



50 years
Good source.
Great food.



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1971 – 2021

Good source. Great food.

2021 was a special year for Van Loon Group, our 50th anniversary. Our father first opened his catering butchers in Eindhoven on 1 November 1971. Since then, by working hard, always looking for new opportunities and improving every day, we have expanded to become a leading business in the food sector.

We had planned to celebrate our 50th anniversary in style, with all our employees. Sadly, the Covid-19 pandemic put paid to that. But, like true to our Van Loon roots, we didn't let that stop us. In 2021 there were several moments when we reflected on this milestone. On 1 November, we did celebrate our birthday after all in a small but visible way. Cake for every one of our employees and as a tangible reminder of 50 years of Van Loon Group, we produced an attractive book: *Improving Every Day*. In it you can read about 50 years of history, but also 24 stories told by our heroes, our employees.

They are at the heart of our family business. That was true

50 years ago and nothing has changed. They make an effort on a daily basis to make the best products for our customers in retail, the catering industry and industry. 'Improving every day' requires enthusiasm and effort. That's why we continue to invest in people. In knowledge, expertise, professionalism and long-term employability. And in pleasant, safe and interesting working environments where people can perform to the best of their ability.

I am incredibly proud of our company, our people and the way we have developed. From a local catering butcher to an international supply chain director with our own sustainable pork and beef supply chains. And from a meat company to a food business supplying meat products, meat substitutes and ready meals. We are already ready for the future but we never stop innovating. We continue to build the business we're proud of. Doing it our own way. Enterprising and just a little bit unconventional!

Roland van Loon - Van Loon Group CTO

Van Loon Group

Facts & Figures 2021

900 million turnover



900 mln

2,500 employees



2.500

9 producers of meat products,
meat substitutes and ready meals



9

11 production sites



11

1971

Establishment of Van Loon in the Gennep watermill in Eindhoven. Jos van Loon starts his own catering butcher's business.



1972

Centrum Sports Centre (now Center Parcs) becomes Van Loon's first nationwide customer.



1975

Jos van Loon moves to the new Jan Louwers Catering Wholesaler Centre in Eindhoven.



1987

Jan Louwers sells his company to Sligro. Jos van Loon continues in newly-built premises in Eersel.



1995

Van Loon starts supplying large volumes of cooked meat. Their first customer is the caterer serving the World Jamboree, an event in Almere attended by thousands of Scouts from around the world.



1993

Roland and Marjan join the family business. All three of Jos and Mieke's children now work for the firm.



1988

Erik van Loon, Jos van Loon's eldest son, joins the business.



1996

Van Loon innovates by producing bonded meat. The first bonded lamb medallions are supplied to British Airways.



2000

Jos van Loon formally retires from the business. The second generation is in charge.



2003

Opening of The Roastery, our own factory for cooking meat products.



2004

Acquisition of Convenience Food Tilburg, producer of cooked chicken products, snacks and halal meat products.



2008

The new business premises and the factory on the Bedrijfsweg in Best is completed.



Acquisition of Meat Friends in Roosendaal. A pork cutting plant and producer of pre-packaged quick-cook ready meals.



As supply chain director, Van Loon starts the first animal welfare programme for its pig farmers.



2010

Sustainability becomes a permanent part of Van Loon Group's business operations. It is named as one of its four strategic guiding principles forming the basis of the organisation's further development.



2007

Van Loon's Oldenlander beef mince was declared the best beef mince in the Netherlands by the Algemeen Dagblad newspaper in its National Mince Test.



The Convenience Food factory in Tilburg is destroyed by a major fire. Van Loon begins construction of a new building on the Bedrijfsweg in Best.



2005

Van Loon starts producing fresh pre-packaged meat under the De Zaligheden (The Heavenly Delights) label.



2014

Acquisition of Brandenburg Culinary Butchers in Oudewater and Slegers Quality Meat Products in Hapert.



Van Loon starts using the two star Beter Leven (Better life) animal welfare label for its beef range. We expand our supply chain director status within the beef supply chain.



Van Loon starts its own training and qualification centre for employees: the Van Loon Campus.



2011

Van Loon is one of the first meat processing firms to introduce the Beter Leven (better life) animal welfare label for its pig farmers.



2016

Acquisition of the supermarket chain Jumbo's central butchery. The central butchery is renamed Meat Friends North.



Introduction of the Beter Leven (better life) animal welfare label for Belgian pig farmers.



2017

Opening of a new ultramodern, sustainable building in Son, with BREEAM Outstanding quality certification. Van Loon Group is awarded second place for the most sustainable building in the industry category.



2019

Acquisition of Verhey Meat in Nuth, a specialised cutting plant for beef. The raw material provision of beef for the whole group is based here.



To improve the catering industry division Van Loon Group acquires Enkco from Holten.



Sale of Slegers Quality Meat Products in Hapert.

Van Loon Group introduces the Blue Butcher meat-free concept at the Anuga Food Fair.

2018

Acquisition of Van de Raai Meat & More in Almere.



2020

Acquisition of Groot Vlees in Nuth. This allows us to continue to increase our capacity for professional and specialised processing of cattle. Groot Vlees is renamed Verhey Meat Excellent.



Van Loon Group and Best Star Meat introduce the Varken op z'n Best (Pork at its Best) range, an innovative supply chain concept aimed at improving the quality of our pork and at making the supply chain more transparent, sustainable and controllable.



2021

With its No Meat Today Company, Van Loon Group is realising its first meat-free factory in Almere. Sales of all non-meat products including The Blue Butcher are handled by the No Meat Today Company.



Acquisition of Promessa in Deventer, the Coop supermarket chain's central butchery.



Acquisition of ready meal preparation firm Bonfait, giving the group a broader product range.



Van Loon Group

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

Our mission statement

We contribute to our customers' success by creating delicious, responsible meat products, meat substitutes as well as ready meals 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. Our employees are at the heart of our business and strive to make a difference, day in, day out.

Our ambitions

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

Our strategy

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

Our strategic guiding principles

Employees

Our employees are at 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.

Our core values



Improving every day

Van Loon Group has been focussing on the question of how to improve since 1971. Cooperating more effectively in the supply chain. Producing more efficiently and more sustainably. That's why we are continuously innovating, testing and learning. Day after day. To offer our customers and end users the absolute best.



Focused 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 from a foundation of long-term 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 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 businesses



Van Loon Group's headquarters is in Eindhoven/Son, The Netherlands, and consists of 9 different producers of meat products, meat substitutes and ready meals with various production facilities across the Netherlands.



www.vanloonvlees.nl

Van Loon Meat supplies an extensive range of pre-packaged meat products and meat substitutes to the international retail market. We deliver this from our ultra-modern production site on the Ekkersrijt Industrial Zone in Eindhoven/Son.



www.meatfriends.nl

Meat Friends supplies pre-packaged meat products and meat substitutes to the retail market. The business has production sites in Beilen and Best. Meat Friends gives its all for its customers. The business is extremely flexible in response to customer requests and outstanding at developing new meat concepts.



www.brandenburgculinair.nl

Brandenburg Culinary Butchers offers its customers tailor-made meat concepts such as oven-ready meat dishes, BBQ products and other specialities. Brandenburg's Culinary Ham and Culinary Pork have forged a position at the forefront of the Dutch retail market.



www.pro-messa.nl

Promessa has great expertise in the meat processing field. The successful modern butcher is innovative and continuously invests in new ranges, production lines and packaging options.



www.nomeattoday.com

No Meat Today Company is the best partner for tasty meat substitutes for retail, the catering industry and industry. It supplies semi-finished products, end products and brand licensing (The Blue Butcher) within the meat substitute sector. The business cooperates globally with supermarkets, catering businesses, industry and brand manufacturers.



www.enkco.com

Enkco sells chilled and quality frozen products such as burgers, meatballs, sausages and other quickly-prepared products to the catering industry and B2B market.



www.bonfait.nl

Bonfait produces and sells chilled ready meals, meal components, salads, pasta salads, soups and sauces. Bonfait's strength is in creating innovative ready meals in response to its customers' wishes and needs. Its customers include speciality shops in fresh food, supermarkets and institutional clients in the food market within Europe.



www.beststarmeat.nl

Best Star Meat supplies pork to other Van Loon Group businesses and to industrial customers. In addition, in its role as supply chain director, it maintains all our contacts with the livestock farmers who are contracted to Best Star Meat.

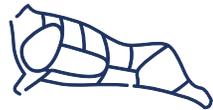


www.verheyvlees.nl

Verhey Meat specialises in professional processing of cattle originating from the dairy industry. The high-tech production site in Nuth has high standards for processing cattle carcasses, butchering, packaging and labelling to customer specifications. Verhey Meat Excellent focusses on processing and fine-grained distribution, particularly of Irish beef and 2-star Beter Leven (better life) welfare label beef.

Value chain

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



- Breeders' organisation
- Feed producer

- Beef and pork livestock farmers

- Slaughterhouse beef and pork

- Beef and pork cutting plant

Purchasing primal cuts: veal, poultry, lamb, game

Parts of the value chain where Van Loon Group is active: ■ directly active ■ indirectly active.





Fresh meat products



Minced meat products



Cooked meat products



Packaging and labelling



Storage



• Processing

- Retail
- Catering
- B2B

• Consumer



Stakeholders

As a producer of meat products, meat substitutes and ready meals, 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 talking

to our customers, following market research or actively conducting our own research. We intend to increase the active involvement of our most important stakeholders during the further design of our sustainability policy.





CSR principles and CSR themes

Van Loon Group's sustainability policy is based on four guiding principles. Relevant CSR themes are linked to each guiding principle, based on input from our stakeholders and consumer research.



CONSUMER AND HEALTH

In 2021 the Dutch public continues to show plenty of interest in healthy eating and exercise. We are opting to have a meatless day more often. We want to know where our food comes from and how it has been produced. And we want food personalised to suit whichever specific lifestyle we are following. As a meat processing business, we have a vital role to play by 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 are continually searching for ways to make our products healthier.

CSR themes related to Consumer and Health

- Food Safety
- Organic meat
- Salt, sugar and fat content
- Use of antibiotics
- Losses and food waste
- Protein transition



SUSTAINABLE PRODUCTION

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

CSR themes related to Sustainable Production

- Water
- Waste
- Sustainable energy generation & energy efficiency
- Packaging materials
- Greenhouse gas emissions



SUPPLY CHAIN MANAGEMENT AND ANIMAL WELFARE

Successful, sustainable and humane business is only possible if this is embedded throughout the whole supply chain. As supply chain director, Van Loon Group ensures that the required methods are implemented correctly by every link in the supply chain. As we are the supply chain director for beef, a significant percentage of our beef has the 2-star Beter Leven (better life) animal welfare label. In the pork supply chain, we have gone one step further. Van Loon Group took the initiative for Pork at its Best (Dutch: Varken op z'n Best), the innovative supply chain concept for improving the quality of our pork, making the supply chain transparent, sustainable and controllable.

CSR themes related to Supply Chain Management and Animal Welfare

- Valorising sustainable products
- Animal welfare
- Transparency and product integrity
- Sustainable soy and palm oil
- Local sourcing



