



Scherpenhuizen

we unite in fresh

SUSTAINABILITY REPORT 2022





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Scherpenhuizen 2022

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Introduction



Preface

It is with great pride and satisfaction that I may write this preface to Scherpenhuizen's first sustainability report. I can say that sustainability has always been an intrinsically important topic both for me personally and within our company. I am convinced that companies like ours have a responsibility towards our environment and society as a whole.

However, our pursuit of a more sustainable business has taught us that finding the right balance is not always easy. With fresh fruit and vegetables, we make an important contribution to people's health, but we also often find ourselves in a field of tension. Not all our sustainability efforts are - in the short term - adequate. Sometimes choices dictated by an optimal matching of supply and demand on the sides of our partners create sustainability challenges. It is and remains a continuous process, in which we constantly encounter new challenges and have to constantly search for the most appropriate solution.

We are constantly looking for ways to build sustainable relationships with our stakeholders. Our focus is on creating sustainable solutions that are not only good for our company, but also for our environment and the people who live and work there. We are convinced that our employees in particular ultimately determine our success.

This report offers a glimpse into our sustainable operations and shows how we are getting closer and closer to our goal of being the most sustainable company possible. We know better than anyone that our choices today have consequences for future generations. We therefore take our responsibility to improve the fresh fruit and vegetable chain in which we operate and - where possible - leave it better for the next generation.

Transparency is important in our profession. It is needed to enable meaningful communication with stakeholders, it leads to a better understanding of our own business, contributes to innovation, improves our reputation and is necessary for social legitimacy. That is why we also want to make this annual report as simple and accessible as possible, both in terms of content and location. Just honest figures, because we would like to make clear where there are still opportunities to improve things.

In this preface, I would especially like to thank all our employees and partners for their efforts and commitment to our sustainable mission. I therefore hope that this annual report will inspire others to contribute to a more sustainable future for all of us as well. For us, this report is a reflection of our efforts towards a brighter and healthier world.

Eindhoven, October 2023

Leo de Jong, CIO Scherpenhuizen



Table of contents

Introduction	4
Preface.....	6
Table of contents	8

Scherpenhuizen

Value creation.....	10
Mission and strategy	10
Core values.....	12
Sustainable entrepreneurship	14
Social contributions.....	16
Activities.....	18
Employees	18
Value chain	20
Growers	22
Organisational context	26
Sector	28
Climate	30
Stakeholders.....	32
Stakeholder engagement.....	34
Materiality assessment	38

Materiality

Environmental.....	40
Energy and emissions.....	42
Waste streams and circularity.....	48
Circular packaging	54

Climate impact of products.....	58
Biodiversity and crop protection products	60
Social	62
Food safety and quality.....	64
Health and good employment practices	68
Information and system security	72
Employee safety.....	76
Talent and employee development	80
Local community engagement.....	84
Diversity and inclusion.....	86
Economic	88
Fair business practices	90
Financial health	94
Innovation.....	96
Integrity.....	98
Product integrity and supply chain transparency.....	100
Responsible procurement	102
Business ethics	106

Background.....

Governance structure.....	112
About this report.....	116

Appendix

GRI-index	120
Abbreviations	132
Extra information	134



Scherpenhuizen

Value creation

Mission and strategy



Mission

We connect in fresh: we are the link between the people who grow fruit and vegetables and the places where people buy fruit and vegetables every day.

Vision

We want to sustainably connect Dutch cultivation and European retail in fresh fruit and vegetables through commitment, pride and passion.

Strategy

"Simply the best in fresh", that's what we go for. A professional family organisation that always offers a solution for grower and customer through cooperation, entrepreneurship and sustainable and efficient operations aimed at large product flows and long-term relationships.

History

Scherpenhuizen was founded in 1973 and has been importing and exporting fruit and vegetables from Veldhoven ever since. From the very beginning, quality and customer service have been integral starting points. Over the years, this has led to excellent contact with both customers and suppliers.

In 1995, Martin Scherpenhuizen joined the management and the company continued to grow. Two years later, Scherpenhuizen was one of the initiators for the establishment of Vers Direct Nederland, a sales organisation for growers of fruit and vegetables. In 1999, Gopack BV in Venlo was acquired, a modern packing station for the small packaging of fruit and vegetables.

In December 2003, Scherpenhuizen and Gopack moved to completely new premises at "Acht" industrial terrain in Eindhoven. Five years later, the name Gopack BV was changed to Scherpenhuizen Packaging BV. In April 2017, Scherpenhuizen and Scherpenhuizen Packaging moved to the BREEAM-outstanding certified premises at the Schakel 7 on industrial terrain "Acht" in Eindhoven. Expansion has since taken place with a second building at De Schakel 5, which was also awarded the BREEAM sustainability certificate. The aim is to fulfil all customer requirements as quickly and effectively as possible.

As a result, Scherpenhuizen has a complete range of fruit and vegetables, from Dutch products to exotic products. Scherpenhuizen Packaging has a modern packing station, where a large number of different types of packaging are used.

Specialities

The starting point for the way we do business has always been to do as much as possible in-house. To this end, Scherpenhuizen has its own import, quality and transport facilities and, in combination with Scherpenhuizen Packaging, its own packing facilities.



**We unite
in fresh**

Core values

Core values guide the decisions we make and describe who we are. They are promises; from us to employees and from employees to us, agreements we keep together. Only then can we ensure that our company culture is preserved. This is how we keep our promises to our growers and retailers every day, in typical Scherpenhuizen fashion.



TOGETHER

We are there for each other

Together with our growers and retailers, we do our utmost to make fresh fruit and vegetables available to consumers across Europe. We can only do this with the help of our employees.

Scherpenhuizen acts as a connecting link between growers and retailers and emphasises the importance of cooperation, support and appreciation for everyone in the chain. We celebrate successes, share losses and care for each other and our environment. We focus on building sustainable relationships, sharing knowledge and experience and working as team players aimed at a common future and the best results.



VITALITY

Better every day

Vitality is much more than just adequate exercise and healthy eating. When employees have vitality, they are comfortable in their own skin and enjoy going to work. We do everything we can to help our colleagues make every day the best. When they feel good, they

perform at their best. In this way, they form the stable basis for the healthy growth of Scherpenhuizen.

Scherpenhuizen is committed to the well-being and development of its employees by investing in personal development, a fun working environment, offering a vegetable box, an in-house gym, a good work-life balance, a bicycle scheme, preventive medical examinations, certified accommodation for flex workers, healthy canteen options and contributions to appropriate charities. We also strive to minimise our carbon footprint to ensure vitality in society.



ENTERPRISING

With guts and passion

We have become a market leader by being alert and seizing opportunities. We continue to grow thanks to the expertise, commitment and ideas of inspired employees!

Scherpenhuizen responds quickly to trends and needs. By innovating and responding quickly, we continue to grow. We encourage employees to experiment, give positive feedback and shape their own ideas. Scherpenhuizen values easy communication, ambition, a unique approach and a willingness to change with an aim at sustainable growth.

Sustainable entrepreneurship

We import and export fruit and vegetables and specialise in transporting, packing and marketing fresh fruit and vegetables. We guarantee food safety by offering healthy, safe and high-quality products efficiently and in a socially responsible way. Activities take place in a sustainable distribution centre that meets the strict “BREEAM Outstanding” standards.

As a family business with Brabant origins, we strive for local social involvement, sustainable entrepreneurship and quality assurance. Our sustainability vision is in line with the mission: “We unite in fresh”, linking Dutch cultivation and (European) retail sustainably in fresh fruit and vegetables.

We take our responsibility for quality, environment and social example seriously and work together with stakeholders to improve the world, starting with our own company and its immediate environment.

FreSH25

Our focus is on six pillars that are integrally linked to our FreSH25 strategy for the years 2020-2025. These spearheads are important to our company and our employees, both in regard to product and people in the broadest sense of the word.



OUR ENVIRONMENT

Creating value for current and future generations through socially responsible supply chain management and sustainable business practices.

OUR PEOPLE

Good employment practices at a professional family business for vital employees within a safe and enjoyable working environment.

OUR GROWERS

Ensuring product availability by maintaining sustainable relationships with growers.

OUR CUSTOMERS

To be the preferred partner and best supply chain party for strategic retail customers by solving everything to their satisfaction.

OUR PROCESSES

To be the most flexible and reliable partner by focusing on right quality, efficient processes and striving for flawless execution.

OUR PRODUCTS

Growth through clear choice of major product groups and services and/or winter coverage.

Sustainability Policy

We have a comprehensive sustainability policy that focuses on social commitment, environment and corporate responsibility.

Key aspects of this policy are:

- Investment in energy-saving measures, such as installing 9,000 solar panels to generate electricity and installing charging stations for electric cars. This will reduce carbon emissions and promote energy efficiency.
- Minimising waste and pollution through water reuse, active recycling and the use of biodegradable and recyclable raw materials. This includes the use of greywater and heat recovery systems.
- Improving local infrastructure and promoting biodiversity with initiatives such as bird houses, a population of 80,000 bees, a flower park around the property, toad pools and insect hotels.
- Reducing paper consumption by digitising various processes, such as sending invoices digitally, new working method for recording work orders and using double-sided and black-and-white printing. This will reduce paper and toner consumption and encourage toner recycling.
- A focus on sustainable packaging and reducing packaging waste by avoiding unnecessary packaging material, using recycled packaging and working with customers and packaging suppliers to develop sustainable packaging innovations.
- Providing employees with appropriate work opportunities and facilities, paying attention to their welfare and a safe working environment. In addition, products and processes are thoroughly checked to ensure the safety of employees and customers.
- Continuous improvement of the company and customer satisfaction through good internal and external communication, research into customers' experiences and analysis of their needs, and proactively responding to expectations to achieve optimal service delivery.

Our due diligence system is closely intertwined with the other processes and systems within the company, with the aim of increasing quality and environmental awareness among employees and taking responsibility for customer satisfaction and a sustainable society. This policy is supported by various quality and environmental objectives.

Social contributions

Scherpenhuizen is a committed company that supports a number of charities, events, local associations and activities both on a standing agreement basis and on an annual basis. Especially in the region, as we are proud of our Brabant roots. We prefer to donate, donate or contribute in kind with our healthy produce: fruits and vegetables. We choose the social contributions and actions partly on the basis of ideas and requests from our own employees.

With sponsoring, we create a win-win situation by aligning it with our core values as well as the objectives and activities in health, sustainability, sport, fresh fruit and vegetables. In particular, we sponsor activities or parties that allow us to maintain and strengthen our relationship network, or that contribute to creating positive consumer awareness of our healthy products.

