)	Van Loon Son opened in 2017 and Van Loon location Acht closed, Meat Friends Best moved to the former location of Van Loon Best	No

Category	Indicator-code	Description	Explanation	External Assurance
<b>Stakeholders</b>	G4-24	Overview (groups) relevant stakeholders	Not reported	No
	G4-25	Basis for inventory and selection stakeholders	Not reported	No
	G4-26	Stakeholder involvement procedure	Not reported	No
	G4-27	Stakeholder topics	Not reported	No
<b>Report Profile</b>	G4-28	Reporting period	1-1-2017 / 31-12-2017	No
	G4-29	Date of most recent report	CSR-annual report Van Loon Group 2016	No
	G4-30	Reporting cycle	Annual	No
	G4-31	Contact for further information	info@vanloongroup.com	No
	G4-32	External reporting (GRI-table)	Appendix GRI-table	No
	G4-33	External verification and approval policy	No certification CSR report. Verification management- system by IsaCert (IFS and Varken van Morgen),Product integrity guarantee system by IsaCert (Varken van Morgen), Skal and Kiwa VERIN	Yes, IFS, VvM and Product Integrity
<b>Management, commitments and involvement</b>	G4-34	Management structure	See financial annual report	No
	G4-37	Recommendation mechanisms for shareholders and employees	See financial annual report	No
	G4-38	Supervisory Board	See financial annual report	No
	G4-39	Chairperson of the Executive Board	See financial annual report	No
	G4-40	Procedure for senior management selection including required expertise	See manual: 'Personnel management'	No
	G4-41	Methods for securing independence / preventing of conflicts of interest	See financial annual report	No
	G4-44	Procedure review central management	See manual: "Mission", "Policy" & "Management Review"	Yes, IFS and VvM
	G4-45	Management review procedures	See handbook: Management review procedures	Yes, IFS and VvM
	G4-46	Management review responsibilities	See handbook: Management review procedures	Yes, IFS and VvM
	G4-47	Management review frequency	Annual	Yes, IFS and VvM
	G4-48	Highest function evaluating the CSR Annual Report	Technical Director Van Loon Group	No
	G4-51	Reward structure senior staff in relation to CSR performance	See financial annual report	No
	G4-52	Process of reward structure	See financial annual report	No
<b>Ethics and Integrity</b>	G4-56	Internal values, principles and rules of conduct	See manual: "Mission", "Policy", "Management Review" and "Code of conduct"	Yes, IFS and VvM
	G4-57	Research method unethical behaviour	Code of Conduct, whistleblower provision	Yes, VvM
	G4-58	Reporting unethical behaviour	Code of Conduct, whistleblower provision	Yes, VvM

Category	Indicator -code	Description	Explanation	External Assurance
<b>Economic</b>	G4-EC1	Financial results / data	See financial annual report	No
	G4-EC2	Financial opportunities and threats	See financial annual report	No
	G4-EC3	Retirement provision / securities	VLEP Sectoral Pension Fund	No
	G4-EC4	Government support financial	See financial annual report	No
	G4-EC5	(Ratios) Reward employees	See financial annual report	No
	G4-EC6	Use of local workforce (low to high)	See financial annual report	No
	G4-EC7	Development and realization of local infrastructure activities	See financial annual report	No
	G4-EC8	Insight into and description of direct and indirect economic impact	See financial annual report	No
	G4-EC9	Policy and activities related to local purchasing expenses	See financial annual report	No
<b>Environmental</b>	G4-EN1	Materials for packaging of finished products	See financial annual report Packaging tax	No
	G4-EN2	Percentage of recycled materials / raw materials / excipients on total	Not reported	No
	G4-EN3	Energy consumption in the organisation	Page 37	No
	G4-EN4	Energy consumption outside the organisation	Not reported	No
	G4-EN5	Energy-intensity	Van Loon Group relates the energy consumption to the produced kilograms of meat. Page 37	No
	G4-EN6	Energy savings	Page 36-39	No
	G4-EN7	Initiatives for energy savings / efficiency improvements	Page 36-39	No
	G4-EN8	Water usage	Page 37	No
	G4-EN9	Water sourcing / withdrawal with environmental and environmental impact	None (Only use of tap water from Brabant Water and Vitens)	No
	G4-EN10	Percentage reused water	Not reported	No
	G4-EN11	Possession ground/water inside and outside protected natural areas	N/A	No
	G4-EN12	Influence on biodiversity inside and outside protected natural areas	Biodiversity Action Plan (BAP) stimulated amongst pig farmers through the Code of Practice.	No
	G4-EN13	Areas protected or restored	N/A	No
	G4-EN14	Number of species endangered by activities / presence	None	No
	G4-EN15	Direct CO <sub>2</sub> emissions (scope 1)	Page 37	No
	G4-EN16	Indirect CO <sub>2</sub> emissive (scope 2)	Page 37	No
	G4-EN17	Other CO <sub>2</sub> impact (scope 3)	Not reported	No
	G4-EN18	Intensity CO <sub>2</sub> emission	Not reported	No
	G4-EN19	Initiatives and results for reducing CO <sub>2</sub> emissions	Page 37, 38 and 39	No