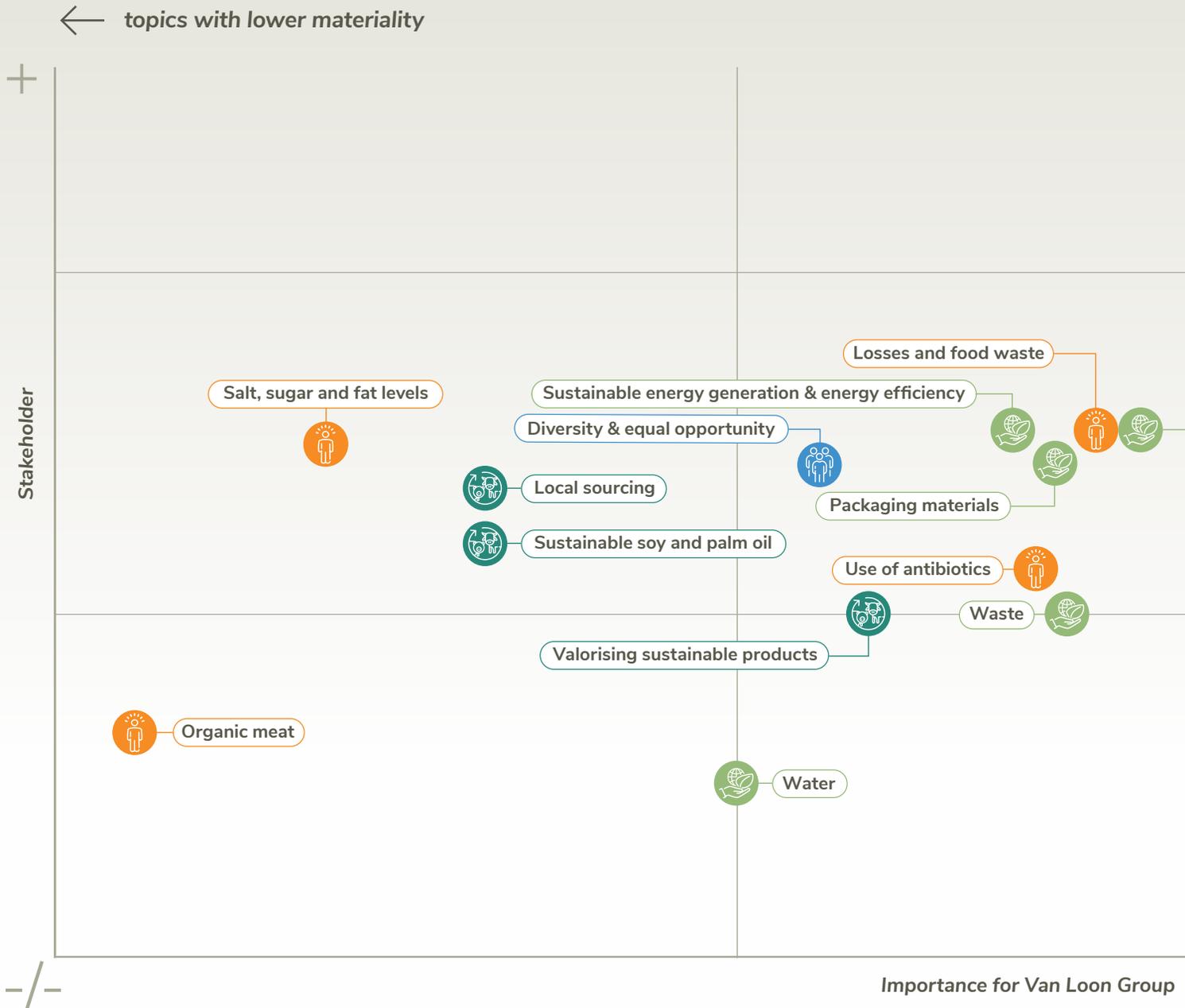
EMPLOYEE SAFETY AND WELFARE

Our employees are our assets. We continually strive to create a safe, healthy and interesting working environment. This means that we provide a safe and pleasant working environment as well as encouraging our employees to adopt a healthy lifestyle. By listening to our employees and taking an interest in them, our goal is to ensure every one of them remains engaged and enthusiastic. We give our employees the space for personal development. To enable this, we have the Van Loon Campus where employees can not only follow the training they need for their work, but the Campus also offers them the opportunity for personal growth and development.

CSR themes related to Employee Safety and Welfare

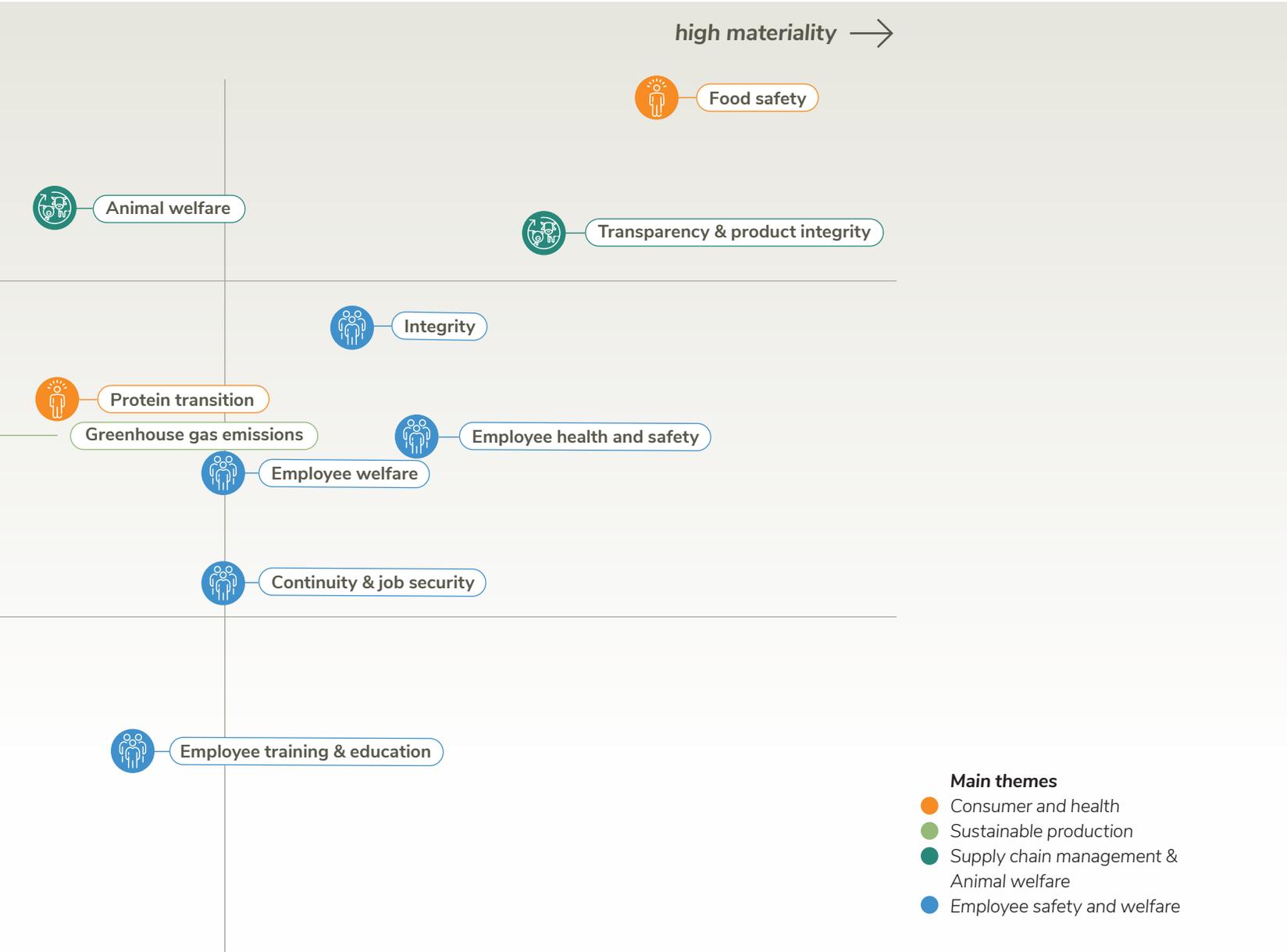
- Employee training & study programme
- Diversity and equal opportunity
- Continuity and job security
- Employee welfare
- Employee health and safety
- Integrity

Materiality analysis



We regularly recalibrate our materiality analysis with internal and external stakeholders. 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. The following pages describe in detail what we achieved in 2021 for each CSR theme.



- Main themes**
- Consumer and health
 - Sustainable production
 - Supply chain management & Animal welfare
 - Employee safety and welfare



CSR-GUIDING PRINCIPLES

Highlights 2021



CONSUMER & HEALTH

Improved food safety

- At two sites which use allergens, Vital has been introduced to make cross-contamination with allergens measurable.
- To minimise the potential risk of post-contamination of pre-cooked articles, a high-care area has been installed in Best and bulk articles will be packed in closed bags from now on.

Reduction of sugar and salt

- In 2021 we have worked on the product groups 'bacon or meat-wrapped sausage meat' (Dutch: vinken) and 'cured hams'. We have removed the allergens milk and mustard, the use of E numbers has been reduced and we use lower levels of sugar and salt. Per year, this achieves a reduction of 750 kg of salt and 2,600 kg of sugar for these two product groups.
- Brandenburg Culinary Butchers has introduced a change in the recipe of marinated beef shoulder (chuck tender), reducing the salt level by 48 %. This amounts to approx. 250 kg on a yearly basis.

Reduction in use of antibiotics

- Compared to 2012, our use of antibiotics in pigs has gone down by 69 % (fatteners), 72 % (weaners) and 81 % (sows/weaned piglets) respectively

Combatting food waste

- In 2021 we donated over 221 tonnes of end products to food banks in the Netherlands, all free of charge.



SUSTAINABLE PRODUCTION

Saving energy and resources

- In 2021 new pre-filtration equipment came into service at Meat Friends in Best that pre-filters process water, thus lowering the number of contamination units.
- New waste water purification equipment also came into operation at Bonfait in 2021. This has reduced the contamination units from 8,500 to 2,500. Further fine-tuning will take place in 2022.
- In Eersel we have built a test system to filter protein waste from the process water from the food forming machines and ovens.
- This year we generated 2,474,626 kWh of electricity ourselves. This is 6 % of our total usage. 5 sites now have a PV system (Son, Best (2x), Eersel, Roosendaal).

Packaging

- At our site in Son, 59.6 tonnes of backing paper from labels has been recycled. This delivers a saving of 113 tonnes of CO₂, compared to not recycling.
- Promessa is the first in the Netherlands to switch from top-seal tray packaging to flow wrap packaging. This type of packaging uses around 70 % less plastic film per kilo of product. In total this adds up to a reduction of over 80,000 kilos of plastic per year.
- Meat Friends has also switched to flow wrap packaging for both mince and its organic range. Per year, this saves over 350,000 kilos of plastic per year.





SUPPLY CHAIN MANAGEMENT AND ANIMAL WELFARE

Varken op z'n Best scheme

- In 2021 we introduced our supply chain concept 'Varken op z'n Best' (Pork at its Best) to all our pork farmers.
- By the end of 2021, 14 of our pig farmers were HyCare certified and one was in the preparation phase.
- We have signed a contract with one of our VOB pig farmers to buy the renewable energy he generates with his solar panels. An excellent example of cooperating within the supply chain.



Certification schemes

- All audits related to certification claims (Beter Leven, Skal, Halal, Varken van Morgen, NSK quality schemes) have been completed successfully and all our certificates have been renewed.



EMPLOYEE SAFETY & WELFARE

Employee Satisfaction Survey

- In September, Effactory conducted our second Employee Satisfaction Survey for all of the group's businesses. This year Verhey Meat, Verhey Meat Excellent, Promessa and Enkco participated for the first time. We are using the results to help us keep our employees enthusiastic and engaged.



Van Loon Group 50th anniversary

- On 1 November 2021, Van Loon Group had existed for 50 years. Sadly, due to Covid measures, many of the planned celebrations, including the company party, had to be cancelled. These events are always well-attended and make a positive contribution to employee engagement. In order to celebrate our birthday in some form, we presented several small gifts to our employees throughout the year and held small local events such as arranging for food trucks to visit all of our sites. In 2022 we will throw a large anniversary party - if it is allowed.



Human rights audits

- In Son, Almere and Eersel, the Sedex Members Ethical Trade Audit (SMETA) was conducted in September 2021. This is one of the most commonly used formats for ethical audits in the world. SMETA focusses on labour standards and health and safety and adheres to the guidelines of the United Nations Guiding Principles (UNGP) for business and human rights and the British Modern Day Slavery Act 2015.



Introduction to CSR principles and themes

The following sections present more detail about our CSR guiding principles by explaining how we are contributing to each theme and the ambitions or aims we have for the theme in question.

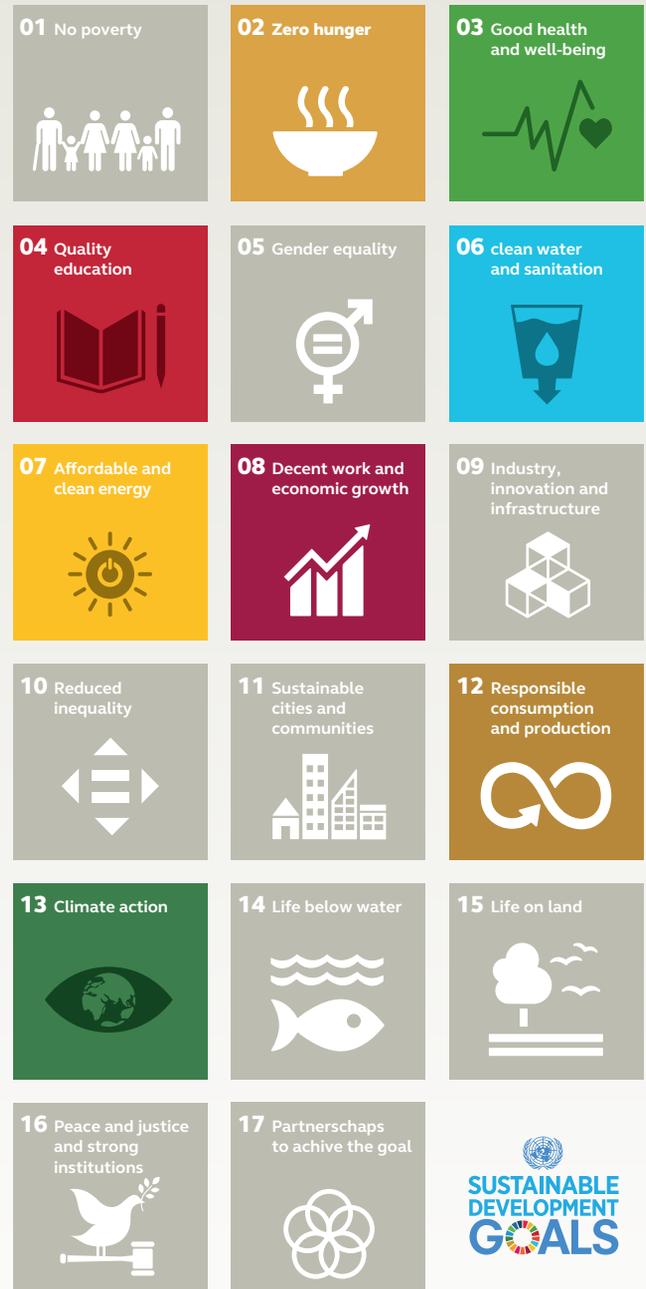
We report our figures for the various themes and explain them here. We also link our themes to the United Nations Sustainable Development Goals (SDGs).