Fruit and vegetable donations

We like to make donations, gifts and contributions with what we do best; fruit and vegetables. In 2022, various organisations such as KIKa Kindervakantieweken Eindhoven, Wageningen University SSR-W, Kindervakantieweek Meerhoven, AGF-Freshriders Wielrentocht, Solar Team TU Eindhoven and CIOS Sittard received packages of fruit and vegetables.



We also made other contributions that we would like to explain in more detail.

Voedselbank Eindhoven and Nationale Voedselbank

Many fruits and vegetables are donated on an ongoing basis to Voedselbank Eindhoven and the Nationale Voedselbank. The VoedselBank is a charity that provides food assistance to people in need and we have been working with them since their inception.

On the basis of a fixed appointment and if necessary at extra times, they collect this from us. In this way, we also reach a group of people for whom access to necessary healthy food products is not a given.



Roparun and Marathon Eindhoven

In May, we supported the Roparun. The Roparun is a 550-kilometre relay race from Twente to Rotterdam via North Brabant and Limburg to raise money for people with cancer.

In addition, we sponsored the Marathon Eindhoven. A popular running event that attracts thousands of participants and spectators every year. Scherpenhuizen makes a financial contribution and sponsors fruit. Colleagues are encouraged to participate in the various distances. This creates connection, pride in joint achievements and vitality.

Scouting Albert Schweitzer Eindhoven Acht

In 2022, we donated an amount of money to Scouting Albert Schweitzer in our own district of Eindhoven, Acht. This scouting group is committed to the personal development of children and young people through various activities in nature. The donation amount was meant for rebuilding their log cabin after a fire.



Football clubs

Football clubs RKVVO and SV Marvilde also received sponsorship from Scherpenhuizen in the form of financial contributions. RKVVO is a local football club committed to promoting sportsmanship and social cohesion within the community. SV Marvilde is also based locally and organises sporting and social activities for its members.

Summa college Eindhoven, nursing programme

This programme organised a health week for the 1st-year students, covering all kinds of topics, including healthy eating. By us supplying special fruit and vegetable varieties in particular, they were able to gain knowledge about them, find recipes to go with them and also prepare said dishes.

Activities

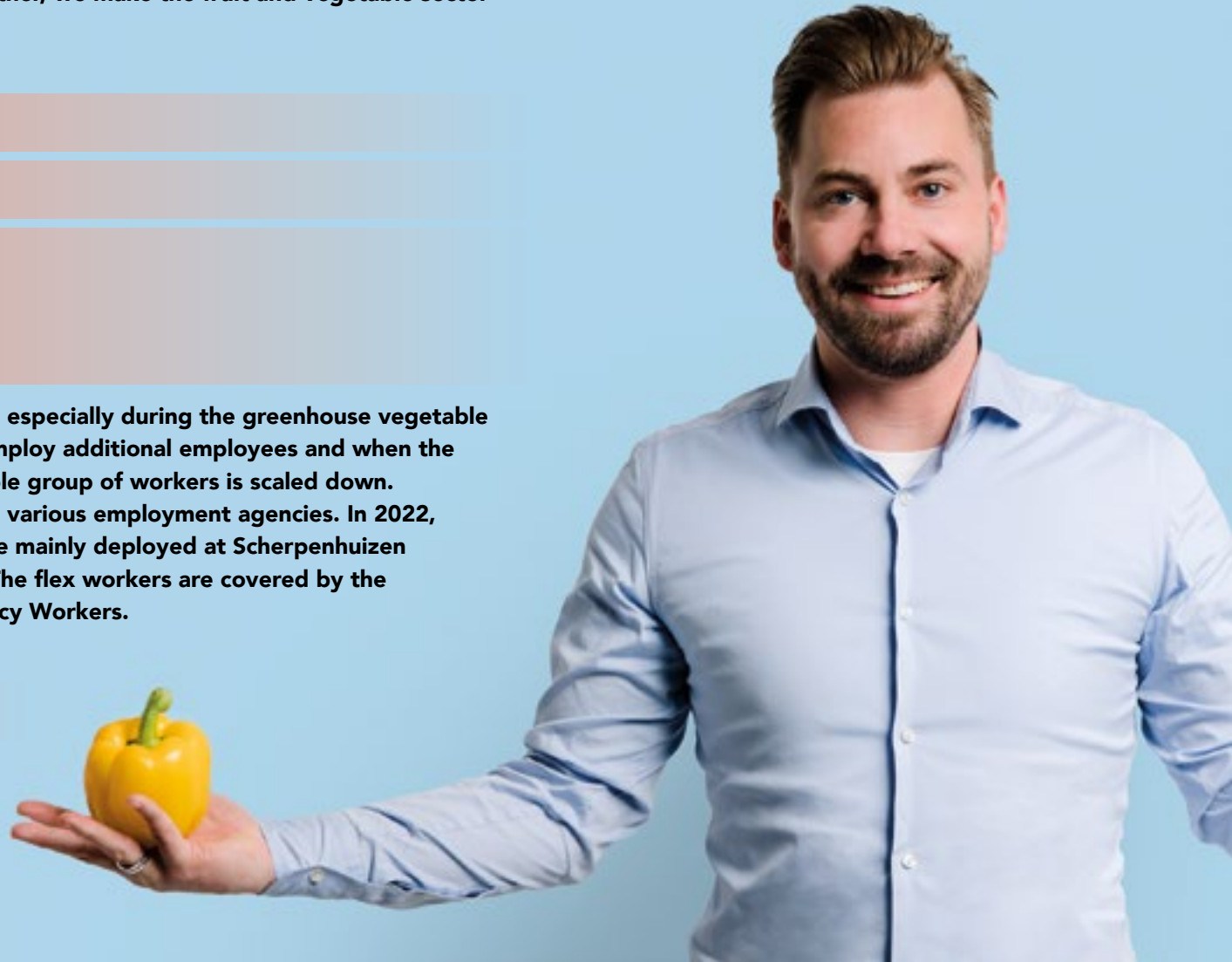
Employees

Employees are the heart of our company and are therefore incredibly important to us. They are the people who work hard every day and ensure that the best fruit and vegetables reach customers on time. Their commitment, knowledge and experience enable us to deliver excellent quality and grow as a company. We take good care of our employees; we offer them a safe and pleasant working environment where they can develop and utilise their talents. Together, we make the fruit and vegetable sector even tastier and healthier.

Number of employees	340
Number of FTE's	318
Share of employees covered by the collective bargaining agreement for wholesale of fresh fruit and vegetables	100%

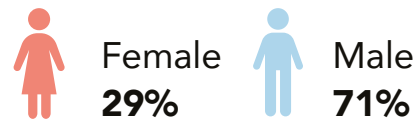
The workforce is adjusted based on seasonal demand, especially during the greenhouse vegetable season (April-September). During busy periods, we employ additional employees and when the extra seasonal support is no longer needed, the flexible group of workers is scaled down. For this purpose, we employ flexible workers through various employment agencies. In 2022, an average of 155 flex workers were active; they were mainly deployed at Scherpenhuizen Packaging and to a lesser extent at Scherpenhuizen. The flex workers are covered by the Collective Bargaining Agreement for Temporary Agency Workers.

Average number of flex workers	155
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All ratios exclude flex workers. For a complete overview of employee characteristics, see the additional information in the annex on page [134](#).

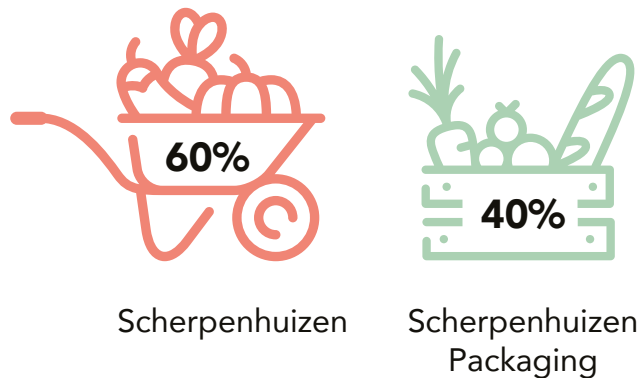
Gender ratio



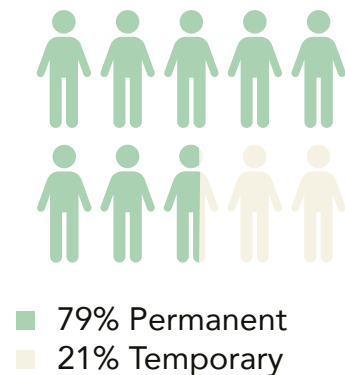
Age category



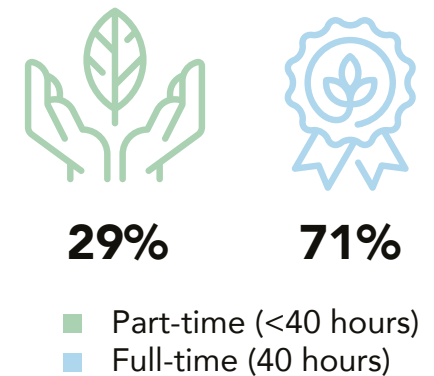
Working at...