Category	Indicator -code	Description	Explanation	External Assurance
	G4-EN20	Emissions ozone-depleting substances	Not reported	No
	G4-EN21	Other air polluting emissions	Not reported	No
	G4-EN22	Wastewater	KPI overviews	No
	G4-EN23	Waste products	KPI overviews	No
	G4-EN24	Environmental incidents	No incidents	No
	G4-EN25	Import and/or export environmentally harmful substances	N/A	No
	G4-EN26	Description areas threatened by discharge of wastewater	N/A (Discharge and purification via sewage treatment plants (RWZI) Waterschappen De Dommel, Brabant Delta and De Stichtse Rijnlanden)	No
	G4-EN27	Environmental impact limiting activities and results	See pages 36-41	No
	G4-EN28	Percentage of products / packages collected and reused	Not reported	No
	G4-EN29	Penalties and fines for environmental offenses	No fines imposed in this context	No
	G4-EN30	Environmental impact logistics (overall)	Not reported	No
	G4-EN31	Expenditure to protect and restore the environment	Not reported	No
	G4-EN32	Percentage of suppliers tested	Not reported	No
	G4-EN33	Negative impact on the environment	Not reported	No
	G4-EN34	Number of complaints regarding the environment	Not reported	No
<b>Labour</b>	G4-LA1	Number of new employees and turnover per employee	See financial report	
	G4-LA2	Conditions provided to full-time permanent employees not offered to part-time or temporary employees	No deviating conditions; Conditions for fixed and temporary staff are the same	No
	G4-LA3	Return following parental leave	Not reported	No
	G4-LA4	Minimum reporting period in case of significant changes	In line with collective agreement	No
	G4-LA5	Percentage of employees actively involved in health and safety	Through H&S consultation, working groups, in-house emergency response members, prevention staff and counsellors all employees are directly and / or indirectly represented	No
	G4-LA6	Absenteeism	See page 31	No
	G4-LA7	Employees at high risk of diseases related to their work	None	No
	G4-LA8	Formal Health & Safety agreements	Arrangement of H&S Management System in accordance with applicable laws and regulations	No

Category	Indicator-code	Description	Explanation	External Assurance
	G4-LA9	Average number of training hours per year	See management review 2017	No
	G4-LA10	Number of programs for employee development	See page 31	
	G4-LA11	Percentage of employees who undergo performance and appraisal conversations	Performance and evaluation discussions have been conducted with 100% of the permanent employees.	No
	G4-LA12	Personnel structure	See page 30 and 31	No
	G4-LA13	Ratio of basic salaries of men and women	Salary building according to collective agreement (Butchers, Meat, Meat Products). In 2012, Van Loon Vlees made a separate salary structure for non-collective agreement positions.	No
	G4-LA14	Number of vendors screened for working conditions	None	No
	G4-LA15	Negative effects of working conditions in the supply chain	None known	
	G4-LA16	Number of complaints regarding working conditions	See page 30 and 31	No
<b>Human rights</b>	G4-HR1	Percentage and number of agreements concluded of which human rights clauses are a part	All employment agencies with which the Van Loon Group cooperates conform to the BSCI Code of Conduct	No
	G4-HR2	Number of training sessions and time spent on staff training in the context of human rights policy and procedures	N/A	No
	G4-HR3	Number of incidents of discrimination and actions taken	No incidents	No
	G4-HR4	Activities and suppliers where the right to union association (trade union) has been under pressure	No activities known	No
	G4-HR5	Activities and suppliers in which child labour can be / is a factor	No activities known	No
	G4-HR6	Activities and suppliers where forced labour (may) play a role	No activities known	No
	G4-HR7	Percentage of staff trained in the field of human rights	N/A	No
	G4-HR8	Number of incidents involving the rights of indigenous employees and close communities	No incidents	No
	G4-HR9	Number of cases of human rights research	None	No
	G4-HR10	Number of new suppliers screened in relation to human rights	All employment agencies with which the Van Loon Group cooperates conform to the BSCI Code of Conduct	No
	G4-HR11	Negative effects on human rights in the supply chain	None known	No
	G4-HR12	Human rights related complaints	None	No