Unless otherwise indicated, the figures in this report relate to all companies that were part of Van Loon Group for the entire year of the relevant year.

Contributing to the United Nations Sustainable Development Goals

As a business, Van Loon Group is an 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 sustainable development agenda between 2016 and 2030.

Van Loon Group contributes to Sustainable Development Goals 2, 3, 4, 6, 7, 8, 12 and 13



Consumer and Health

Under our Consumer and Health guiding principle, we focus on a number of ambitions. For instance, we are contributing to the protein transition. We have completed development of our FiberFort™ fibre. The FiberFort™ fibre is a vegetarian product based on goat's milk and is virtually indistinguishable from chicken. We have successfully introduced a variety of fried products, mostly coated, to our customers. In addition, we have developed a complete FiberFort™ range of uncoated 'chicken' products (strips, whole chicken breast) and 'fish' products (white fish, salmon).

In addition, we are cooperating with our supply chain partners to reduce the use of antibiotics in pork as much as possible. As all our pig farmers joined our supply chain concept Varken op z'n Best in 2021, use of antibiotics in all categories has gone down.

At the request of our customers, we have made various products healthier in the past year by reducing sugar and salt levels and removing allergens. It goes without saying that food safety continues to be as important as ever to us.



AMBITIONS

- Contributing to the protein transition
- A transparent and sustainable pork supply chain
- Using natural ingredients in our products
- Quality certification at the highest level
- Embedding quality awareness in all layers of the organisation



CSR THEME FOOD SAFETY

02 Zero hunger



Contribution to SDG 2.1

Why is this one of Van Loon Group's CSR themes?

Millions of consumers eat our products daily and they expect them to be safe and healthy. Safeguarding food safety is therefore an essential part of our work.

Boundaries

Our quality management system covers our suppliers, service providers, production processes, employees and the way in which consumers make use of our products.

Ambition

As one of the Netherlands' foremost producers of fresh food, Van Loon Group's policy focusses on ensuring that our products are safe, produced with integrity and meet our customers' quality specifications.

Van Loon Group adheres to all relevant laws and regulations and customer requirements. Our internal quality norm for all our production sites is certification at IFS Higher Level (International Food Standard). This allows us to demonstrate that we meet the highest food safety standards. Moreover, we aim for all our suppliers to have GFSI (Global Food Safety Initiative) certification.

It is inevitable that micro-organisms are present in animal products. We therefore conduct large-scale monitoring of the bacteriological status of our ingredients and end products. We strive towards maximum compliance with the norms we have set for all our end products.



Subject	Objective
% of analyses of end products that meet the legal microbiological norms for <i>E-coli</i> , <i>stec</i> , <i>listeria</i> , <i>salmonella</i>	99.5%
% of our own production sites certified at the highest level of IFS/BRC	100%
% of suppliers that are GFSI certified	100%

Results	2020	2021
of analyses of end products that meet the legal microbiological norms for <i>E-coli</i> , <i>stec</i> , <i>listeria</i> , <i>salmonella</i>		99.8%
% of our own production sites certified at the highest level of IFS/BRC	90%	90%
% of suppliers that are GFSI certified	94%	92%

There has been a strong increase in the number of audits in the past year. On the one hand because Verhey Meat Nuth and Verhey Meat Excellent have been fully included in the figures since 2021. On the other because various IFS extension audits were conducted, including those for the processing of vegetarian products.

The number of microbiological analyses has risen. Our policy is to monitor as much as possible at source. The extra number of analyses were mostly conducted by the raw material companies Verhey Meat and Verhey Meat Excellent.



General figures	2019	2020	2021
Audits by external parties	78	69	108
Days of audit by external parties	74	65	128
Internal audits conducted	507	401	742
Microbiological analyses	26,683	25,483	31,457
Unique quality certifications	23	29	29
Quality certificates	91	86	82

2021 Activities

In 2021 the new IFS 7.0 standard was implemented. A working group consisting of QA managers from different sites made an overview of all relevant modifications and entered them in the central quality system. The new standard focusses heavily on the creation of a good food safety culture throughout the business. As a result of this, the policy has been updated for all relevant themes and communicated to our employees.

The 2020 pilot of Root Cause Analyses has been rolled out at all our companies. All QA teams have followed an external training in this. One significant aspect within the training was the so-called human factor analysis where the reasons for acting in an unusual manner are examined in more detail. This classification will be used to describe the cause and measures required in the event of any food safety issues or recalls.

The IFS certification process has been set in motion for Verhey Meat. Certification is planned for the start of 2022.

Controlling *Listeria* growth in ready-to-eat products has been further implemented at our sites and now fits in better with the most recent official regulations.

At two sites which use allergens, Vital has been introduced to make cross-contamination with allergens measurable.

To minimise the potential risk of post-contamination of pre-cooked articles, a high-care area has been installed in Best and bulk articles will be packed in closed bags from now on.

Predictions for 2022

Vital will be introduced at three sites where allergens are processed.

The plan for safeguarding the safety of raw materials will largely be organised by the central QA using audits, supplier interviews and the results of analyses.

The Quality Manual will be organised differently as we will be asking the departments to which the quality document applies to take greater ownership of it.

We will continue to develop Van Loon Group's QA framework and all sites will have to comply with this standard. Central QA will use audits to assess the success of its implementation.

For our suppliers Verhey Meat and Excellent, Promessa and Bonfait, the requirement for a valid GFSI certificate will be more tightly enforced.

Verhey Meat in Nuth still has FSSC certification but will change to the stricter and more extensive IFS certification at the start of 2022.



CSR THEME ORGANIC MEAT

02 Zero hunger



Contribution to SDG 2.4

Why is this one of Van Loon Group's CSR themes?

Many consumers value sustainable products. During the production of organic meat, extra attention is paid to the environment and animal welfare. Animals are given more space and artificial fertiliser is not used.

Boundaries

The whole supply chain from livestock farm to distribution is

certified to qualify for the 'organic' label. Organic meat is also subject to specific requirements during meat processing by Van Loon Group.

Ambition

We wish to offer our customers an extensive range of organic products, as far as possible from our own supply chain.

	2017	2018	2019	2020	2021
Externally purchased organic pork and beef (index: 2015=100)	158	238	229	212	208

The proportion of organic pork from our own supply chain rose slightly last year by 2 %. However, sales of organic beef have been lower, so that the total volume of organic meat has decreased. In 2022 we will keep striving to expand the amount of organic meat from our own supply chain. Verhey Meat therefore entered into a cooperation with the cooperative EKO Holland in 2021. The first organic cows from this

supply chain have already been processed. Best Star Meat has joined the Association voor Organic Pig Farmers (VBV) and purchases pigs from ZON pigs. This unique concept won the pig sector's innovation prize in 2020 and has a 3-star score from the Beter Leven animal welfare scheme. In 2022 we wish to further introduce this concept to our customers.

03 Good health
and well-being

Contribution to SDG 3.4

CSR THEME SALT, SUGAR AND FAT CONTENT

Why is this one of Van Loon Group's CSR themes?

Mensen eten te veel zout, suiker en vet. Welvaartsziekten zoals People eat too much sugar, salt and fat. The problem of lifestyle diseases such as diabetes and cardiovascular disease continues to get grow. A reduction in sugar, salt and fat in our processed products contributes to an improvement in the consumer's health.

Boundaries

Production of processed nonnatural end products.

Ambition

We continually strive to make our products even healthier by minimising the sugar, salt and fat content in our end products. Of course, we achieve this without compromising the food safety of our products. We follow the healthy eating policies of our customers and the trade organisations and ensure that these are implemented. Meat also has many healthy properties (including vitamins and iron content). We strive to make our meat substitute products equally healthy.



2021 Activities

All improvements we make to our recipes for this theme are made in consultation with the customer. Of course, the product's quality and food safety must not be adversely affected. These are mainly improvements to products for fresh retail channels.

For the modifications in our products we follow the Dutch CBL food sector guidelines and our Dutch and Belgian customers' individual health programmes.

In 2021 we have worked on the product groups 'bacon or meat-wrapped sausage meat' (Dutch: vinken) and 'cured hams'. We have removed the allergens milk and mustard, and use fewer E numbers and lower levels of sugar and salt. The total reduction for these two product groups on an annual basis is 750 kg of salt and 2,600 kg of sugar. These improved products will become available in 2022. Brandenburg Culinary Butchers has introduced a new recipe for marinated beef shoulder (chuck tender), reducing salt levels by 48 %, a total of approx. 250 kg per year.

Bonfait represents Van Loon Group as a member of the CBL steering group which has set goals for levels of sodium and saturated fat in ready meals for 2022. In consultation with our customers, we had already achieved the 2022 targets in 2021.

Predictions for 2022

For 2022 our R&D agenda is focussing on further reductions of sugar and salt in a large number of products for our retail customers.

In the context of one of our retail customers' health policies, we are now examining our cooked products. This includes pre-cooked hamburgers and quick-cook chicken products.

In addition, we are expecting our customers to start printing the new food choice logo, Nutri-score, on our products in 2022. We have already done a lot of preparatory work in 2021 and this will be completed in 2022.

Bonfait is going to change its focus to the use of sugars in its ready meals. The CBL has not set a norm for this, but the target is to achieve a 50 % reduction.

Of course, agreements within the sector covenant remain at the forefront of all new developments.

CSR THEME USE OF ANTIBIOTICS

03 Good health
and well-being



Contribution to SDG 3.8

Why is this one of Van Loon Group's CSR themes?

Livestock farmers give antibiotics as a curative treatment to their animals when they are ill. To prevent the transfer of antibiotic resistance to humans, use of antibiotics for livestock should be reduced to a minimum.

Boundaries

As supply chain director, Van Loon Group implements the most stringent guidelines for the use of antibiotics and we

monitor use of antibiotics by the livestock farmers in our own supply chain.

Ambition

Together with our livestock farmers and supply chain partners, we strive to minimise use of antibiotics, whilst ensuring that animal welfare and food safety are not compromised.



Subject	Objective 2021	Objective 2025
DDDA* over the full year, sows/suckling pigs	<3	<2.5
DDDA over the full year, weaners	<10	<9
DDDA over the full year, fattening pigs	<4	<3

*DDDA: Defined Daily Dose Animal This is the indicator used for the antibiotics used in a business. The DDDA is calculated as the sum of the treatable kilogrammes present at the business in the course of a year, divided by the average number of kilogrammes of animal present at the business. This measure demonstrates use of antibiotics at business level and is used to benchmark the business.

2021 Activities

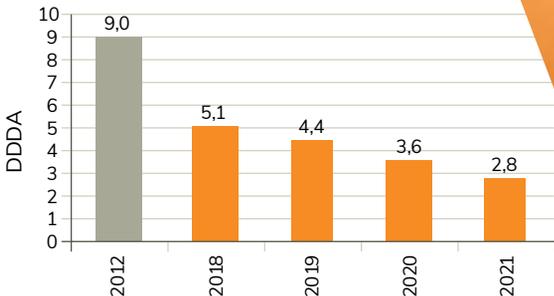
In 2021 we introduced our supply chain concept Varken op z'n Best (Pork at its Best) to all our pork farmers. This involved a permanent team together with the pig farmer and under the supervision of a vet, all working together to improve the health of the pigs. The expectation that this would benefit antibiotic use has been realised. Fewer antibiotics are being used in all categories. We can also see that more and more businesses are achieving the 'green' target values and fewer of them are now in the orange or red categories. Compared to 2012, our antibiotic use for pigs has gone down by 69 % (fatteners), 72 % (weaners) and 81 % (sows/weaned piglets) respectively.

Predictions for 2022

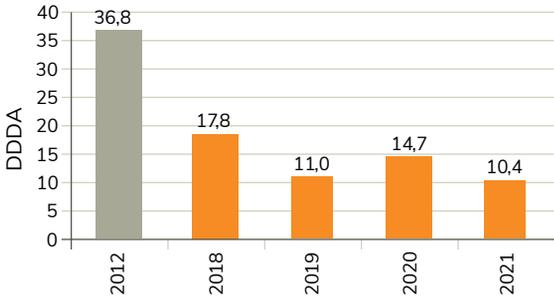
In the coming year our Livestock Team will continue to implement the Varken op z'n Best scheme. For instance we will start using a tool that provides us with a simple method of collecting data at farms. This will provide us with more insight into the status of health at the pig farm plus we will be able to implement our Best Practices far better. In addition we are aiming to connect our first businesses to the blockchain to provide even more insight into the process.

Results

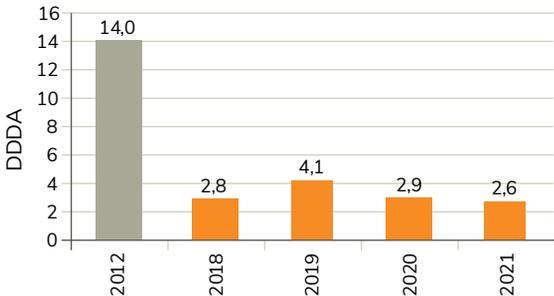
Fatteners



Weaners



Sows/sucking pigs



CSR THEME LOSSES AND FOOD WASTE

12 Responsible
consumption
and production



Contribution to SDG **12.3**

Why is this one of Van Loon Group's CSR themes?