Contract type



Full-time/part-time



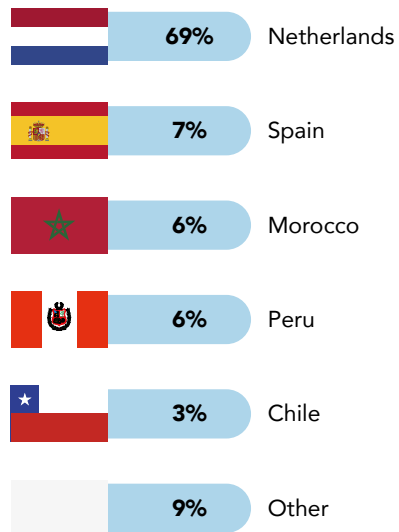
Number of nationalities



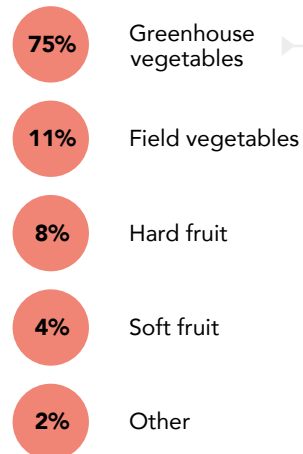
Value chain



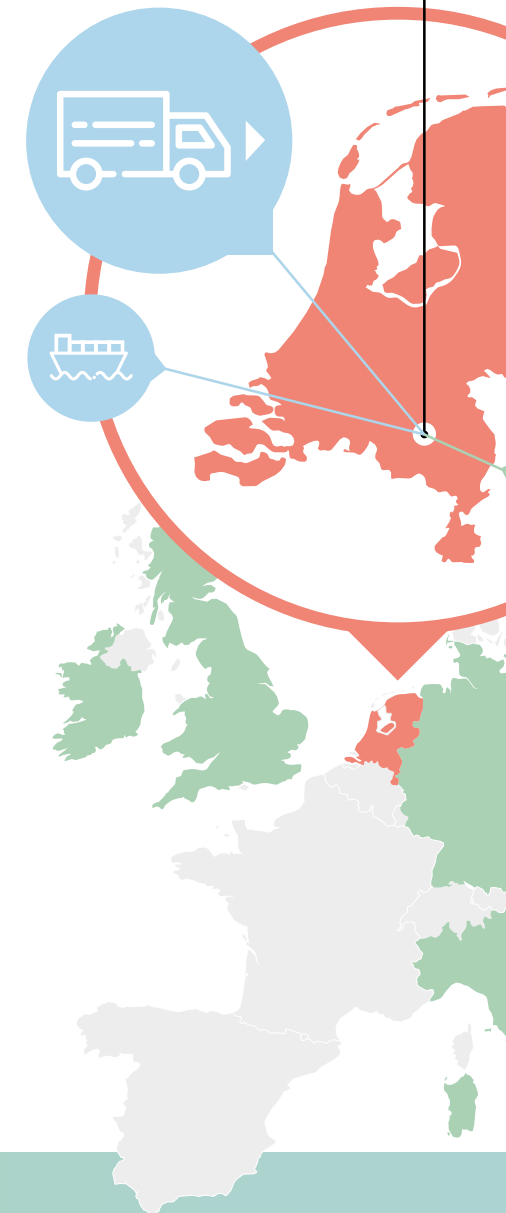
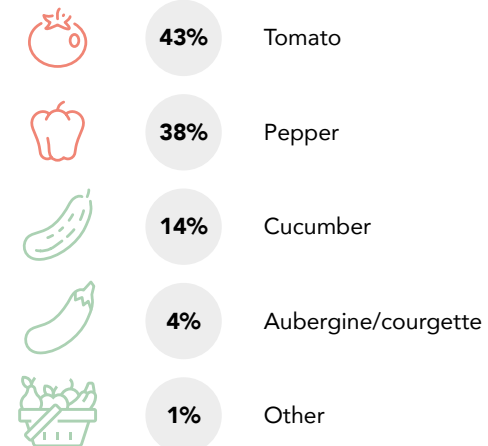
TOP 5 COUNTRIES BY ORIGIN



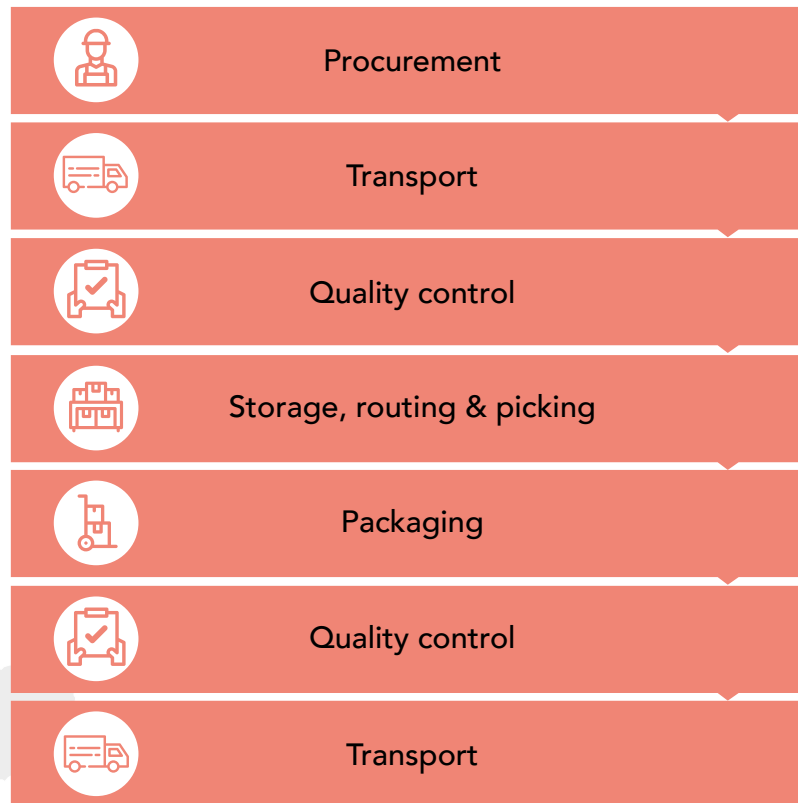
PRODUCT GROUP



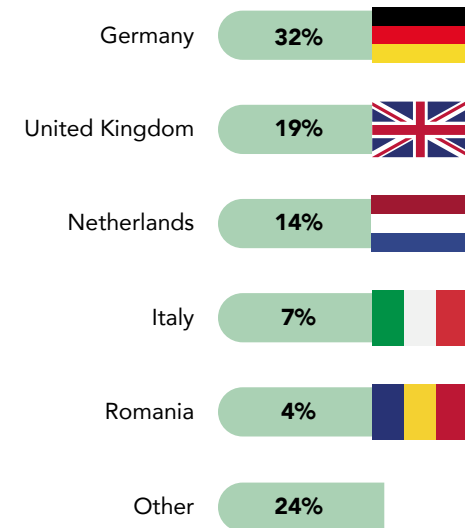
GREENHOUSE VEGETABLES



QUALITY AND PACKAGING PROCESS



TOP 5 COUNTRIES BY DESTINATION



Growers

Richard Hartensveld – Schenkeveld

As managing director of Schenkeveld, I, Richard Hartensveld, am proud to lead a company with a rich history dating back to 1937. Originally, we are a traditional family business. We have since grown into a company with several families in management, but we still retain the warm culture of a family business.

Our business is spread across five locations. Four of these are located in the Westland region: at Zijtwende in De Lier, Woudseweg in De Lier, Schipluiden and Den Hoorn. The fifth location near Schiphol Airport is brand new. We grow cucumbers on 5 hectares and five different varieties of vine tomatoes on more than 75 hectares: the Strabini, Merlice, Bliss, Provine and the Cappricia.

A Passion for Perfection, our mission statement formulated together with our employees, drives us every day to do everything as best as possible. Together with our employees, we have also defined our core values: Grow, Optimise and Collaborate. Growing is reflected in our tomatoes and cucumbers, in the development of our employees and in the company as a whole. We optimise by continuously looking for technical innovations, sustainability and fine-tuning. Collaboration is central to our relationships with customers, suppliers, growers' association and, of course, our employees. We focus on sustainable relationships.

Within our social policy programme, binding, engaging and retaining are central. We have about 70 permanent employees and also work with flex workers, whom we regard as full-fledged employees. Employee flexibility is essential due to the seasonal nature of our products and the recent energy crisis. To show our appreciation towards our employees and to promote bonding, we structurally organise events such as Fat Thursday and International Women's Day and we celebrate employees' birthdays. Both permanent and flexible employees receive the same warm appreciation and treatment from Schenkeveld.

We are also taking steps in the area of sustainability. We work with the new cultivation method, growing high-quality tomatoes with as little energy as possible. To do so, we use geothermal heat, double energy screens, LED lighting, E-boilers and solar panels. By using double energy screens and air handling units, we have grown 80 kilos of tomatoes per m² at our Schiphol site using only 25 cubic metres of gas. We are exploring opportunities for cooperation with data centres; in the future, we aim to use their residual heat in our greenhouses.

With our chain, I am striving for a uniform European label for sustainable greenhouse cultivation. If we manage to achieve this, we can really reduce the environmental impact per kilo of product grown in Europe.

Our relationship with Scherpenhuizen is excellent and they are an important partner for us. We work closely with them on logistics, account management and retail. Within our partnership, we actively monitor developments in the world of tomatoes and cucumbers; sustainability is an important aspect for both Scherpenhuizen and Schenkeveld.

Kind regards,

Richard Hartensveld

Managing Director of Schenkeveld

Woudseweg 146

2636 AV Schipluiden

 <https://schenkeveld.co/>



John and Onno Tas - Tas Paprika

Tas Paprika proudly supplies bell peppers to Scherpenhuizen. We are located in the fertile areas of Luttelgeest, Flevoland and Zevenhuizen, South Holland. Since 1990, we have been dedicated to growing delicious bell peppers. In Zevenhuizen, we focus on red pepper production, while in Luttelgeest we grow both red and yellow peppers. Every year, we distribute more than 12 million kilos of Tas Paprika all over the world. These are not just any peppers, but top-quality peppers that are the result of almost three decades of dedication and expertise.

Tas Paprika is a family business with strong commitment and therefore has a flat organisational structure with direct lines of communication.

We are responsible for the day-to-day operations and are supported by our team of business managers and employees. Together, we strive to create an environment where everyone feels valued and can bring out the best in themselves.

Since 2022, we have partially heated our greenhouses in Luttelgeest with geothermal heat. This makes us pioneers in sustainable cultivation. We are also innovative in using combined heat and power (CHP) in combination with boilers to heat our greenhouses. These technologies allow us to make full use of the electricity, heat and CO₂ produced by the CHP. This way, we ensure optimal growth of our peppers while minimising our carbon footprint.

We are constantly striving to make our energy sources more sustainable, including by using solar panels and increasing the use of geothermal heat. Moreover, we are committed to organic crop protection to protect our products and the environment.

We see our partner Scherpenhuizen as the essential bridge between us as growers and the consumer. Together, we strive to emphasise the sustainability of our cultivation and increase the sales channels for our products. We believe that the consumer will appreciate this.

Kind regards,

John Tas

Director Zevenhuizen
Knibbelweg 9C
2761 JB Zevenhuizen

Onno Tas

Director Luttelgeest
Nieuwlandseweg 5
8315 NA Luttelgeest



<https://www.oxin-growers.nl/nl/telers/overzicht/onno-tas/5>





Organisational context





Sector

This sustainability report mainly reports on our impact on the environment and society, such as our impact on carbon emissions and employee health. However, in this chapter we will highlight precisely the impact of the external environment on our (future) operations, the supply chain and stakeholders. Climate change, loss of biodiversity, pandemics, cyber-attacks, labour market shortages and changing laws and regulations are examples of external factors we may have to deal with.

In 2022, the Dutch fruit and vegetable trade faced significant challenges, such as the energy crisis, raw material scarcity, labour shortages and inflation. But despite these problems, the Dutch fruit and vegetable export value increased by 2% to a total value of € 13.6 billion.

Energy Crisis

In 2022, the war in Ukraine triggered an energy crisis that resulted in higher prices, inflation and rising energy costs across Europe. All of these factors had a negative impact on renewable energy generation and particularly affected the energy-intensive greenhouse horticulture sector. As a result, growers are facing liquidity problems and the international horticulture sector is coming under pressure. Consumers are faced with more expensive and less sustainable imported products.