Category	Indicator -code	Description	Explanation	External Assurance
<b>Society</b>	G4-SO1	Programs to promote relationships, impact environment	Proactive consultation with local authorities has been conducted in the context of potential environmental issues (eg noise and odour). Within the Code of Practice, attention has been paid to a healthy relationship with primary companies' direct environment.	No
	G4-SO2	Activities with current or potential negative effects on local communities	None known	No
	G4-SO3	Number of activities evaluated for risks related to corruption / bribery	Code of Conduct, participation Supply Chain Initiative	No
	G4-SO4	Communication and training on anti-corruption and bribery	Code of Conduct, participation Supply Chain Initiative	No
	G4-SO5	Number of reported bribery / corruption incidents	None	No
	G4-SO6	Contributions (financial) to political parties, politicians	None	No
	G4-SO7	Number of legal procedures in the field of monopoly and competition issues	None	No
	G4-SO8	Consequences (including financial) of non-compliance laws and regulations	No known consequences	No
	G4-SO9	New suppliers investigated on impact society	None	No
	G4-SO10	Possible negative impact on society in the supply chain and actions undertaken	None known	No
	G4-SO11	Complaints regarding negative impacts on society	None	No
<b>Product responsibility</b>	G4-PR1	Phases in production chain involving safety and quality	All production sites certified according to IFS, involving all phases from supplier selection, purchasing, R & D, storage, production, sales, etc. to logistics / delivery to the customer. For the primary sector, stringent agreements have been made towards food safety and quality (including IKB and GMP +). See page 12-15	Yes, IFS
	G4-PR2	Complaints	See management review	Yes, IFS
	G4-PR3	Consumer information on product	Information about origin, composition, method of preparation, etc. in accordance with applicable (EU) laws and regulations and in accordance with the requirements of the customer.	Yes, IFS
	G4-PR4	Number of complaints/reprimands regarding labelling products	See management review	Yes, IFS
	G4-PR5	Customer satisfaction	See management review	Yes, IFS

Category	Indicator -code	Description	Explanation	External Assurance
	G4-PR6	Sales of prohibited or dubious products (compliance with food safety legislation)	All locations are GFSI certified (IFS or BRC) and certified for claims such as Biologisch, Beter Leven Keurmerk, and Varken van Morgen. For this reason, these locations are regularly inspected by NVWA (the Dutch Food and Wares Authority), Stichting Beter Leven keurmerk, Stichting Skal and IsaCert. Where compliance laws and regulations are a basic condition for the license to produce.	Yes, IFS, Skal, Kiwa VERIN
	G4-PR7	Number of incidents in the field of (voluntary) disclosure of customer information	See management review	Yes, IFS
	G4-PR8	Number of incidents of customer privacy infringement	None	No
	G4-PR9	Financial value number of fines / claims related to non-compliance with laws and regulations	See management review	No
<b>Food Processing</b>	G4-FP5	Percentage of production produced in a location certified for food safety standards	100% GFSI (IFS)	Yes, IFS
	G4-FP6	Percentage of sales volume with significantly lower fat content (saturated, trans), sugar, salt, etc.	Page 12-17	No
	G4-FP7	Percentages of sales volume with significantly higher fiber content, vitamins, minerals, etc.	Not reported	No
	G4-FP8	Policy and execution of information to customers about ingredients and health claims beyond legal requirements	Information about ingredients and health claims etc. is done in accordance with applicable EU legislation and in close consultation with the relevant customer	No
<b>Animal welfare</b>	G4-FP 9	Percentage of kept / processed animals in relation to initiatives to improve animal welfare	Page 18	Yes, Kiwa VERIN
	G4-FP 10	Policies and actions related to animal interventions	See Code of Practice Pigs (meets Beter Leven 1-Star and Varken van Morgen) standards and Code of Practice Rund (meets Beter Leven 2-Star) standard.	Yes, Kiwa VERIN
	G4-FP 11	Percentage of animals kept per holding system	Page 18	No
	G4-FP 12	Policies and actions for antibiotic use, hormones, growth promoters	See Code of Practice. Also see page 14, 15	No
	G4-FP13	Number of incidents for non-compliance with laws and regulations in the area of transport, treatment and slaughter of animals	No related incidents	Yes, Kiwa VERIN



# Van Loon Group

Ekkersrijt 8825  
5692 JW Son  
The Netherlands

T +31(0)499 37 88 31  
F +31(0)499 32 70 99  
info@vanloongroup.com

[www.vanloongroup.com](http://www.vanloongroup.com)