A considerable percentage of the food that is produced is thrown away. This takes place at all levels of the supply chain: from sowing crops, during the production process up to and including storage by consumers. By reducing this waste, we can achieve significant environmental gains.

Boundaries

Both losses in ingredients and other materials that are used in our own production process are included in this.

Ambition

Van Loon Group is focussing on minimising losses of both ingredients and of other materials that are used in our own production process. We can achieve this by measures such as minimising microbiological infection of our end products, by increasing shelf life by methods such as precooking or freezing the product and by using alternative packaging methods.

	2017	2018	2019	2020	2021
Donation of end products to a food bank (kg/year)	64,657	21,704	32,261	81,271	221,839

Since meat is an expensive product, our business operations are already focussing on limiting losses to a minimum, if only from a financial standpoint. However, due to the unpredictability of our sales pattern, particularly during special promotions in the retail channel, it sometimes happens that we produce more end products than we can sell. When this happens, we donate those products to the regional food banks.

*In the Covid year 2020, we intensified our collaboration with the Dutch food banks. To help their clients, we had several special actions, packaging and distributing over 55,000 kilos of end products to the Dutch food banks. We continued this collaboration in 2021. In total we donated over 221 tonnes of end products to food banks in the Netherlands in 2021.

2021 Activities

The reduction of production losses is a standard part of our annual plan at all sites. This is partly a simply matter of economics, but it also has the aim of minimising waste. Son achieved a reduction of 4 % in 2021 compared to 2020. In Almere, we analysed the cooking efficiency for meat products and improved it with a project-based approach. As a result, less raw materials are required for the same amount of end product.

Predictions for 2022

Focus on production output remains an important theme at all our production sites. In addition we have planned 120 tonnes of extra deliveries to food banks in 2022.



12 Responsible
consumption
and production

Contribution to SDG 12.8

CSR THEME PROTEIN TRANSITION

Why is this one of Van Loon Group's CSR themes?

The global population is growing and average meat consumption is increasing (primarily in emerging economies). In the Netherlands, meat consumption is dropping but we do have an extremely intensive livestock sector. To lower the pressure on the environment caused by our global food system, a shift from consumption of animal-based proteins to plant-based proteins is needed.



Boundaries

This relates to production and sales of nonmeat products by Van Loon Group.

Ambition

Van Loon Group wants to stimulate consumption of non-meat products by developing innovative non-meat or hybrid products that equal the meat experience.

2021 Activities

In 2021 we completed development of our FiberFort™ fibre. The FiberFort™ fibre is a vegetarian product based on goat's milk and is virtually indistinguishable from chicken. We have successfully introduced a variety of fried products, mostly coated, to our customers. In addition we have developed a complete FiberFort™ range of uncoated 'chicken' products (strips, whole chicken breast) and 'fish' products (white fish, salmon).

Together with Unox we have developed hybrid chipolata sausages and introduced them nationwide.

In order to reach a wider target audience, in 2021 our R&D department was working hard on further development of vegan products including vegan frankfurters. Exploratory research into the use of alternative plant-based proteins such as peas, rice and broad beans (fava beans) has also begun.

Predictions for 2022

Especially outside the Netherlands, potential customers are not willing to make a distinction between vegetarian and vegan/plant-based products. They are either meat or vegan/plant-based. To address this, in 2022 we are introducing the vegan FiberFort™ fibre that will eventually replace the dairy-based variants.

An upgrade of the first generation The Blue Butcher products is also planned on the R&D calendar. The focus will be on nutritional value, shorter ingredients lists and fewer allergens.

This resulted in starting up a 3-year joint research project with partners including Wageningen UR. The aim is to produce a model that can predict the food safety of plant-based products, particularly with the aim of controlling *Listeria*.



Femke van Dijk (27), sustainability manager at Albron

Working together for sustainability



In her daily work, Femke advises various Albron departments about sustainability issues. “I’m not just an adviser. I’m actually a project leader and actively working to implement our sustainability goals.” Femke is part of the purchasing department, often working with the CFO and purchasing manager.



Since August 2021 Femke has been working as Albron’s sustainability manager. This is pioneering work for Femke because the position has changed a great deal since she arrived. Albron has great ambitions. By 2025, they want to serve 250,000 guests with food and drink that is tasty, healthy, sustainable and affordable. “To achieve our sustainability targets, we have worked out a sustainability agenda. We want to create impact for four guiding principles: the protein transition, food waste, short supply chains and health. The goal is to lower our carbon footprint.”

Albron can prove that these are not empty words by giving

concrete examples. “To contribute to the protein transition, we have replaced all our cream from animal sources by plant-based cream. In addition, we promote the use of plant-based milk at our barista service points. In the future, plant-based milk must become such as standard that if you want ‘normal’ milk, you will have to ask for it. At our service office (head-quarters), this is already the case. Our coffee machines already have Alpro soya milk as standard.”

“Two other examples are our GRO croquettes and our Kipster chicken balls. The GRO croquette contributes to the protein transition and to short supply chains. It is a croquette filled with oyster mushrooms grown in the Netherlands. The oyster mushrooms are even grown on the coffee grounds from the sites where we serve the croquettes. The croquette replaces the classic meat croquette.

Kipster chicken balls are a by-product of the Kipster eggs that we buy. Wherever there are laying hens, just as many male chicks are born. Usually these are killed straight away because cockerels don’t lay eggs. We allow the cockerels to grow and they are sent to slaughter after about 100 days. Together with the Van Loon Group, we use them to make Kipster chicken balls.”

“We want to be a market leader, but we can’t do it without our



suppliers. That's why we always look for partnerships with our suppliers. We want to be inspired and pushed to innovate. Van Loon Group is the sort of strategic partner we're looking for. We have been working with them since 1972. That dates from the time that Van Loon Group supplied the meat to Center Parcs and we started running the Center Parcs catering. That is still the case today. Van Loon Group's business Enkco currently provides all our meat products. This has been a long-standing cooperation in which Enkco has proved itself to be an innovative and flexible partner."

"The production of the Kipster chicken balls is one example. We came up with the idea and Enkco immediately started thinking with us. You can also see it in how we are increasing the sustainability of the meat. We aim for the highest number of stars or for organic meat, preferably sourced nearby in the Netherlands or Belgium. Enkco understands this and, what's more, as part of Van Loon Group they take it to the next level, for instance with the Varken op z'n Best (Pork at its Best) supply chain concept that Van Loon Group introduced.

Another great advantage of Enkco is its flexibility. This became very obvious during the recent Covid pandemic. Together with Enkco we were able to rapidly increase and decrease production. Then all of a sudden we had to reopen within two weeks, which is a major logistical operation. Enkco makes it happen."

"We aim for the highest number of stars or for organic meat, preferably sourced nearby, in the Netherlands or Belgium. Enkco understands this and, what's more, as part of Van Loon Group they take it to the next level..."

Good for each other

Albron adds ambience and flavour with food and drinks. Wherever people study, work, travel, shop, spend their free time or receive care. With tens of thousands of guests every day, we appreciate our responsibility and we have influence. That's why we like being at the forefront and leading the way.

Facts & figures:

- 3,833 employees
- 700+ sites in the Netherlands and Belgium
- All-round catering industry business with sites within the sectors care/leisure and high traffic/business and government

Sustainable production



We have the ambition of being the most sustainable business in our sector. In the past year we have been working hard on this and implemented various improvements to make our business much more sustainable. Examples are the new pre-filtering equipment put into use by Meat Friends Best, the new waste water purification equipment installed at Bonfait and the replacement of the cooling installation by Verhey Meat. The new installation uses the natural refrigerant CO2 and replaces the harmful refrigerants Freon R404a and R507.

Promessa is the first in the Netherlands to switch from top-seal tray packaging to flow wrap packaging for their regular mince range. This type of packaging uses around 70 % less plastic film per kilo of product. In total this adds up to a reduction of over 80,000 kilos of plastic per year. Meat Friends has also switched to flow wrap packaging for both mince and its organic range. Per year, this saves over 350,000 kilos of plastic per year.

AMBITIONS

- To only use energy from renewable sources
- To work continually towards energy and water savings
- To lower non-recyclable waste
- To make maximum use of recyclable or compostable packaging materials
- To lower our carbon footprint



06 clean water and sanitation



Contribution to SDG 6.4

CSR THEME WATER

Why is this one of Van Loon Group's CSR themes?

A great deal of water is required for the meat production process, particularly for cleaning packaging, machines and production areas.

Boundaries

This refers to water usage within Van Loon Group production sites.

Ambition

We strive to minimise both water usage (volume) and water contamination level.

We strive to reduce our water usage by 1% per annum per externally sold kilo. We also want to lower the contamination level in our process water. In 2021 new pre-filtration equipment came into service at Meat Friends in Best. This pre-filters process water, hence lowering the number of contamination units produced.

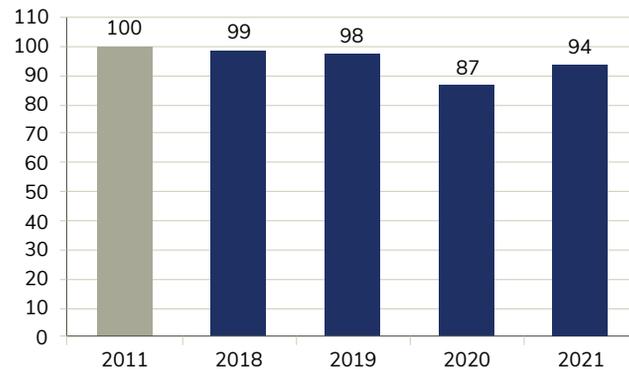
New waste water purification equipment also started operation at Bonfait in 2021. This has reduced the contamination units from 8,500 to 2,500. Further fine-tuning will take place in 2022.

In Eersel we have built a test system to filter protein waste from the process water from the food forming machines and ovens.

As well as equipment modifications, we are also investigating process-based measures. For instance, in Son the production frequency of low-volume articles has been reduced. This results in fewer product changeovers requiring less cleaning between products. We also train and instruct employees of cleaning companies to prevent them using overly large nozzles that use more water than necessary during cleaning.

Water usage: m³ per tonne of products sold

Index: 2011 = 100



Sites

2011 (4): Best (3x), Eersel

2018 (9): Son en Breugel, Best (3x), Eersel, Hapert, Oudewater, Roosendaal, Beilen

2019 (9): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen

2020 (11): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen, Holten, Nuth

2021 (11): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen, Nuth (2x)



CSR THEME WASTE

06 clean water
and sanitation



Contribution to SDG 6.4

Why is this one of Van Loon Group's CSR themes?

Meat production and packaging creates a great deal of waste, especially packaging materials. In the context of finite resources, an increasingly circular method of production is desirable to minimise the creation of non-recyclable waste.

Boundaries

This refers to the creation of non-recyclable waste at Van Loon Group production sites.

Ambition

Without compromising food safety, we strive towards minimising the creation of non-recyclable waste in our production process.



At our site in Son, 59.6 tonnes of backing paper from labels has been recycled. This delivers a saving of 113 tonnes of CO₂ compared to not recycling.

The majority of our waste is created by packaging material and disposables used in our production process. In order to minimise this, we collect cardboard and clean plastic for recycling at all our sites. In the pastry making department, use of disposables is limited to gloves (elimination of plastic aprons and sleeves).

At Best Star Meat, improvements have been made to crate washing equipment so that products can be packaged without using crate liners. The use of coloured paper is limited and we no longer use plastic disposable sleeves in the cutting room. In Eersel a feasibility study is being carried out into weighing out and placing small deep-frozen products directly in cardboard boxes. This avoids having to weigh them and package them in plastic film first.

07 Affordable and clean energy



Contribution to SDG **7.2**
7.3

CSR THEME SUSTAINABLE ENERGY GENERATION & ENERGY EFFICIENCY

Why is this one of Van Loon Group's CSR themes?

Fossil fuels are finite and climate change is a major societal problem. In the context of the energy transition, it is crucial that we continue to reduce our use of fossil fuels.

Boundaries

Electricity and gas usage at Van Loon Group production sites.

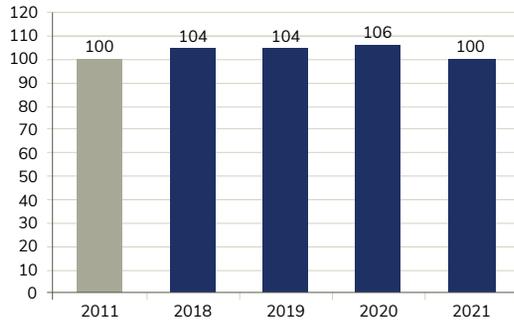
Ambition

Van Loon Group aims to have lowered its energy intensity by 5 % in 2030 compared to 2020 and aim for our energy to come from 100 % renewable sources.

The reduction in gas and electricity used per kilo sold is mainly due to the fact that we produce our products at fewer sites. Enkco's site in Holten has not been in use since the end of 2020 and the site on the Industrieweg in Best was closed in October 2021. The volumes that were produced by these two sites have been taken up by our other companies.