In response to high energy prices, greenhouse growers have become more cautious in their use of gas and electricity. Although the worst of the panic has subsided, the market remains unsettled. Growers are implementing energy-saving strategies, such as reducing lighting and delaying planting.

Some growers are temporarily halting cultivation to sell favourable gas positions in the daily gas market. The increasing emphasis on sustainability from climate agreements is likely to influence future gas and electricity prices. Sustainability is crucial to reduce long-term dependence on Russian gas and make the sector more resilient.

Greenhouses are climate-adaptive and therefore less at risk than open-air cultivation, which is dependent on weather patterns and climate change. However, energy supply could pose a threat to greenhouses. Uncertainties in the energy market or expensive energy could in the long term make the business model of greenhouses in the Netherlands difficult and perhaps drive them away to regions outside the Netherlands.

Labour shortage

The labour market is currently scarce, making it difficult for companies in agriculture and horticulture to find enough seasonal employees. Ukrainian refugees partly alleviated the labour market tightness in agriculture and horticulture in 2022.

International chain risks

For fresh fruit and vegetables coming from outside Europe, the guarantee is smaller and the supervision of various chain risks more limited than for fresh fruit and vegetables covered by European laws and regulations.

The resulting risks are divided into the categories: fair business, human rights and ethics, labour rights, environment and surroundings. Some countries also face market distortion, competition, government influence, security conflicts, property rights, corruption and kickbacks to a greater extent. This gets in the way of doing business fairly and fosters instability and uncertainty.

A number of our products originate from countries where it is very necessary to monitor labour rights. These include labour rights related to freedom of association, working conditions, forced labour and human trafficking, child labour, discrimination and gender equality, and occupational health and safety. In addition, chain and international partners face climate and biodiversity risks. See the following chapter on Climate on page [30](#).

For us, it is essential to approach all of these potential risks proactively and take appropriate measures to conduct our international activities in a responsible and ethical manner. Please refer to the chapter Responsible procurement on [page 30](#).

Pandemic

The COVID-19 pandemic had a major impact on businesses and society in 2020 and 2021, including Scherpenhuizen and its stakeholders. The virus caused higher absenteeism and supply chain disruptions.

Despite everything, 2021, the second year of the pandemic, saw a financially strong result after the record year of 2020. The mandatory closure of the catering sector led to higher sales at retailers, which was positive for our performance.

While the pandemic overwhelmed many businesses in 2020, the vast majority were better prepared in 2021. We took measures throughout the year to keep COVID-19 out as much as possible. This led to operational challenges and extra pressure on our employees, but together we got through this challenging period well.

By 2022, COVID-19 no longer posed a threat in the Netherlands, allowing us to weather the pandemic healthily and even achieve growth in product sales. Despite these positive developments, we remain alert to the risk of a new pandemic and are committed to being prepared for any future challenges.

Climate

Paris Climate Agreement

In December 2015, in Paris, almost all countries in the world agreed that the earth should not warm up by more than 1.5 to 2 degrees compared to before the industrial revolution. A greater rise in temperature would be catastrophic for humankind. To prevent this, it has been agreed upon worldwide that within 15 years, now within 7 years, there must be a radical change in energy supply. This must ultimately be 100% sustainable. This objective was reiterated in October 2022 at the climate summit in Egypt. A breakthrough here was the agreement on collective emergency funds to be in place for loss and damage to communities due to climate change.

Green Deal

Within the European Union, the global Paris Agreement translates into the Green Deal, which aims to reduce carbon emissions by 55% by 2030 compared to 1990. The objective thereby envisaged is for Europe to become the first climate-neutral continent by 2050. This Green Deal consists of a set of measures that will impact all sectors, but especially energy, transport, agriculture and infrastructure. By the end of 2021, measures related to deforestation, waste management and biodiversity were added to this set of measures. In 2022, the “Fit for 55” programme was announced, which refers to the EU’s target of reducing net greenhouse gas emissions by at least 55% by 2030.

Impact on businesses

Climate risks are currently limited for Dutch companies thanks to the mild maritime climate, with reasonably weather-resistant infrastructure and commercial buildings, and the ability to insure against storm damage.

As the earth warms, especially in the long term, the chances of weather extremes increase in the Netherlands, such as floods, water shortages, heat waves, hurricanes and extreme rainfall. The floods in Limburg in 2021 are a case in point. These climate challenges lead not only to material damage and business continuity problems, but also to higher prevention and insurance costs.

In the short term, growers mainly experience climate risks in the supply chains. These growers are located in countries where weather extremes are increasingly making a difference, affecting business continuity and worker health, and compromising product quality and security of supply.

More than 75% of our fresh fruit and vegetables comes from Dutch greenhouse horticulture. For example, peppers, cucumbers, tomatoes and aubergines. These products are not yet affected by climate risks because the climate and water supply in Dutch greenhouses are easier to regulate than crops growing outdoors and thus dependent on local weather.

We take dealing with and protecting against climate change extremely seriously. After all, about 25% of our products do not come from climate-regulated and climate-protected greenhouses. Moreover, crop failures in outdoor crops can increase the demand for greenhouse products and make them more expensive. To reduce the negative climate impact, we take measures as described in the Energy and emissions chapter on [page 42](#).

Climate risks for outdoor cultivation

25% of our fresh fruit and vegetables is grown outdoors and comes from countries such as the Netherlands, Spain, Morocco, Peru and Chile. For these products, climate risks are higher; in these countries, agricultural risks such as change in temperature, precipitation, extreme weather conditions and variations in pest and disease patterns can affect both yields and product quality.

Biodiversity risks, such as climate change, loss of bee populations, invasive species, soil degradation and diversity loss, also affect fruit and vegetable production. These risks can lead to reduced revenues, price increases and higher production costs.



Stakeholders





Stakeholder engagement

As a family business and part of the fresh fruit and vegetable chain, Scherpenhuizen has a big impact on the environment. That is why we feel a great sense of responsibility towards our stakeholders. We believe that we can only achieve real improvements together, starting with ourselves and our immediate environment. Stakeholder involvement is key here, with the main groups being: employees, growers and grower associations, suppliers, customers, shareholders, Supervisory Board, partners, municipalities, provinces, national government, regulators, NGOs, associations and society.

Our focus every day is on employees, growers and grower associations, suppliers and customers. They are crucial for business continuity and we maintain an open dialogue with these stakeholders.

Employee engagement

For an overview and explanation regarding employees, see the Employees chapter on [page 18](#).

Employee Representative Body

The Employee Representative Body plays a crucial role with us, as it is an important link between employees and management. The Employee Representative Body represents the interests of employees and actively consults with management on a wide range of issues. Thus, the Employee Representative Body ensures an open and inclusive working environment. This encourages employees to share their questions and ideas, which in turn contributes to a better working atmosphere and a higher level of satisfaction among employees.

In terms of working conditions, the Employee Representative Body is actively involved in various aspects of the policy. For example, one employee from the Employee Representative Body is a member of the Health & Safety Committee, and one of the vitality working group. The Employee Representative Body cooperates with the prevention officer and the board on the implementation of health and safety measures and the preparation of the risk inventory and evaluation (RI&E). In addition, general health and safety issues and absenteeism are regularly discussed in Employee Representative Body and department meetings. This allows them to play an active role in improving working conditions within the company.

Employee surveys

To assess employee well-being and satisfaction, we conduct employee surveys. In 2018-2019, we conducted an employee satisfaction survey. In this, we were rated 7.8 as an employer. Among other things, the Preventative Medical Examination (PME) is planned for 2023 as an employee survey. The purpose of a PME is threefold; to protect employees against occupational diseases and work-related illnesses, to improve the health of employees and to ensure better employability of individual employees. Psychosocial workload examinations will also start in 2023. For more information on this, see the chapter Health and good employment practices on [page 68](#).

The Employee Representative Body and the employees themselves are consulted on many company matters and have a say in the decision-making process. This promotes involvement in developing and implementing environmental, health, safety and sustainability initiatives.

Collective bargaining agreement

All salaried employees are covered by the collective bargaining agreement Groothandel in Groenten en Fruit. This collectively regulates the terms of employment for all employees. Trainees, holiday workers, on-call workers and other flex employees are not covered by this agreement.

Suggestion box

The suggestion box encourages the submission of ideas for improvements within the company. A specially formed committee, the suggestion box committee, evaluates the submitted ideas and rewards approved proposals with savings, innovation or incentive rewards. These initiatives contribute to employee efficiency and engagement within the company.

External employees

We use external employees, especially flex workers, to keep our operations flexible and efficient. These flex employees are mainly deployed at Scherpenhuizen Packaging, in the logistics and production departments. By using external employees, we can respond quickly to changes in market demand and adjust employment levels to seasonal fluctuations in the fresh fruit and vegetable sector.

Growers and growers associations

Growers are crucial to us because of their role in supplying high-quality products. Direct cooperation with growers and grower associations allows us to participate and contribute to quality products for our customers. We also work with growers to achieve sustainability objectives and improve social and environmental impact throughout the chain.

Communication and collaboration

We maintain daily, weekly and long-term contact with growers and grower associations, with both direct communication and contact through purchasing, account and product managers. In addition, departments such as Quality have contact with growers in connection with certifications, quality guarantees and product checks.

To deepen ties with growers, we organise regular visits to the farmers, growers and processing sites. In 2022, visits were organised to strengthen relations with local authorities, growers associations, production sites and fruit and vegetable growers. We aim to organise even more visits in 2023 to further promote cooperation and sustainability in the chain.

Supplier impact

Besides growers and grower associations, there is daily or weekly contact with other partners and suppliers such as transport companies, installation companies, consultancy firms, trading houses, technicians and certification bodies. These partners and suppliers are important for day-to-day operations and achieving sustainability objectives. Discussions on social and environmental impact mainly take place with growers, but also offer more opportunities for cooperation with other suppliers.

Our surveys will therefore be expanded to include social and environmental aspects, and we will help and guide our buyers to integrate these topics into conversations. For all our non-primary fresh fruit and vegetable procurement, we choose to work with suppliers who also have sustainability high on their agenda.

Customers

Communication and relationships

The communication channels between us and our customers, including supermarket chains/retailers, wholesalers, distributors and processors, are short and quick, with a lot of two-way communication and dialogue. Depending on the customer, communication can be more formal or more informal. The purchasing and sales departments interact the most with customers. To keep the lines of communication clear for all parties, the quality department and other employee departments only consult directly with customers after consulting with sales.

Customer impact

We see our customers becoming increasingly sustainable from the bottom up. They achieve this, for instance, by composing their assortment from products that have a low impact on the environment. Moreover, they are increasingly trying to work together throughout the chain. Our top five customers have extensive requirements in terms of certifications, food safety and hygiene. As a result, they have a large share in Scherpenhuizen's influence and impact on the environment and society. Conversely, we have a more limited influence on customers' social and environmental impact. Together with growers and customers, we bear a joint responsibility for the entire chain. Cooperation in this area will become increasingly important in the future.

Consumer interests

Consumers shopping with our customers are increasingly interested in the origin or responsible production of each product. Every consumer wants quality and sustainably produced fresh fruit and vegetables at the best possible price. The interests of consumers are mainly represented by our customers. We still see opportunities for our customers to make more contact with consumers, for instance by providing information on organic products, packaging and other aspects important for consumers to make an informed choice. We can actively participate in this if required.



Materiality analysis

We conducted a materiality analysis to determine which social, environmental, governance and economic topics have the most impact on the company. The analysis simultaneously reveals which topics are most important to stakeholders. This analysis is important for us to better identify risks and opportunities, ensure long-term business continuity and be able to include stakeholders' interests in decision-making.

The study consisted of a preparation phase, three surveys and a final phase. The surveys included identifying key stakeholders and compiling a potentially significant topic list. Subsequently, both stakeholders and management reviewed the 18 impact topics. The stakeholders consisted of a selective group of grower associations, growers, customers and the Employee Representative Body. They assessed the topics based on relevance to their stakeholder position. The Supervisory Board (SB) assessed the topics from the perspective of long-term risks and opportunities for our business continuity.

From the materiality analysis, 13 topics emerged that were rated an average of 3.5 or higher by both stakeholders and the management board. These are the topics from Food safety and quality, to Circular packaging. As shown in the table on the next page. These topics will at any rate be covered in this report.

The materiality matrix on the next page shows how the topics important to stakeholders relate to the long-term interest and business continuity.

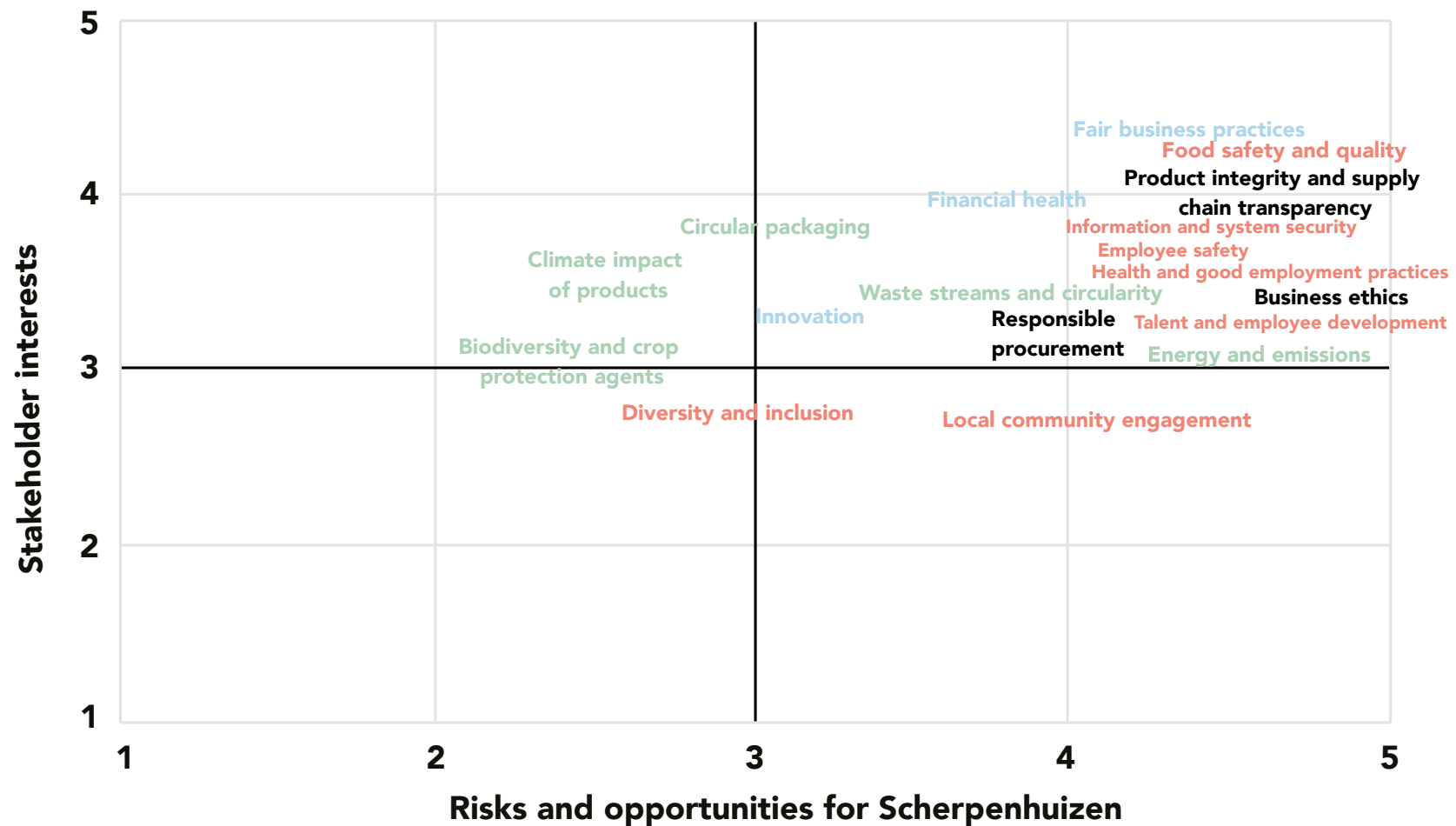
This matrix clarifies the risks and opportunities and helps us to prioritise, develop the right strategies and focus on the most relevant topics.

The scale runs from 1 (not important) to 5 (very important).

ESG	Topic	Average	Page
Social	Food safety and quality	4,6	<u>64</u>
Social	Health and good employment practices	4,3	<u>68</u>
Economic	Fair business practices	4,3	<u>90</u>
Governance	Product integrity and supply chain transparency	4,3	<u>100</u>
Social	Information and system security	4,2	<u>72</u>
Social	Employee safety	4,1	<u>76</u>
Governance	Business ethics	4,0	<u>106</u>
Economic	Financial health	4,0	<u>94</u>
Environmental	Energy and emissions	3,9	<u>42</u>
Social	Talent and employee development	3,9	<u>80</u>
Environmental	Waste streams and circularity	3,7	<u>48</u>
Governance	Responsible procurement	3,6	<u>102</u>
Environmental	Circular packaging	3,5	<u>54</u>
Social	Local community engagement	3,4	<u>84</u>
Economic	Innovation	3,2	<u>96</u>
Environmental	Climate impact of products	3,1	<u>58</u>
Social	Diversity and inclusion	2,9	<u>86</u>
Environmental	Biodiversity and crop protection agents	2,7	<u>60</u>
Average		3,8	

Materiality matrix Scherpenhuizen 2022

Based on an outlook of now and 10 years



Materiality

Environmental



Energy and emissions

Energy consumption and greenhouse gas emissions from own operations.

Scherpenhuizen has now been committed to reducing energy consumption and business emissions for several years. In fact, as the first fresh fruit and vegetable company in the Netherlands, our premises were awarded BREAAAM Outstanding certificates in 2017.

By 2027, we aim for carbon neutrality for our scope 1 and 2 emissions. To this end, additional steps will be taken in the coming years, such as the installation of more solar panels, purchase of Dutch renewable energy, electrification of the vehicle fleet, use of residual heat and more economical use of energy. Cooperation, adaptation and innovation are essential to make this progress.

Explanation

Scope 1, 2 and 3 emissions

Our company's emissions are divided into three different scopes (groups). This classification is laid down in the Green House Gas Protocol (GHG Protocol) and is the international standard for making greenhouse gas emissions of a company clear.

Scope 1 includes emissions that come directly from the company's own assets, such as trucks and the employee fleet. Scope 2 includes emissions from purchased electricity and Scope 3 includes all other emissions not emitted by the company's own assets, but which we use for our operations. This includes, for example, commuting, water consumption, waste disposal, product transport and fruit and vegetable cultivation.

CO₂-eq

All CO₂ emissions listed are CO₂ equivalents (CO₂-eq). CO₂ equivalents means that this includes other greenhouse gases such as nitrous oxide (N₂O), methane (CH₄) and fluorinated gases (F-gases) emitted by a type of fuel or activity.

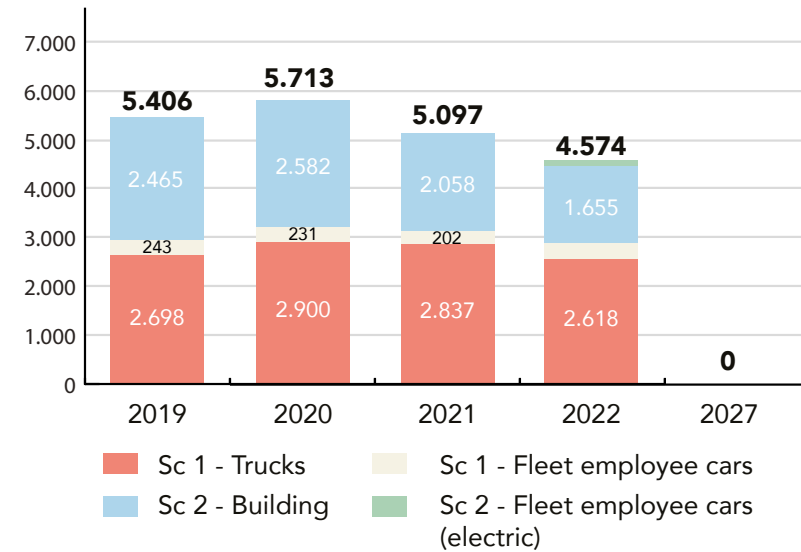
Scope 1

Over 2022, a total of 4,574 tonnes of CO₂ were emitted within scope 1 and 2. Most emissions were caused by the fuel consumption of the trucks and employee fleet (scope 1) and by the consumption of purchased electricity at the sites (scope 2). Total carbon emissions have fallen by 15% since 2019, while product sales have only grown since then.

For 2027, the target is to be completely carbon-neutral in scope 1 and 2. This will require compensation for diesel trucks as no technological solution or alternative exists for this yet.



CO₂-emissions Scope 1 en 2
(in tonnes CO₂)



Trucks

Our transport fleet, dedicated to the import and export of our products, consists of 12 own DAF trucks, 7 Scania trucks, 4 Fiat Doblos, 1 Fiat Ducato and 1 Fiat Fiorino. For 2022, transport accounted for 53% of our CO₂ emissions in scope 1 and 2, making it our largest source of emissions.