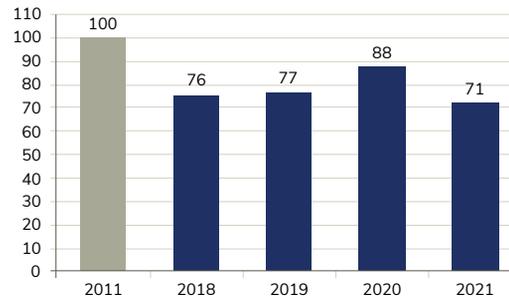
Electricity usage: kWh per tonne of products sold

Index: 2011 = 100

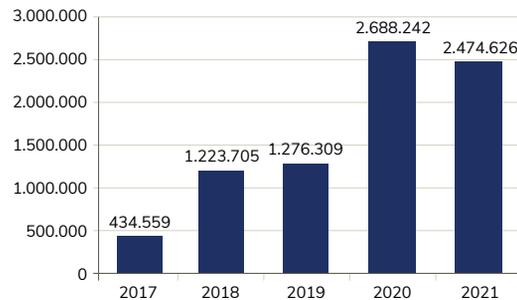


Gas usage: m³ per tonne of products sold

Index: 2011 = 100



Electricity generated (kWh)



Subject	Objective 2021	Objective 2030
To lower our energy intensity for electricity compared to 2020	1%	5%
To lower our energy intensity for gas compared to 2020	1%	5%
Use of electricity from renewable sources	40%	100%

Sites

- 2011 (4): Best (3x), Eersel
- 2018 (9): Son en Breugel, Best (3x), Eersel, Hapert, Oudewater, Roosendaal, Beilen
- 2019 (9): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen
- 2020 (11): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen, Holten, Nuth
- 2021 (11): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen, Nuth (2x)

Organic waste flows (fat/sludge waste)

	2017	2018	2019	2020	2021
Bio-energy generated from organic waste flows (kWh)	573,000	714,600	924,200	924,720	1.195,500
Reduction in CO ₂ emissions (tonnes)	409	510	659	659	852

A great deal of energy is required to make our end products while safeguarding food safety and quality norms. We primarily use electricity in the production and cooling of our products (milling, mixing, forming, slicing and packaging). For heating our products (boiling, frying, pasteurisation) we mainly use gas because this has a higher energy efficiency.

Our goal is twofold: on the one hand we strive to lower the energy intensity. This means that we need less electricity or gas per externally sold kilo of product.

On the other hand, we want to obtain as much as possible of the energy we use from renewable sources. This is achieved by generating some of our electricity ourselves using PV systems and by buying green energy externally.

2021 Activities

Since 2021, 50 % of our externally purchased electricity is covered by a Dutch Guarantee of Origin. This means we have already achieved half of our electricity use target for 2030.

We have signed a contract with one of our VOB pig farmers to buy the renewable energy he generates with his solar panels. An excellent example of cooperating within the supply chain.

At Verhey Meat in Nuth, the majority of the cooling installation was replaced in 2021. The new installation uses the natural refrigerant CO₂ and replaces the harmful refrigerants Freon R404a and R507. At the same time the cleaning equipment was replaced and a new 60m³ water tank was installed. This water is heated to 55oC by residual heat from the cooling installation and used for daily cleaning of the factory. Moreover, the majority of the lighting in production areas and offices has been replaced by LED. In total, these measures are saving over 2,000 Gigajoules per year.

At Meat Friends in Best, a new oven has been put into operation that is 10 % more efficient than the current models. We have also made improvements to the hot water installation so that it uses less gas.

Predictions for 2022

An inventory of all possible measures required was already made during the EED audits (Energy Efficiency Directive). Due to the sharp rises in energy prices, we have brought forward many energy-saving investments to 2022. Partly from an environmental policy point of view, partly because the high energy prices mean the payback period is a good deal shorter than before. We aim to achieve a total reduction of 5 % in our energy use.

The projects indicated for this include fitting LED lighting, insulating piping, fitting frequency regulators, modifying temperature regulators, use of heat pumps and heat exchangers and replacing refrigerants.

In Almere, the spiral oven will be equipped with a dew point regulator that should produce a major reduction in gas use.

Bonfait is investigating the possibility of using bio gas. This will enable us to save up to 1 million m³ of natural gas and local livestock farmers will be able to almost completely neutralise their CO₂ and methane emissions.

12 Responsible
consumption
and production

Contribution to SDG 12.5

CSR THEME PACKAGING MATERIALS

Why is this one of Van Loon Group's CSR themes?

Packaging meat is important in order to guarantee a high degree of food safety. Conversely, plastic waste contributes to depletion of resources and puts great pressure on the environment.

Boundaries

Van Loon Group packages its products for quality and product safety reasons. This applies to both semi-finished products and end products.

Ambition

Without compromising food safety, we strive to minimise our environmental impact by using as little non-recyclable packaging and as many recyclable materials as possible.

2021 Activities

In the past year, Promessa was the first in the Netherlands to switch from top-seal tray packaging to flow wrap packaging for their regular mince range. This type of packaging uses around 70 % less plastic film per kilo of product. In total this adds up to a reduction of over 80,000 kilos of plastic per year.

Meat Friends has also switched to flow wrap packaging for both mince and its organic range. Per year, this saves over 350,000 kilos of plastic per year.

Meat Friends North and Brandenburg Culinary Butchers have switched to lighter trays. Furthermore, Meat Friends has switched from the final black and coloured trays to transparent trays which are easier to recycle.

In 2021, Bonfait, together with its packaging suppliers, has conducted a project to make their top-seal trays lighter. This has resulted in an approx. 11% weight reduction.

Due to this, we are using 35,500 kilos less plastic per year.

At Best Star Meat and Verhey Meat, improvements have been made so that products can be packaged without using crate liners.

Predictions for 2022

For one of our customers, there is a proposal to switch from regular skin packaging to flat skin packaging in which the plastic tray is replaced by a cardboard carrier. This change will enable us to reduce our use of plastic film by 85%.

In addition, we are investigating the option of using flow wrap packaging for products other than mince, e.g. doner kebab meat, hamburgers and freshly-made sausages.

For Bonfait we are researching the use of cardboard trays with a thin layer of plastic film. After separation of the barrier film, the remaining cardboard can be fully recycled. In addition, Bonfait is taking the lead in research conducted with a label supplier and Rodepa/Suez into the use of glue that can be removed with cold water. This will make it easier for the recycler to remove traces of glue from the packaging that would otherwise contaminate the recylate.

In order to make our packaging materials more recyclable, we are starting to research the possibilities of changing all trays from PET-PE to mono PET. This also includes switching the plastic film and possibly also adapting the labels.



CSR THEME GREENHOUSE GAS EMISSIONS

13 Climate action



Contribution to SDG **13.3**

Why is this one of Van Loon Group's CSR themes?

Climate change caused by greenhouse gas emissions is currently one of the most pressing environmental issues and will remain so for years to come. Our production process causes greenhouse gas emissions. We therefore have an obligation to contribute to achieving international agreements in this area.

Boundaries

To calculate our carbon footprint, we take into consideration our own activities. This relates to scope 1: direct carbon emissions arising from our own organisation's sources. This includes the emissions from our own buildings, transport and production-related activities. Also scope 2: indirect carbon emissions arising from generation of purchased electricity or heat.

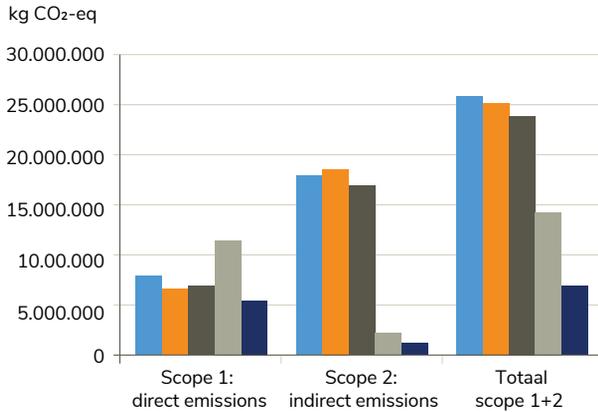
Ambition

We wish to contribute, wherever possible, to the 17 Sustainable Development Goals defined by the United Nations. We strive to meet the climate goals of the Paris Agreement for scopes 1 and 2. We are aware that the largest carbon footprint of meat production is created 'upstream' during cultivation of livestock feed and in livestock living quarters. As supply chain director we cooperate with livestock farmers and other partners in the supply chain to help reduce the carbon footprint in the entire supply chain (scope 3).

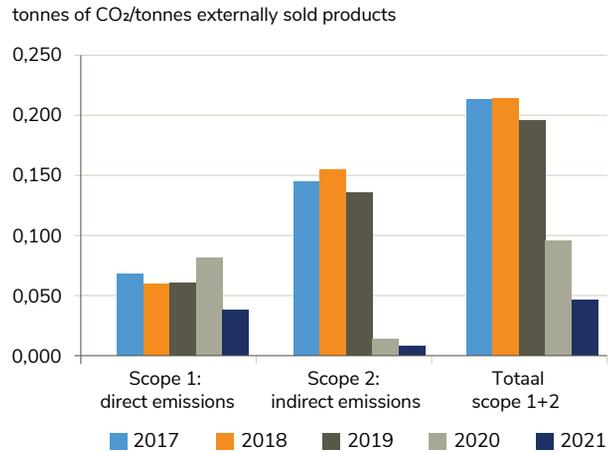
Subject	Goal 2025	Goal 2030
Lowering greenhouse gas emission intensity scopes 1+2 compared to 2017 (0.212)	25% (0.159)	50% (0.106)

The goals we set in 2017 for 2030 were already achieved in 2021. In the coming year, we will set new goals for the period up to 2030.

Absolute greenhouse gas emissions



Greenhouse gas emission intensity



Sites

- 2017 (9): Son en Breugel, Best (3x), Eersel, Hapert, Oudewater, Roosendaal, Beilen
- 2018 (9): Son en Breugel, Best (3x), Eersel, Hapert, Oudewater, Roosendaal, Beilen
- 2019 (9): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen
- 2020 (11): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen, Holten, Nuth*
- 2021 (11): Son en Breugel, Best (3x), Eersel, Almere, Oudewater, Roosendaal, Beilen, Nuth (2x)

*In the 2020 annual report, a value of 0.217 tonnes of CO₂ equivalent per tonne of sold product was reported. After a correction of several CO₂ emission factors, the CO₂ value has been recalculated and set as 0.095 tonnes of CO₂ equivalent per tonne of sold product.

2021 Activities

From 2021, half of the electricity we buy externally will be covered by a Dutch Guarantee of Origin. Due to this as well as a major reduction in refrigerant leaks, our absolute emissions have sharply declined.

At Verhey Meat in Nuth, the majority of the cooling installation was replaced in 2021. The new installation uses the natural refrigerant CO₂ and replaces the harmful refrigerants Freon R404a and R507. At the same time the cleaning equipment was replaced and a new 60m³ water tank was installed. This water is heated to 55°C by residual heat from the cooling installation and is used for daily cleaning of the factory.

Moreover, the majority of the lighting in production areas and offices has been replaced by LED. In total, these measures are saving over 2,000 Gigajoules per year.

In October 2021 a production site in Best was closed. The products that were produced there have been transferred to other sites. This will reduce the energy use per kilo produced.

Predictions for 2022

In 2022 part of the cooling installations at Promessa, Verhey Meat Excellent and Van Loon Eersel will be replaced. The aim is to replace them with cooling installations using natural refrigerants.

Our supply chain concept Varken op z'n Best (Pork at its Best) enables us to reduce the carbon footprint of a kilo of pork by 30 % by modifications to the feed and manure processing. In 2022, we will be fully committed to further developing this concept, together with our customers.

Bonfait is investigating the possibility of using bio gas. This will enable us to save up to 1 million m³ of natural gas and local livestock farmers will be able to almost completely neutralise their CO₂ and methane emissions.

Marjan van Loon (48) is joint owner of HMP Meat Products and HMP Vleeswaren as well as being Erik and Roland van Loon's sister

Still part of the family

I am the youngest in the family. There's an age gap of nearly 5 years with Erik and nearly 4 years with Roland. After training as a secretary at Schoevers Institute, I started work straight away. I was enjoying it until my boss asked me if I wanted to work from 2 o'clock to 5 o'clock. After all, I was only a temp. That wasn't what I wanted, so I left. Our father Jos said, "Come and work for me for a bit, and you can use this as a base to look for another job." I think he had ulterior motives, because nothing ever came of that other job. I stayed working for Van Loon.

All three of us were working for the firm - Erik, Roland and I - from 1993. Right from the start each of us had our own clear role. Erik thought up new concepts and organised everything to do with production, Roland was in the office and did everything from quality to IT and I worked in the meat product branch. Erik was incredibly ambitious at that time. He came up with all sorts of ideas. For instance, if he wanted to make a particular sort of hamburger, he would keep going until he succeeded.

Back then we worked extremely hard. Working every day from 5 in the morning to late in the evening was normal. But there came a time that I thought to myself, do I want to carry on doing this until I'm 60? I had other dreams, I wanted to get married and have children. Who would take care of the children? That's when I decided to stop and leave the company. I married my husband Mol and we had two beautiful children, Kees and Sam.

My husband Mol also grew up in an entrepreneur's family. Back then his father owned a meat business and it was starting to get too large. That's why Mol took over part of the company and started on his own with HMP Meat Products. I also worked in the company and was responsible for staff, quality and financial affairs.