This is mainly due to diesel consumption as currently there is no alternative to diesel trucks. As an international transport company, where long distances are driven with fresh products, electric driving is not yet a possibility with the current limited range, and developments are not yet far enough to consider hydrogen as an alternative fuel.

To nevertheless reduce emissions from our own transport, we take the following measures, among others:

- Drivers receive training to drive energy-efficiently, with among other things, using coasting instead of braking as much as possible.
- We add AdBlue to diesel, which ensures cleaner diesel emissions.
- We drive Euro 6 trucks, the most fuel-efficient of their kind.
- To plan routes optimally, we use smart route systems..

We also hire external parties for our transport, with 8.5% being our own transport and 91.5% hired transport. No details are currently available regarding energy consumption and emissions from hired transport. A very small proportion of our products are imported by ship.

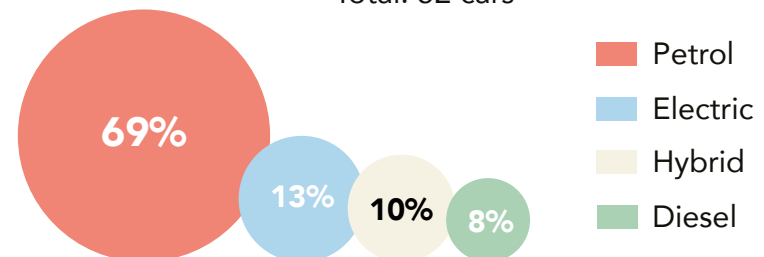
Employee car fleet

Our employee car fleet, the cars the employees drive around in, consisted of 52 cars in 2022, of which 69% were petrol-only, 13% electric, 10% hybrid and 8% diesel. Over 2022, the employee car fleet accounted for 5% of our total emissions.

By 2028, our entire employee fleet will consist of fully electric cars or at least energy label A/B.

Fleet employee cars by fuel type

Total: 52 cars



Gas consumption

In 2017, with the renovation of our building, we made the switch to a more sustainable way of heating and cooling, entirely without gas. Our system is a combination of high-and low-level heating and cooling. The reuse of hot water from the crate washing plant with which we (can) heat the building is high level. Heat released from cold stores is reused for underfloor heating and for air conditioning and is low level. Thus, by reusing released heat and cooling, energy efficiency is maximised and we operate 100% gas-free. This is both environmentally friendly and cost-saving.

Scope 2

Electricity consumption

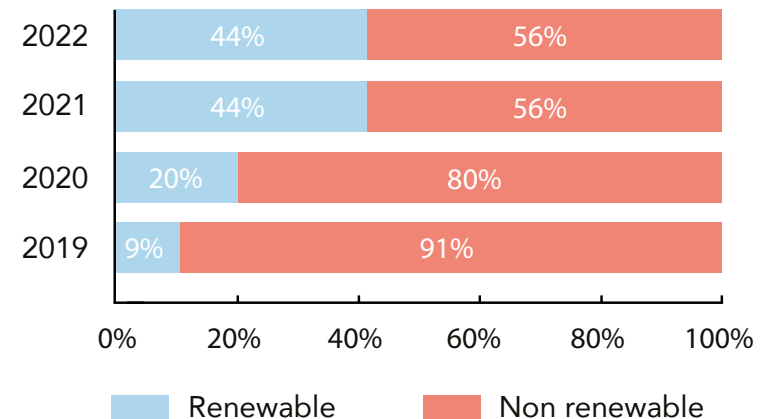
The property's electricity consumption accounts for 36% of our total emissions. In 2019, this was 46%, despite total carbon emissions having fallen by 15% since 2019.

Digitisation, sustainability and business growth have increased the number of electricity consumers and total electricity consumption, but carbon emissions have decreased in absolute terms due to the construction and expansion of the 9200 solar panels currently on our rooftops. In 2022, 44% of our own electricity consumption was supplied by these solar panels.

The desire is to install more solar panels, but the remaining roof structure is not strong enough for additional panels. In 2023, we will look for solutions to this.

In 2024, the purchase of fully sustainable Dutch energy is planned. This would make our entire electricity procurement 100% carbon-free.

Distribution of origin of electricity consumption





Electricity consumers

Electricity is used for the key parts of the company. It is used for:

- Cooling
- Warehouse conditioning
- Heating office environment
- Crate washer
- Lift trucks

Emission reductions premises

Our premises are BREEAM-certified with a 91% score for De Schakel 7 and 87% for De Schakel 5.

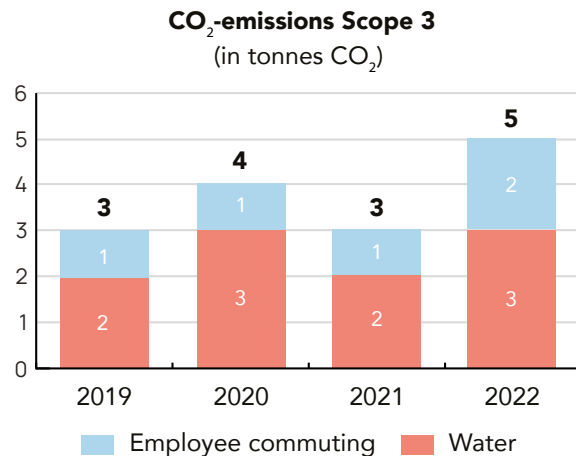
The cucumber packing machines, which seal cucumbers, and the refrigeration plants are the biggest electricity consumers. Yet when packing cucumbers in cellophane during the entire cycle, a lot of CO₂ emissions are saved because we use the heat released from our cooling installations to heat the premises.

Scope 3

Scope 3 emissions include those emitted by employees or by other companies. Currently, only emissions from commuting and water consumption are monitored in scope 3. This comprises 0.07% of our total current carbon footprint.

Monitoring commuting involves employees who live further than 10 kilometres from their workplace and receive a registered mileage allowance. This has increased in recent years due to the removal of health risks from COVID-19 and the increase in office work.

In the future, we also expect to have a picture of transport emissions from our externally sourced transport, waste disposal and fruit and vegetable cultivation. Other scope 3 emissions, such as outsourced transport and waste disposal, will still be inventoried in 2023.



Waste streams and circularity

Reducing the quantities and volumes of waste streams from the company's own operations.

Our focus to reduce waste streams is on maximising recycling and increasing awareness of waste separation among employees.

Despite the problems posed by inconsistent waste streams, we strive to improve circularity through various circularity initiatives, such as reusing avocado crates and cardboard boxes. This chapter Waste streams and circularity covers the waste streams that leave our premises as waste materials. The Circular packaging chapter on page 54 deals with the potential waste streams in the downstream chain. This concerns the packaging materials we use that eventually end up as waste at the end consumer.

Waste policy

We are committed to minimising the use of raw materials and limiting the production of waste and pollution. Our waste policy emphasises separating waste, contracting with waste processors for efficient collection and processing, and encouraging employees to separate waste at all levels within the company. Recycling is always preferable to landfill or incineration for us and we aim to use natural, biodegradable and recyclable raw materials as much as possible.

Responsibility

Everyone is responsible for implementing the waste policy and is trained on this. Product, material and waste streams are handled daily by all our employees, from office paper to plastic product packaging.

To support proper separation, we have placed clearly colour-coded waste bins at strategic locations for paper and cardboard, organic waste and residual waste. We monitor compliance with these during our regular hygiene rounds and correct where necessary.

Implementation

As a result, the success of our waste policy largely depends on the extent to which our employees are involved and aware of their responsibilities. Therefore, we provide continuous training and education for all our employees on waste management. This can be formal training sessions, but also practical on-the-job guidance, depending on the need(s) of the employees. Our Quality Department plays a crucial role in this process by carrying out frequent inspection rounds to ensure compliance with HACCP guidelines. They are also in direct contact with our waste processor, which provides us with the necessary data that allows us to monitor and improve our waste management where necessary.

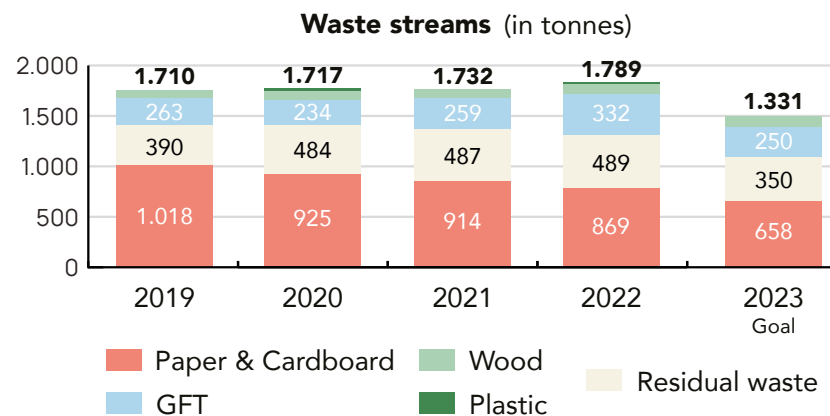
Challenges

The road to fully sustainable and circular operations is not without challenges; the supply of waste streams is variable and this sometimes makes it complex to implement structured and efficient circular solutions. To best meet these challenges, we remain actively engaged with all stakeholders. We maintain our network, learn from the successes and mistakes of others and encourage our employees to help think of innovative solutions. Our aim is to create a culture of continuous improvement and learning that enables us to achieve our waste management and circularity goals.

Waste streams

In 2022, we processed a total of 1,789 tonnes of waste, an increase of 57 tonnes compared to the year 2021, in which we processed 1,732 tonnes of waste. The broken-down waste stream data shows that this increase is spread across several categories, including paper & cardboard, residual waste, organic waste, wood and plastic. Our waste volumes have been fairly stable since 2019, with a small, annual increase of 3%.

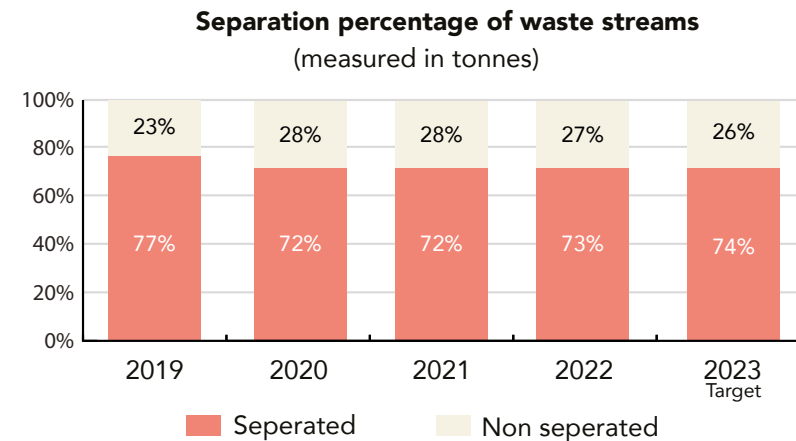
This slight increase in our waste volumes coincides with the growth in our production volumes. In 2022, we had a production volume of 131 million packaging units, up from the 122 million units we produced in 2021. Clear and achievable targets will be set in 2023.



Residual waste

Residual waste is a major concern for us. Residual waste is not the largest waste stream, which is paper and cardboard, but it is the waste stream that has the most impact.

This is because residual waste is mixed, non-recyclable waste that is eventually destroyed. The 100-tonne increase since 2019 is partly due to growing business activities and poorer separation, which is reflected in the decreasing separation rate. A major factor here is the waste processor's rejection of the wide variety of plastics our plastic containers hold. That is why they are thrown in the residual waste. After all, plastic recycling is only possible if the plastic types are (almost) uniform.



We therefore continue to pay extra attention to training our employees in order to further reduce residual waste and recycle more. Residual waste consists mainly of office waste, spilt or damaged food products and plastic waste. To reduce the amount of residual waste, we focus on waste separation and recycling. We provide annual training courses to make our employees aware of the importance of correct waste separation.

Paper and cardboard

Within the company, paper and cardboard constitute the largest waste stream. The size of this stream is mainly due to incoming cardboard packaging, supplemented by a limited amount of paper waste from our offices. Since 2019, the waste stream of cardboard and paper has been decreasing annually due to further digitisation, among other things.

To reduce the use of cardboard boxes, we make frequent use of reusable packaging and crates. These are used for inbound, internal and outbound transport.

In 2022, 32% of our cardboard waste was processed in the cardboard shredder, a slight decrease compared to the previous year, when we processed 38%. Not all cardboard is suitable for the cardboard shredder because, for example, it contains a plastic layer. Furthermore, we started digitising work order forms in 2022. As a result, we reduced our paper waste by 750 kg. This is equivalent to 150,000 forms or two football fields. It also gives us a better insight into planning, simplifies administration, requires less communication and reduces errors.

GFT waste (food waste)

Vegetable, Fruit and Garden Waste (GFT) contains organic and biodegradable waste. This is a significant waste stream with us, consisting mainly of rejected fruit and vegetables. Since 2019, the GFT waste stream has increased by 26%. In 2022, we had 332 tonnes of GFT waste. This growth, greater than the increase in business activities, is partly caused by stricter quality requirements from our customers.

However, we have come up with new ways to utilise this GFT waste stream. One example is our cooperation with another food distributor: residual blueberry streams are collected and converted into juices or ingredients for other products..

Another success is our collaboration with a growers' association. Because of colour, size or damage, some of the tomatoes often do not meet retail consumer sales standards, but are suitable for other uses. Together, we decided to make tomato puree from these. These cans of tomato puree are now sold internationally by a customer of ours. Meanwhile, we have also started processing other residual products, such as tomato juice for hamburgers and pasta sauces.

The requirements per customer and country vary considerably. For products that the customer feels do not meet the agreed quality (e.g. in terms of colour, shape, weight), other customers exist in most cases. By using a slicing machine, some products can still be preserved as food. Products that do not meet the requirements for consumption by consumers are used as animal feed or fall under the category of GFT waste..

Plastic

Correct sorting and recycling of plastic waste is a considerable challenge as we work with a wide variety of types of plastic, such as different foils and packaging. When the various types of plastic are not properly separated, but also because other waste ends up in the wrong bins despite instructions and signalling, plastic waste is rejected and eventually ends up in residual waste. This requires continuous attention and there is definitely an opportunity for further improvement.

We are also working hard to reduce our plastic waste stream through various circularity initiatives. The plastic bottles from our canteen are recycled, with the proceeds from the deposit going to various local charities. An important element of our waste policy is the re-use of plastic crates and the use of large plastic transport crates for loose products.

We also cooperate with a local injection moulding company, which recycles our avocado crates. The crates in which avocados are delivered to us are transformed into plant pots and other products. We receive a modest fee for this re-use service. This initiative prevents these crates from ending up as waste. By 2022, 109 shipments averaging 1.35 tonnes per shipment have already been processed, contributing significantly to reducing our plastic waste stream.



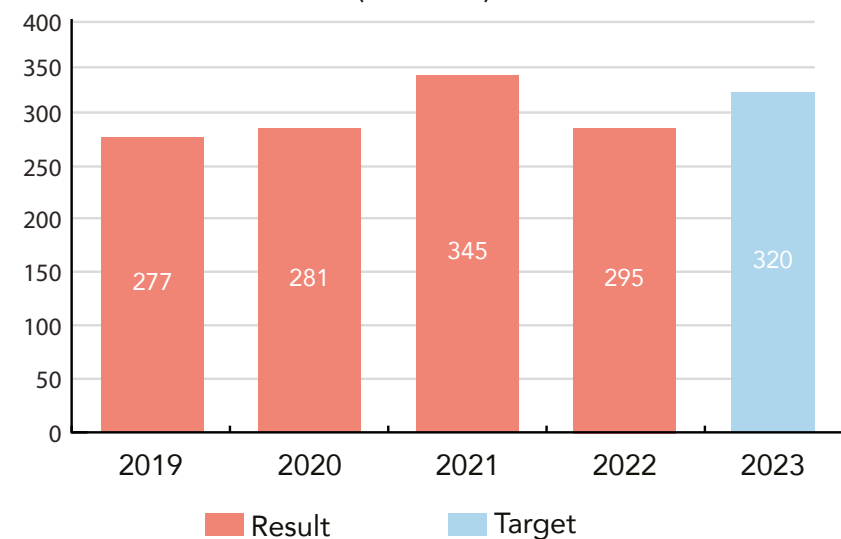
Wood

The wood waste stream is relatively small, with mainly broken pallets thrown away that we really cannot repair.

Recovered waste streams

By recycling cardboard and avocado crates, we have already avoided 295 tonnes of waste in 2022. For 2023, we are aiming for 320 tonnes.

**Recovered waste streams
(cardboard, paper and avocado crates)**
(in tonnes)



Central Purchasing

In our pursuit of sustainability, we launched the 'Central Purchasing' project. This involves purchasing facility-related, non-fresh fruit and vegetable related products centrally from a select number of suppliers who also value sustainability. This has resulted in fewer suppliers, fewer transport movements and lower CO₂ emissions.

The centralisation of purchasing also provides better control of the range and inventory management. This allows us to prioritise sustainable products, reduce waste and negotiate better terms with our suppliers. A good example of this strategy is our contract with a company clothing supplier. We buy from them all our workwear (some of which is sustainably produced), which is also collected for reuse and recycling from their partner after use. People with a disadvantage in the labour market work at this location. Our tools and defective office equipment are also repurposed here by exchanging parts of products to create a new usable product.

BREAAM buildings

When constructing our buildings in 2017 and 2020, we paid particular attention to using circular materials and adopting a responsible waste policy. This was certified by an independent body and resulted in BREEAM-outstanding certificates, an internationally recognised measure of the environmental performance of buildings.





Circular packaging

Packaging products with as little new raw materials and waste as possible and collaborating in this with supply chain partners.

In this chapter on circular packaging, we discuss the material flows and the circularity content of the packaging (and accessories such as labels and index cards) in which we package the fruit and vegetables for the end user. We do not throw these packages away with the waste ourselves, but as a packer we are co-responsible in the chain. We share this responsibility with the downstream chain because it is ultimately the customers who decide on the packaging for their product during the design phase. In the chapter Waste streams and circularity on [page 48](#), we discuss the waste streams we produce ourselves.

Product packaging

We are aware of our role within the packaging chain, although our direct influence is limited; after all, choices around product packaging are mainly determined by retailers, our customers.

Retailers are increasingly encouraged to make responsible packaging choices; not only by European laws and regulations but certainly also by consumers. We have direct contact with our packaging suppliers and proactively advise customers on sustainable solutions and options.

Despite our limited influence on packaging choices, we strive to reduce waste during our product development process. We do this by, among other things:

- Avoiding unnecessary packaging material.
- Using recycled or recyclable packaging.
- Working with customers and packaging suppliers to develop sustainable packaging innovations, for example by reducing plastic use or switching to fully sustainable packaging.

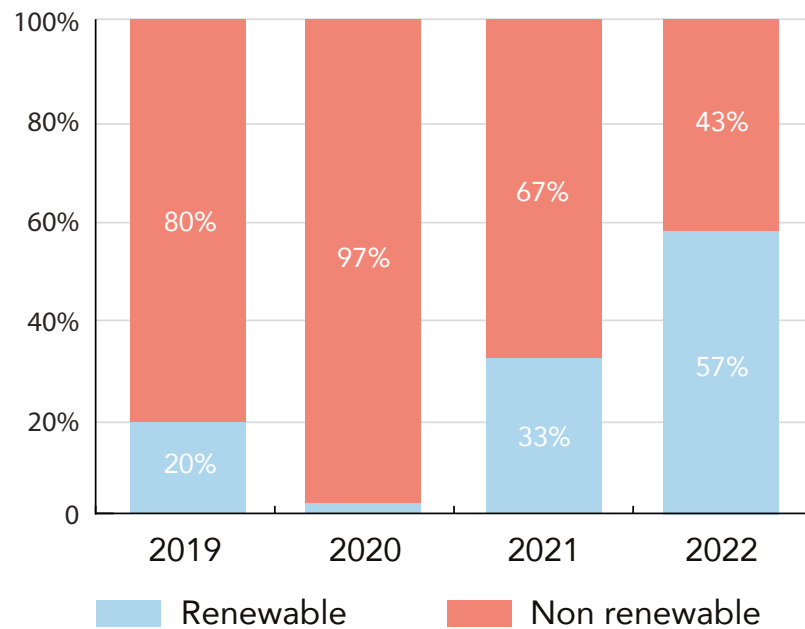
Material use

We can measure the sustainability or circularity of the product packaging we use by the types of materials used; in particular, the extent to which a material type is renewable (paper and cardboard) and whether it is recycled.

Renewable packaging materials

In 2022, 57% of packaging materials purchased were from a renewable source. This concerns the materials paper and cardboard. These are used for trays, insert cards, interleaves, labels and inserts. Annual fluctuations between renewable and non-renewable materials are caused by customer and/or assortment changes. Ultimately, the customer chooses the packaging and material.