In August 2006, Erik approached me to ask if I was interested in taking over Van Loon's meat product sector. I didn't feel at ease at Van Loon anymore and my successor was also not doing a very good job. In October I took the decision. I started up HMP Vleeswaren. And so we were back working together. After all, we're still part of the family. I can always rely on the knowledge and expertise at the much larger Van Loon Group.

Now I'm one of Van Loon Group's suppliers. As a supplier I have to meet high standards to meet Van Loon Group's philosophy. Every day we work towards even higher quality. As a customer, they do all they can for me. That's typical Van Loon, the customer is king. That's how I deal with my own customers. I am incredibly proud of what my brothers have achieved and I am certain that my father would also have been proud that they have built up such a fantastic business over 50 years.

"As a customer, they do all they can for me.

That's typical Van Loon, the customer is king."

HMP Meat Products and HMP Vleeswaren

HMP Meat Product has a wide range of different sorts of chicken, beef, lamb and turkey. They target various areas in the catering industry. Currently their biggest customers are Greek and Turkish restaurants. They serve customers in the Dutch provinces of North Brabant and Limburg.

HMP Vleeswaren supplies various sorts of meat products to business and school, as well as canteens, petrol stations and ready-meal providers. Meat products are freshly cut and delivered throughout the Netherlands on a daily basis.

Supply chain management & animal welfare



From our responsible position as supply chain manager, we continually work towards increasing animal welfare and improving sustainability in the supply chain. This is why we developed Pig at its Best (Varken op z'n Best). With this concept we are going a step further in terms of sustainability

and animal health compared to the Beter Leven (better life) welfare label. We have the ambition of rolling out this concept further within our supply chain in cooperation with our suppliers and customers.

AMBITIONS

Working with livestock farmers and other stakeholders to:

- Improve animal welfare
- Reduce carbon footprint
- Improve quality
- Increase supply chain transparency
- Improve health and reduce the use of antibiotics



CSR THEME SUSTAINABLE PRODUCT VALORISATION

02 Zero hunger



Contribution to SDG 2.3

Why is this one of Van Loon Group's CSR themes?

The production of the meat that Van Loon Group sells provides a source of income for many farmers. A fair distribution of value in the supply chain is important. Sustainability measures on the farm or at other supply chain partners must pay off in a better price for the product.

Boundaries

This refers to the price Van Loon Group pays to livestock farmers and other supply chain partners in its own supply chain.

Ambition

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 work on innovative market concepts in cooperation with our customers and supply chain partners, whereby the additional costs or savings are fairly distributed across the supply chain.

- All livestock farmers in our supply chain receive a fixed bonus per animal supplied under the Beter Leven quality label. The bonus is based on the number of stars. The sustainability measures taken by the farmer in terms of animal welfare are therefore rewarded by a better price for their product.
- For pig farmers, this is a fixed bonus per pig. For cattle farmers, the sustainability bonus is included in the price because the price of cattle is less volatile than that of pork.

2021 Activities

Improving hygiene and animal health at pig farms are important goals for us as supply chain director. This is why Best Star Meat introduced various bonuses in 2021 for pig farmers who perform well in areas such as salmonella and antibiotic use. In addition to this, we pay a supply chain bonus to pig farmers who participate in the Varken op z'n Best scheme, our sustainable supply chain concept which we started in 2020.

This has been a great success. By the end of 2021 all our pork farmers with a 1-star rating on the Beter Leven (better life) welfare label, were also participating in the Varken op z'n Best scheme.

Predictions for 2022

The aim of our supply chain concept Varken op z'n Best (Pork at its Best) is to further increase sustainability for pork. By using a different feed recipe and improving manure processing, we can lower pork's carbon footprint by 30 %. With our customers, we are working intensively on marketing this concept so that all supply chain partners are rewarded for their extra effort.

We have proposed a new Dutch Premium beef concept to several retail customers. By doing so, we are creating even shorter supply chains so we can reward local farmers for their sustainability efforts.



CSR THEME ANIMAL WELFARE

12 Responsible consumption and production



Contribution to SDG 12.2

Why is this one of Van Loon Group's CSR themes?

There is a great deal of public interest and consumer interest in animal welfare. As a meat producer, Van Loon Group recognises the strategic importance of animal welfare for our business and our stakeholders. Although Van Loon Group is not involved in farming animals or slaughtering, as supply chain director Van Loon Group does have an influence on animal welfare in all links of the supply chain.

Boundaries

This relates to the supply chain partners from Van Loon

Group's own supply chain and the products that Van Loon Group purchases via certified animal welfare programmes.

Ambition

Van Loon Group has set up its own supply chains for pork and beef that comply with the Dutch Animal Protection Foundation's Beter Leven quality scheme or have Skal organic certification. Van Loon Group aims to source as much of its meat as possible from certified animal welfare programmes. This fits within Van Loon Group's sustainability policy and is actively promoted to its customers.

	2017	2018	2019	2020	2021
 Quantity of processed beef with 1/2/3-star Beter Leven Keurmerk (index: 2013=100)	1,907	2,592	3,011	4,055	3,552
 Quantity of processed pork with 1/2/3-star Beter Leven Keurmerk (index: 2012 =100)	851	1,132	1,214	1,269	1,550

Number of pig farmers with 1 BLK star	290 (+4)
Number of cattle farmers with 2 BLK stars	168 (+4)
Number of cattle farmers with 3 BLK stars	9 (+4)



altijd beter

2021 Activities

In 2020, pilots were started to improve animal welfare: no more tail docking, more enrichment material and free-range farrowing pens. These pilots continued into 2021, but have not yet been completed.

An employee from QA has been trained as Welfare Officer and periodically visits the larger slaughterhouses to assess the animal welfare regulations. Animal welfare at slaughterhouses is checked during unloading, penning and slaughter of the animals.

Two experts have been added to the Varken op z'n Best team, Manon Houben (Animal health and welfare) and Imelda Gielen (Animal feed).

In addition to improving hygiene and animal health, a good accommodation environment contributes to animal welfare. This is why we are still actively promoting the HyCare management system and pay our pig farmers a bonus for using it. By the end of 2021, 14 of our pig farmers were HyCare certified and one was preparing for it.

Predictions for 2022

The new requirements of the Beter Leven Keurmerk come into force in 2022. Part of our existing pilots may be adopted into these future Beter Leven Keurmerk requirements.

A new app is being developed for our Varken op z'n Best supply chain concept in which the farmer and the members of the Pig Advice Team can easily record information relating to

animal health, hygiene and animal welfare. By analysing this data and carrying out targeted actions based on them, we are creating more awareness amongst farmers and our other supply chain partners, which will ultimately improve animal welfare.

CSR THEME LOCAL SOURCING

12 Responsible consumption and production



Contribution to SDG **12.2**

Why is this one of Van Loon Group's CSR themes?

An organisation can have a positive influence on the local community by providing employment, contributing to the social infrastructure and by purchasing locally as much as possible. Consumers are also attaching increasing importance to local sourcing of products.

Boundaries

This relates to all those goods and services that Van Loon Group processes and uses.

Ambition

Van Loon Group is working towards a short supply chain from livestock farmer to consumer but we also buy other goods and services as locally as possible. Van Loon Group also strives to minimise any inconvenience caused to the immediate surroundings by its activities.

		2019	2020	2021	delta
	Average distance pig farmer/slaughterhouse NL	76.5 km	73.1 km	75.9 km	+ 2.8
	Average distance pig farmer/slaughterhouse BE	106.0 km	105.5 km	98.2 km	-/- 7.3
	% of pig farmers <200 km from slaughterhouse NL	100%	100%	99.3%	-/- 0.7
	% of pig farmers <200 km from slaughterhouse BE	99%	100%	100%	-
	Average distance 2-star cattle farmer/slaughterhouse NL	111.6 km	112.7 km	113.5 km	+ 0.8
	Average distance 2-star cattle farmer/slaughterhouse BE	106.7 km	104.1 km	104.2 km	+ 0.1
	Average distance 2-star cattle farmer/slaughterhouse FR	55.2 km	59.5 km	57.9 km	-/- 1.6
	% of cattle farmers <200 km from slaughterhouse NL	90%	88%	89.3%	+ 1.3
	% of cattle farmers <200 km from slaughterhouse BE	98%	100%	100%	-
	% of cattle farmers <200 km from slaughterhouse FR	100%	100%	100%	-

Distances measured using the shortest route given by the Google Maps route planner.



CSR THEME TRANSPARENCY & PRODUCT INTEGRITY

12 Responsible consumption and production



Contribution to SDG 12.8

Why is this one of Van Loon Group's CSR themes?

Consumers want information about the origin of their food and often have little knowledge about how their food is produced. In the past, malpractices have taken place in the meat sector regarding origin. Insight into social and ecological issues in the supply chain can convince consumers to opt for sustainable production.

Boundaries

Van Loon Group is contributing to transparent communication about the origin of its products. This refers to the entire supply chain from farm to fork.

Ambition

As supply chain director, we strive to promote transparency in our supply chain. In cooperation with suppliers, we are working towards making our products 100 % traceable and to making it easy for the consumer to discover this information. Product integrity must be 100 % correct at all times.

2021 Activities

Within Van Loon Group, all audits related to certification claims (Beter Leven Keurmerk, Skal, Halal, Varken van Morgen, NSK) have been successfully completed and all certificates have been renewed.

Predictions for 2022

Part of the Varken op z'n Best (Pig at its best) scheme is the use of a data platform with the aim of increasing the transparency of the activities in the supply chain, improving quality and improving our pig farmers' business operations. To do this, we want to record all transactions related to pigs in a blockchain. This is data related to genetics, feed, medicine use, transport and slaughter. In 2022, Van Loon Group wants to implement this blockchain for the first ten pig farmers.

13 Climate action



Contribution to SDG 13.3

CSR THEME SUSTAINABLE SOY AND PALM OIL

Why is this one of Van Loon Group's CSR themes?

cultivation of soy and palm oil for animal feed often goes hand in hand with deforestation and loss of biodiversity. Since soy and palm are used in animal feed and auxiliary materials, Van Loon Group can contribute to combatting deforestation and loss of biodiversity by setting sustainable requirements for its purchasing.

Boundaries

This relates to soy and palm as well as soy and palm oil used in our own supply chain and as an ingredient in the herbs and auxiliary substances we purchase.



Ambition

The soy and palm, soy and palm oil used in the animal feed and as an ingredient in our products are all fully sustainable (RTRS/RSPO or equivalent).

The Varken van Morgen (Pig of Tomorrow) label guarantees that only sustainable (RTRS) soy is used in animal feed. Van Loon Group has also stipulated in its purchasing requirements that the soy used in herbs and auxiliary materials must meet the RTRS criteria and that palm and palm oil must meet the RSPO requirements.

We have made additional agreements with a number of our customers relating to purchase of RTRS credits for the soy which is used in the animal feed eaten by animals used for the meat products we supply to them.



Gerben Klein Lebbink (51), Pork Sales Manager at AgruniekRijnvallei Animal Feed

Together for sustainable pig farming

Together with his team of twelve account managers, Gerben advises livestock farmers about health and sustainability aspects of animal feed on a daily basis. The team is divided into specialists who know all there is to know about sows or fattening pigs, dry feed or liquid feed, organic feed or normal feed.

Gerben has been working as Pork Sales Manager for AgruniekRijnvallei for twelve years. His history and knowledge of the pig sector goes back a long way. After studying Intensive Livestock Farming at CAH Dronten (now Aeres University of Applied Sciences), specialising in pig farming, he gained a great deal of experience as a breeding technician at Topigs and subsequently as information officer at Agruniek (predecessor of AgruniekRijnvallei). "All our external sales employees are experts in making feed. They regularly visit animal accommodation and see at once what sort of feed is required. How do they judge this? Their knowledge and experience tells them

the status of the animals and the manure and what they need in terms of feed.

They give tailor-made advice so all our feed blends are tailor-made. The farmer orders and within two days it's ready."

AgruniekRijnvallei is a company that wants to continue moving forward. "For instance, years ago our Commercial Director Johan Scuttert and I came up with the idea to go on a tour of slaughterhouses and meat processing firms. We wanted to know what was going on in the supply chain and discover developments in the market. We came into contact with Stan Quinten of Best Star Meat, a subsidiary of Van Loon Group. He introduced us to the world of Van Loon and told us about the concept that they were setting up for the pork supply chain, the current Varken op z'n Best scheme. Stan was on the lookout for a reliable feed supplier who was prepared to share their knowledge on a wider scale. AgruniekRijnvallei turned out to be that partner and that is how our first cooperation came about."

Since then, AgruniekRijnvallei has become an important supply chain partner in the Varken op z'n Best supply chain concept. "We have always taken a back seat. We view Van Loon Group as the supply chain director. They have close contacts with the consumer, who they are, and thus able to gauge what the consumer wants and is willing to pay for pork.

The AgruniekRijnvallei (AR) cooperative has around 2,000 active members and has approximately 300 employees. AR is an active agricultural and horticultural cooperative with livestock farmers, arable farmers and fruit growers as members. Our ambitions? Helping agricultural entrepreneurs with their current challenges and with their plans for the future. We not only promise them results, but make those promises happen. We do this using practical recommendations and a broad range of intelligent solutions.



“We are the specialists who provide the feed that makes a difference to sustainability and animal welfare. For instance, an important theme for us is lowering pork’s carbon footprint.”

We are the specialists who provide the feed that makes a difference to sustainability and animal welfare. For instance, an important theme for us is lowering pork’s carbon footprint.”

The carbon footprint of pork. Feed can have a great impact on this by using alternative raw materials. That’s why we are trying to remove soy from the feed, which is not that easy. A good alternative is animal protein. If you could use that, you could process waste flows from the slaughter-house to achieve circularity. However, the use of animal protein has only been permitted again since last September and there are strict rules attached. We are now investigating how we can implement this in pig feed.”

“Another advantage of animal proteins over plant-based proteins in feed is the health aspect. Animal proteins contain high quality essential nutrients. Health, including animal

welfare, along with sustainability, are the subjects where we want to innovate.”

Behind the scenes, for instance, we are researching how we can produce feed that creates less stress for pigs. If you observe what happens in the wild, the pigs eat all together at the same time until they are full. Then they go and rest to allow their food to digest slowly. This is something that we would ideally like to imitate in the pig industry, but the pens are not yet designed to make it possible. Pigs have to take it in turns to eat.”

“We want change. We are aiming towards a pig sector where it is normal to valorise waste flows, bring fewer raw materials from outside and export less. With all those steps in the right direction, I hope that we can be proud of our pig farmers and the sector once again and especially that pig farmers themselves are proud of what they contribute every day.”



Employee safety and welfare



Our employees are at the heart of our family business. They make an effort on a daily basis to make the best products for our retail, catering industry and industrial customers. 'Improving every day' requires enthusiasm and effort. That's why we continue to invest in people. In knowledge, expertise, professionalism and long-term employability. And in pleasant, safe and interesting working environments where people can perform to the best of their ability.

AMBITIONS

- We are working towards being in the top 3 Best Employers
- 0 accidents resulting in absenteeism
- Absentee rate <4%
- Well-trained employees
- Healthy and satisfied employees



CSR THEME EMPLOYEE TRAINING & EDUCATION

Why is this one of Van Loon Group's CSR themes?

The training and education of our employees is essential for ensuring that our products and processes meet quality standards, but also for the sake of our employees' general development. In addition, many people working at Van Loon Group do not speak Dutch and mutual communication is important for good cooperation.



Boundaries

Principally this refers to all employees of Van Loon Group, but in a number of areas it also relates to flex-workers.

Ambition

We strive to provide all our employees the training and education they need to perform their jobs to the best of their ability.

	2017	2018	2019	2020	2021	Total
Number of employees who received a certificate for Campus per year	739	85	73	168	61	538
Number of employees who received a certificate for Dutch classes per year	14	51	128	61	9	300

2021 Activities

In 2021 Covid-19 continued to severely affect the educational programme at the Van Loon Campus. Due to the restrictions, many training sessions could not go ahead, which is reflected in the number of certificates awarded. Where possible, all essential training did happen, online or otherwise, e.g. the Practical Leadership training for all Plus supermarket employees was given.

The format that we worked out in 2020 for the day release Food & Technology company training was introduced in 2021. Unfortunately, in spite of an intensive promotional campaign, we received too few registrations to actually start up the study programme.

In 2021 Bonfait started up TWI (Training Within Industries). This gives employees extremely targeted, theme-based training on the work floor.

Setting up this methodology takes a great deal of time but does ensure that employees are trained according to 'best practices'.

Predictions for 2022

In 2022 we are going to introduce the Good Habitz online learning platform. Good Habitz offers a broad range of online training courses, varying from how to use Excel and using business English to scrum techniques and communication training. In this way we will offer an easily-accessible way for all Van Loon Group employees to continue learning. This can be either on the initiative of the employee themselves, but also on the initiative of a team or manager. This is how we are making Van Loon Group into a learning organisation on an even broader scale.

Once Covid-19 is behind us, we will reintroduce the day release Food & Technology company training.



Olga Kos - labelling at Van Loon Son

“I can always find something to improve.”

My real home

“Poland was home for me, for a long time. I grew up in a village in the Polish Giant Mountains. In 2007 I came here as a temporary employee for Van Loon. Back then I shared a house with five other girls. We were very close because we didn’t know anyone else in the Netherlands. Christmas is an important family festival in Poland, but because of how busy the factory was, we couldn’t go home, so we celebrated Christmas together. That creates a bond. Nowadays I live in Boekel with my partner (and colleague) David, who was then a forwarding agent, but has since become Assistant Production Manager at Van Loon. At home we have agreed not to talk about work. Well, maybe, just now and again.

It is my task to optimise the labelling. I can always find something to improve. One example of an improvement that I introduced is that I provided all packaging machines with the same menu.

I then produced a document specifying all settings so that everyone can easily find out how the programmes should be set up and we can quickly check if we are working at the correct speed. Owing to this improvement, we now achieve better productivity norms.

For relaxation I bake cakes in my spare time. I always take the leftovers to work. I enjoy making specialities from other countries. I find the original recipes on YouTube. I can’t understand what they say, but I copy exactly what I see. I can now understand Dutch very well. Van Loon made it compulsory for me to learn the language: if you want a permanent contract, you have to speak Dutch. At first, I didn’t want to, but now I am extremely happy that I can speak the language, at home and at work. That makes the Netherlands my real home.”

08 Decent work and economic growth



Contribution to SDG 8.5

CSR THEME DIVERSITY & EQUAL OPPORTUNITIES

Why is this one of Van Loon Group's CSR themes?

Traditionally the meat sector has employed mostly men. However, employees with the same skills should be given the same opportunities, regardless of their age, gender, race, nationality or religion. A diverse organisation also produces better results.

Boundaries

This refers to employees in all departments and at all levels within the organisation.

Ambition

At Van Loon Group we do everything we can to create a working environment with equal opportunities, where recruitment and development are based on the competencies

(knowledge, skills, attitude), experience, results and potential of every individual.

We do not tolerate any form of discrimination of any person or group of people on the basis of their age, gender, race, nationality or religion, origin, ethnicity, sexual orientation, etc. (not an exhaustive list). In accordance with local legislation or international norms, special measures can be taken to protect, support and empower disadvantaged groups.

Van Loon Group strives for an optimum male/female ratio in its different organisational levels. To do this we do not necessarily attempt to create diversity in a forced manner, but we do to our best for equality and equal opportunities.



	2017	2018	2019	2020	2021
% men entire Van Loon Group	64%	60%	60%	58%	60%
% women entire Van Loon Group	36%	40%	40%	42%	40%
% men in office			51%	55%	57%
% women in office			49%	45%	43%
% men in production			62%	61%	60%
% women in production			38%	39%	40%
Average age of men	41.0	41.0	42.5	42.4	43.0
Average age of women	38.0	38.0	39.6	38.3	39.0

Within Van Loon Group, no distinction is made between men and women. All vacancies are open to both. When recruiting and selecting new employees, we choose the most suitable candidate, but when putting together a team, we always attempt to create the best possible ratio of men to women.

Particularly in higher management positions, the male/female ratio is still not at the level we would desire. For future vacancies, we will continue looking critically at this.

CSR THEME CONTINUITY AND JOB SECURITY

08 Decent work and economic growth



Contribution to SDG 8.8

Why is this one of Van Loon Group's CSR themes?

A long-term relationship between employer and employee and the prospect of continuity of work gives employees confidence and security.

Boundaries

A sustainably managed and financially healthy company ensures continuity of employment. Van Loon Group's terms of employment offers a certain degree of security to its employees.

Ambition

Van Loon Group's strategy is aimed at achieving sustainable, profitable growth for the organisation. By working on this together with our employees, we can also ensure the continuity of the company.



	2018	2019	2020	2021
Average number of employees in FTEs including flex workers	1,912	1,843	2,088	2,527
Total number of Van Loon Group employees at year-end	991	1,023	1,144	1,531
Average number of employees on a temporary basis	974	873	1,013	1,097
% of the number of employees covered by a collective labour agreement (CLA)	100%	100%	99.6%	99.7%
% of the number of employees on a temporary basis covered by a collective labour agreement	100%	100%	100%	100%
Number of own employees with a permanent contract			1,028	1,357
Number of own employees with a temporary con			116	174
Number of employees with a full-time contract (>38 hours)			885	1,242
Number of employees with a part-time contract (<38 hours)			259	289

All Van Loon Group companies follow the CLA applicable to the company in question. A small proportion of our managerial staff is not covered by a CLA.

The CLAs are also applied to all flex workers we hire. The need for operational flexibility and the availability of permanent employees results in a relatively large number of flex workers. These are predominantly employed in production and logistics.



CSR THEME EMPLOYEE WELFARE

08 Decent work and economic growth



Contribution to SDG 8.8

Why is this one of Van Loon Group's CSR themes?

The employees at Van Loon Group are our most important asset. This also stems from our history as a family business. An engaged employee ensures a lasting relationship and higher productivity.

Boundaries

This concerns both permanent employees and employees who have a temporary contract at Van Loon Group.

Ambition

We strive for maximum employee satisfaction.

Subject	Objectives for 2024
Employee satisfaction compared to reference companies in the industry, measured in the areas of work atmosphere, leadership, engagement and employment practices.	In the top 3 for at least 2 of the 4 subjects

Results	2020	2021
Response	83.2%	72.2%
Work atmosphere	7.3	7.1
Leadership	7.4	7.1
Engagement	7.2	6.9
Employment practices	7.1	6.9

General figures	2017	2018	2019	2020	2021
# instances of discrimination	0	0	0	0	0
# instances of sexual harassment	0	0	0	0	0
Working time lost due to strike or dispute (in days)	0	0	0	0	0

In 2021 Effectory conducted the annual employee satisfaction survey (ESS). Compared to 2020, 5 new companies participated in the survey: Verhey Meat, Verhey Meat Excellent, Promessa, Bonfait and Enkco. This means that it is not possible to compare the results at group level on a one-to-one basis. Nevertheless, it is still disappointing that the results as a whole were worse.

The most important points to note from the 2021 ESS were the cooperation between teams and the pressure of work. In addition, there is still a need for more personal attention and appreciation from colleagues and managers. The most important things that people are proud of are their colleagues,

the managers and the development of the organisation. Just as in 2020, all teams have made a plan to work with each other to become more engaged and enthusiastic employees.

The ESS will also be repeated in 2022 with the goal of finishing in the top 3 reference companies.

In 2021, Van Loon Group had existed for 50 years. Sadly, due to Covid measures, many of the planned celebrations, including the company party, had to be cancelled. These events are always well-attended and make a positive contribution to employee engagement. In 2022 we will throw a large anniversary party - if it is allowed.



Theo van Gameren - administrative assistant, Supply Chain department

“I’ve worked here for thirty years and never a dull day.”

Nummer 7

“13 May 1991. That was my first day at Van Loon. I had trained as a bricklayer and tiler. In 1991, there was a slump in the building industry and so I was sitting at home without a job. Around that time my father met Marjan Stottelaar, then Jos van Loon’s management secretary. Marjan said that Jos was looking for a driver. My dad said that I could do with a job. A week later I was able to start work, delivering orders. I was employee number 7. I was keen and took on any job that needed doing. The only thing that wasn’t a success was deboning. They soon put a stop to that! Within the company I have been able to continue my personal development. Currently I’m working on the planning at Van Loon in Son and on order entry for Lidl.

I’ve worked here for thirty years and never a dull day! Every day there is something that can be improved.

I am grateful to Jos for the opportunity he gave me to work here. Talking about him still gives me a lump in my throat. I thanked him on his deathbed. That job makes me feel like a rich man because it’s partly the reason my family and I have had a good life. I am married, but I feel a bit as if I’m married to Van Loon too.

Sport is my relaxation - mountain biking or cycling - and riding on my Harley. I start work early in the morning. Around three o’clock I leave and often I go out on my racing bike or mountain bike as soon as I get home. Then it’s dinnertime, but by then I’ve already had my exercise. I don’t come home to eat, I come home because I’ve finished my work.”

08 Decent work and economic growth



Contribution to SDG 8.8

CSR THEME EMPLOYEE HEALTH AND SAFETY

Why is this one of Van Loon Group's CSR themes?

Our employees are at the heart of our business. The health and safety of our employees is paramount. Healthy and engaged employees are off sick less often. They are more productive and happier in their work.

Boundaries

This refers primarily to the health and safety of all Van Loon Group employees, both its own employees and flex workers. This also applies to employees of external companies operating at our sites.

Ambition

The health and safety policy at Van Loon Group aims to offer all our employees a safe and healthy workplace.

Senior management endorses this and promotes an open and transparent culture within the business and makes the resources available to meet these requirements. Employees must feel free to report violations and can feel assured that the company will treat it appropriately and with integrity.

Van Loon Group commits itself to current laws and regulations relating to health and safety. Our Health & Safety Policy is based on Risk Assessment and Evaluation (RA&E). We ensure that this is up to date and that violations are addressed promptly to eliminate health and safety risks as far as can reasonably be expected.

Van Loon Group ensures healthy and safe working conditions so that no accidents leading to absenteeism occur.



Objectives for this theme	Objective
Lost Workday Cases: (# accidents resulting in absenteeism per 200,000 hours worked)	Max. 2.0
Absenteeism	Max. 4.5%

Results	2017	2018	2019	2020	2021
Number of accidents leading to absenteeism	28	34	30	52	67
Lost Workday Cases	1.55	1.98	1.68	2.50	2.78
Absenteeism	4.9%	5.4%	5.3%	5.8%	6.1%

2017 (8): Son, Best (2x), Eersel, Hapert, Oudewater, Roosendaal, Beilen

2018 (8): Son, Best (2x), Eersel, Hapert, Oudewater, Roosendaal, Beilen

2019 (9): Son, Best (2x), Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth

2020 (9): Son, Best (2x), Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth

2021 (12): Son, Best (2x), Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth (2x), Deventer, Denekamp. Absenteeism excludes Denekamp

2021 Activities

In 2021, various investments were made to minimise potential safety risks. In Son walkway gratings were fitted in the automatic storage area, reducing the risk of falls. In Roosendaal, the unloading conveyor was modified so that carcasses can no longer fall. A number of additional modifications have been made in Roosendaal to improve the working environment: new rind and skinning machines, raised platforms for smaller employees, cooling units have been repositioned so that the airflow no longer causes a draught and safety cages have been fitted to make a number of machines safer.

The Risk Assessment & Evaluation has been conducted at both sites in Nuth and a plan of action has been defined. Together with the cleaning company, a separate RA&E and plan of action has been defined for the cleaning staff. The monthly occupational health and safety meeting and the in-house emergency response team have been set up. Moreover, it is now standard practice to discuss accidents or hazardous situations during the daily morning meetings with the aim of increasing hazard awareness and thus avoid accidents.

Predictions for 2022

The LWC (Lost Workday Case) for the entire Van Loon Group was 2.78 in 2021. This is 11 % higher than the LWC in 2020. The new sites that were added in 2021 are still contributing negatively to this KPI. To lower the LWC below 2.0 remains the goal in the coming year. To achieve this, we are taking various actions such as conducting the remaining RA&Es on the machines at all (new) sites and the continued introduction of the ESH manual at all companies.

In the context of safety, it is important to focus carefully on the cause of an accident so that we can take targeted measures, if not yet done. In 2021, 70 % of the accidents at Verhey Meat were cuts caused by using a knife. For both sites in Nuth, the knife protocol will be set up in 2022 according to Roosendaal's system. We expect this to lead to a major reduction in the number of cutting incidents.

At Verhey Meat a feasibility study into 'hanging deboning' to make the work lighter is being concluded in 2022. Furthermore, more detailed analysis will be done into occupational health and safety conditions, mainly involving investigating cleaning with lower water pressure.

The ESH manual will be completed in 2022 and introduced at all our sites.

CSR THEME INTEGRITY

12 Responsible consumption and production



Contribution to SDG 12.6

Why is this one of Van Loon Group's CSR themes?

A dishonest organisation risks damaging the image of the company and the industry. An organisation with integrity respects legislation, human and labour rights, minimises social and environmental risks and has an honest management.

Boundaries

Van Loon Group ensures that its own internal organisational structure is sound and provides opportunities for stakeholders to lodge complaints. We also use our influence as supply chain director to ensure that our supply chain partners operate with integrity.

Ambition

Van Loon Group strives to ensure that its actions and employees are of impeccable character.

Van Loon Group believes food integrity and transparency are crucial, both for our employees and for our products. In order to monitor this as independently as possible, Van Loon Group has internal and external whistle-blower regulations. Employees can make use of this if they discover possible abuses and/or irregularities related to compliance with laws and regulations, food safety or product claims.

There are many social and political issues at stake concerning animal welfare, fraud, climate change and social injustice. The meat sector is held under close scrutiny. Van Loon Group is aware of this and shows that it stands for integrity.

2021 Activities

Our key personnel have all followed a training programme on integrity set up by QA.

QA has conducted an internal audit at every site, specifically focussed on honesty and product integrity.

We have highlighted the Code of Conduct and Whistle-blower regulations using various communication channels, aiming to increase awareness for all employees.

The employee manual has been revised, paying extra attention to specifying policy related to matters including transparency and integrity.

In Son, Almere and Eersel, the Sedex Members Ethical Trade Audit (SMETA) was conducted in September 2021. This is one of the most commonly used formats for ethical audits in the world. SMETA focusses on labour standards and health and safety and adheres to the guidelines of the United Nations Guiding Principles (UNGP) for business and human rights and the British Modern Day Slavery Act 2015.

Predictions for 2022

In 2022 we are paying extra attention to the societal theme of inappropriate behaviour.

Sites connected with the 'Varken voor Morgen' (Pig for Tomorrow) claim are going to be assessed according to a new norm (IFS PIA) which will closely examine the total integrity of a site. Once a project group has integrated the requirements of this standard into the current quality system, it will be introduced at local level.

Internal integrity audits will be conducted in a cross-company process, increasing the independence of the auditor and hence increasing the integrity of the audit.



APPENDIX Stakeholders engagement

Stakeholder	How does dialogue take place?	Important sustainability themes
Customers <ul style="list-style-type: none"> • Retail • Catering • Industry • B2B 	Direct discussions with customer Purchasing process/terms and conditions Product specification Sector consultation (covenant)	Food safety Health (fat/salt/sugar/allergens/antibiotics) Animal welfare (Beter Leven label) Transparency in the supply chain Social risk management in the supply chain (child labour, working conditions, safety) Losses & food waste Energy consumption process and building Sustainable soy and palm Packaging (reduction of plastic and FSC paper) Food colouring & flavourings (E numbers) Climate & carbon footprint
Consumers	Via customers (retail & catering industry) Via Website & social media Information sessions with staff	Food safety Transparency Health Food waste Animal welfare Climate & carbon footprint Local products
Employees	Van Loon Group Internal Code of Conduct Employee manual and introduction film Van Loon Group Campus Performance review	Employee career development/training Working safely & health Job security & continuity (ratio flex/permanent) Integrity in business operations Welfare (sustainable employability, corporate identity & sense of belonging)
Livestock farmers	Interviews & company visits Various meetings for pig farmers and cattle farmers Newsletter	Continuity/Purchase guarantee Valorisation of (sustainable) products/fair prices for farmers
Slaughterhouses	Direct discussions with slaughterhouses Visits from Animal Welfare Officer	Food safety Animal welfare Continuity
Other suppliers (auxiliary services)	Direct discussions with suppliers	Continuity Packaging Energy consumption Emissions

Stakeholder	How does dialogue take place?	Important sustainability themes
Financial shareholders	Regular consultation	Continuity Integrity in business Employee welfare Animal welfare Climate & carbon footprint
Certification bodies	Audit visits	Food safety Animal welfare Working safely & health
Sector organisations • KNS • FNLI • VNV • AKSV • COV	Consultation within the sector organisation	Energy consumption process and building Packaging Losses & food waste Transparency in the supply chain Climate & carbon footprint Sustainable soy and palm
NGO's • Dierenbescherming ^{*1} • Natuur & Milieu ^{*2} • Wakker Dier ^{*3} • Varkens in nood ^{*4} • GAIA ^{*5} • Consumentenbond ^{*6}	Van Loon Group participates in the Advisory Board of the Beter Leven certification scheme Van Loon Group organises livestock farmer focus groups for the Dutch animal welfare organisation (Dierenbescherming)	Animal welfare Biodiversity Transparency in the supply chain Valorisation of sustainable products/fair prices for farmers
Academic institutions • WUR/HAS Hogeschool ^{*7} • VIC ^{*8}	Joint project monitoring and reduction of the pork supply chain's carbon footprint	Climate & carbon footprint Waste water treatment
Government	Via the Dutch environmental department (legislation)	Waste Water Emissions Energy consumption (EED) Local area
Media	Press releases	Malpractices in the sector
Lokale area	Business associations	Emissions (odour/noise) Local involvement
Competitors	Via trade organisations	All the themes mentioned are also relevant to competitors

^{*1}Dutch Animal Foundation ^{*2}environment ^{*3} farm animal welfare ^{*4} pig welfare ^{*5} animal welfare ^{*6} consumer watchdog

^{*7}Has University of Applied Sciences ^{*8}safety information centre





APPENDIX Selection of GRI-indicators

Based on the material sustainability themes, we have made a selection of the GRI indicators to report on. This report has been prepared in accordance with the GRI Standards Core Option.

CSR pillar	Van Loon Group theme	Relevant GRI indicators	Page
Consumer and Health	Food safety	GRI 416-FP5 Percentage of production sites certified in accordance with international safety standards	24
	Organic meat	GRI FP9 Number of animals with animal welfare initiative	26
	Sugar, salt & fat content	GRI 416-FP6 Proportion of volume that has a reduced salt, sugar and fat content	27
	Use of antibiotics	GRI 416-1 Assessment of health and safety impacts of products	28 and 29
	Losses and food waste	GRI 306-3 Waste (raw material, volume and location)	30
	Protein transition	No specific GRI indicator	31
Sustainable production	Water	GRI 303-3 Water consumption	35
		GRI 306-1 Quality and destination of waste water	35
	Waste	GRI 306-2 Waste	36
	Sustainable energy generation & energy efficiency	GRI 302-3 Energy intensity	37 and 38
	Packaging material	GRI 301-1 Quantity of material per type	39
	Greenhouse gas emissions	GRI 305-1 Direct emissions	40 and 41
		GRI 305-2 Indirect emissions from purchased energy	40 and 41
GRI 305-4 Emission intensity		40 and 41	
Supply chain management and animal welfare	Valorisation of sustainable products	GRI 203-2 Indirect economic impact	45
	Animal welfare	GRI FP9 Number of animals covered by animal welfare initiative	46
	Local sourcing	GRI 204-1 Proportion of purchases from local suppliers	47
	Transparency and product integr	GRI 417-1 Requirements for product information and labelling	48
	Sustainable soy and palm	GRI 204-FP1 Percentage of soy/plalm sustainably sourced according to international standards	49
Employee safety and welfare	Training & education of employees	GRI 404-2 Employee development programme	53
	Diversity and equal opportunities	GRI 405-1 Diversity among employees and management (gender, age group per employee group)	55
	Continuity and job security	GRI 201-1 Direct economic value generated	56
	Employee welfare	GRI 401-1 Number of new employees	58
		GRI 406-1 Non-discrimination: number of incidents/complaints	58
		GRI 402-FP3 Working time lost due to strike or dispute	58
	Employee health and safety	GRI 403-10 Work-related absenteeism	60
		GRI 403-9 Work-related accidents	60
Integrity	GRI 205-2 Communication on anti-corruption policy	62	

In addition, we are also required to report on a number of general GRI indicators. According to the 'core' report, these are the indicators in the table below. This report has been prepared in accordance with the GRI Standards Core Option.

CSR theme	GRI#	GRI indicators	Page/explanation
General	102-1	Name of the organisation	8
	102-2	Activities, brands, products and services	8 to 13
	102-3	Location of head office	10 and 11
	102-4	Countries where the organisation is active	10 and 11
	102-5	Ownership and legal form	Van Loon Group is a privately owned Private Limited Liability Company
	102-6	Sales markets	11 to 13
	102-7	Size of the organisation	5, 11 and 55
	102-8	Information about employees and other personnel	52 to 63
	102-9	Supply chain	12 and 13
	102-10	Important changes within the organisation and supply chain	6 and 7
	102-11	Precautionary principles or approach	14
	102-12	External initiatives	64 and 65
	102-13	Membership of associations and interest groups	64 and 65
	102-14	Statement by senior decision-maker	4
	102-15	Description of key impacts, risks and opportunities	16 and 17
	102-16	Values, principles, standards and behavioural standards	8 and 9
	102-17	Mechanisms for advice and concerns about ethics	Van Loon Group has whistle-blower regulations and a Code of Conduct. These are both actively brought to the attention of employees. The quality department monitors compliance with product integrity rules.
	102-18	Governance structure	In addition to the executive directors (see p.5), Van Loon Group's managing board consists of three non-executive directors and the Chairman of the board.
	102-40	List of stakeholder groups	14
	102-41	Collective labour agreement	55
	102-42	Identifying and selecting stakeholders	14, 64 and 65
	102-43	Approach to stakeholder engagement	14, 64 and 65
	102-44	Key topics for stakeholders	18 and 19
	102-45	Entities included in the consolidated financial statements	10 and 11
	102-46	Defining report content and topic boundaries	This report has been prepared in accordance with the GRI Standards Core Option. The content of this report is determined by focussing most on the material CSR themes.
	102-47	List of material topics	18 and 19
	102-48	Restatements of information	NA
	102-49	Changes in reporting	Van Loon Group has been reporting its sustainability performance in the CSR report since 2011. The current CSR report is in line with the GRI Guidelines for Sustainability Reporting.
	102-50	Reporting period	Since 2011
	102-51	Date of most recent report	2021
	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	GRI application level	This CSR report has been prepared in accordance with the GRI Standard, Core Option.	
102-55	GRI content index	This table pages 68 and 69	
102-56	External assurance	This CSR report has been internally reviewed. The report has not been validated by an external party.	
Management approach	103-1	Explanation of the material topic and its boundary	18, 19, 22 to 63
	103-2	Management approach	8 and 9
	103-3	Evaluation of the management approach	All Van Loon Group companies report periodically to management. The CSR policy is embedded in the operation. Both operational KPIs and CSR KPIs are evaluated periodically and adjustments are made if necessary.





VanLoonGroup

Good source. Great food.

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