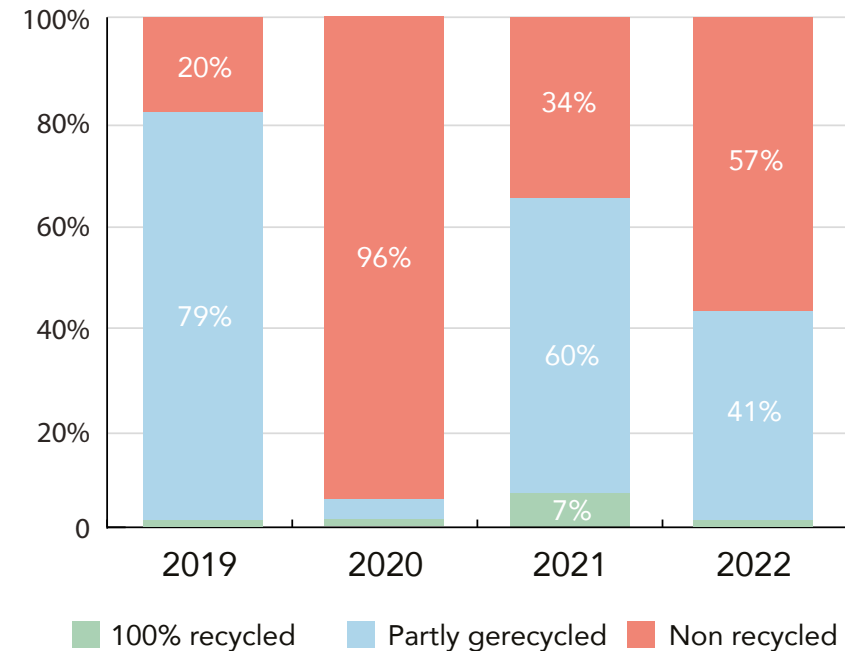
Distribution of recycled materials used



Recycled materials

The proportion of non-recycled packaging materials and accessories shows the same trend as renewable and non-renewable packaging materials. This is due to paper and cardboard that is renewable but does not contain any recycled material. The 41% partly recycled packaging consists mainly of the plastic packaging materials, which almost always consist of at least 1% recycled plastic.

Distribution of recycled materials used







Examples and reductions

Tomato buckets

Despite the high dependence of our customers, we actively pursue circular and sustainable packaging solutions. For example, the plastic tomato buckets, which many customers still like to use, are made of transparent mono-material instead of black plastic, this makes them fully recyclable.

Thin flow pack

In our flow pack machines, we use a super-thin film. The thickness of this film has been reduced from 40 μ in 2003, to 25 μ in 2019. This reduction has saved 241,000 kg of plastic since 2019, reducing the use of packaging materials and promoting efficiency.

Food-safe ink

Our standard cardboard trays were previously plastic-coated. However, by switching to food-safe ink, we have been able to eliminate the need for this plastic coating and the trays are fully recyclable. Lastly, we are currently exploring the use of cellulose for various products.

Climate impact of products

Reducing greenhouse gases and promoting a climate-resilient fresh fruit and vegetable chain.

Growing, packing and transporting our fresh fruit and vegetable products has an impact on the climate. This impact is mainly caused during cultivation and by the greenhouse gases emitted for this purpose. Collecting, processing and applying the exact data on the impact fresh fruit and vegetable products have on the climate is currently still a challenge. As a result, it is also not yet possible to reduce the impact effectively.

Data availability

Despite the limited availability of this data, we take responsibility for our own contribution to this climate impact; we try to reduce emissions, raw materials and waste streams from processing and transport as much as possible. The aim is to systematically map the climate impact of fresh fruit and vegetable products throughout the entire cycle. This enables us to inform customers about both the product price and the environmental impact associated with the product in question.

We see that customers are becoming increasingly aware of the climate impact. They increasingly prefer locally produced products and are scaling down on the flying of fruit and vegetables.

For more information on how we reduce our climate impact, see the chapters [Energy and emissions on page 42](#), [Waste streams and circularity on page 48](#) and [Circular packaging on page 54](#).

Climate resilient cultivation

Climate change is a growing concern for the fresh fruit and vegetable sector. Growing areas, such as in the Netherlands and Spain, need to become climate-proof to guarantee harvests. Greenhouses could be the solution to this. This allows the sector to adapt to changing climate conditions while producing sustainably.



Biodiversity and crop protection products

Preserving biodiversity around farmland and avoiding the use of crop protection products.

The use of crop protection products in fruit and vegetable cultivation can affect biodiversity. Too little use can lead to crop loss and economic damage but too much use can in turn harm nature. Society is constantly seeking a balance, informing all stakeholders, striving for above-legal standards and having products certified; an example of this is Planet Proof. Moreover, we actively promote biodiversity around our premises with gardens, insect hotels, toad pools and bee hives.

Use of crop protection products

The use of crop protection products in fruit and vegetable production can have a major impact on local biodiversity. When too few crop protection products are used, harvests can spoil leading to fresh fruit and vegetable waste streams and loss of sales for growers. When too many crop protection products are used, local biodiversity can be seriously affected. Their use depends on the wishes throughout the chain. In this, we continuously seek the healthiest balance, within the framework of the law.

We proactively approach both customers, growers and industry players to provide them with the most complete and transparent information and advice. In collaboration with our customers, we have above-legal standards of using no more than 1/3rd crop protection products at our growers.

Our products are certified in various ways, see the Food safety and quality chapter on [page 64](#).

Biodiversity on our own premises

To also promote local biodiversity, and as part of the BREAAAM and Planet Proof sustainability certifications of our own premises, we have created gardens to promote biodiversity. Here, we have a toad pool, insect hotels, a flower park, five bird houses and 80,000 bees.





Social





Food safety and quality

Ensure and promote food safety and quality for the benefit of consumer health.

Food safety and quality is high on the agenda of both our stakeholders and ourselves. This was also shown in the materiality analysis, on page 38. We follow strict European and Dutch legislation and our comprehensive HACCP plan identifies and manages every potential risk, from raw material to finished product. In addition, our processes are regularly reviewed by the Dutch Food and Consumer Product Safety Authority to ensure safety and compliance.

On top of the statutory safety and quality requirements, our products are subject to additional criteria, both by our customers and ourselves. For example, safety and quality in our range is underpinned by various certifications, such as IFS Food, BRC Food and GLOBALG.A.P. CoC. These are guaranteed by, among other things, strict inbound and outbound checks of products and with the help of employee training.

Current laws and regulations

Legislation in the Netherlands

European and Dutch laws are very important for food safety and quality. All EU countries have the General Food Regulation Law, better known as the General Food Law, as the basis for their national food safety legislation. The law is there to prevent harmful substances such as mould, pesticide residues or dangerous bacteria from getting into our food. If companies discover such substances in their products, they are obliged to report it to the Dutch Food and Consumer Product Safety Authority.

This body supervises safe food production and trade and determines the consequences in case of violations in the Netherlands. For fruit and vegetables, there are specific marketing standards that affect, among other things, quality and ripeness. There are also additional laws on labelling, weight indication, crop protection and imports. Among other things, it is a legal requirement to clearly put the country of origin on the product.

The Quality Control Bureau is an independent administrative body and is managed by the Ministry of Agriculture, Nature and Food Quality and the Netherlands Food and Consumer Product Safety Authority.

Food safety plan for companies (HACCP)

HACCP or Hazard Analysis and Critical Control Points, is a legally required systematic approach to identify and control food safety risks in the production process. From employees' personal hygiene to storage conditions, every aspect is scrutinised. We have a detailed HACCP plan that meets the seven basic principles of the system, this plan is reviewed by the Dutch Food and Consumer Product Safety Authority.

Certificates

In addition to the applicable laws and regulations, there are several certificates for the storage, processing and inspection processes of our products. Examples include BRC and IFS. These certificates serve to ensure that our products reach our customers fresh and safe. Food safety and quality is also confirmed by external and independent parties who, after periodic audits, issue the certificate.

Checks

Inbound checks

After receiving a product, it is subjected to a series of entry checks. The risk of each batch is calculated by a specialised system based on factors such as quality, country of origin and type of product. Here, organic products receive special attention. Suppliers and growers are assessed with an average quality score, which affects the frequency of future checks. Depending on product type and product group, quality standards are imposed by laws and regulations and by customer requirements.

Cold storage and outbound checks

Every morning, inspectors inspect the products in the cold storage rooms, taking into account previous quality reports. Before shipment to customers, there is an exit control. Here, inspectors use product risk analyses and specific standards to ensure that only the best products are shipped.



RIK certification

The Internal Quality Control Regulation is a quality system recognition issued by the independent administrative Quality Control Bureau.



GLOBALG.A.P Chain of Custody

Certificate traces the product's path from farmer to shop, focusing on sustainability and safety.



QS Certificate (DE)

German certificate that guarantees the quality and safety of food from farm to fork.



BIO SKAL

Certificate guarantees that a product has been produced and processed according to strict organic standards.



(on the way to) Planet Proof Chain of Custody

Certificate shows that a product has been produced and processed in a more sustainable way, with consideration for people and the environment.



BRC Food

Global standard that ensures food safety and quality in food production facilities.



BRC Storage & Distribution

Certificate ensures that the storage and distribution of food products meet high safety and quality standards.



IFS Broker

Certificate that guarantees the safety and quality of companies acting as intermediaries in the food chain.



IFS Logistics

Certificate focuses on the logistics aspects of food transportation, with an emphasis on food safety and quality.



IFS Food

International standard that guarantees the food safety and quality of the final product.

Other measures

Safe and high-quality procurement

With growers and suppliers, we use an evaluation procedure during procurement to ensure product safety and quality. Using a survey, suppliers are assessed annually on various criteria, such as certifications, delivery reliability and food traceability. These criteria are weighted and lead to a supplier-specific quality score. Teams from procurement, quality and supply chain management are involved. Up-to-date from suppliers such as food safety certifications and supplier statements are also maintained.

Contaminated or fallen products

We avoid risks of contaminated products by cleaning them up as soon as possible. For example, when the packaging is damaged and the product has spilled on the ground. When disposing of contaminated food, contact with the production process is avoided.

In addition, accumulation of waste is also avoided. Waste collection areas and containers are designed to be easily cleaned to minimise the attraction of pests and other animals.

Employee training and awareness

At the basis of food safety and quality, every new employee receives comprehensive initial training, where they learn about food safety, HACCP, allergens (food substances that may trigger allergic reactions) and Food defence (securing the production facility against intentional contamination). These trainings are repeated annually to keep knowledge current.

Every employee signs hygiene regulations before starting work and colleagues keep each other on their toes.

Reports of non-compliance

In 2022, we had one fine from the Quality Control Bureau due to incorrect class designation on a cargo. However, we have a policy of zero tolerance and we remain continuously committed to audits, quality inspections and quality rounds. Internal and underlying objectives are monitored and reviewed as necessary, and updated twice a week. By 2022, improvements have been realised internally in areas such as digital insight of the handbook.

Incidents of non-compliance with regulations that resulted in a	2022		2023	
	goal	realization	goal	realization
fine or penalty	0	1	0	
warning	0	0	0	
non-compliance with voluntary codes	0	0	0	

Health and good employment practices

Proactively promoting employees' sustainable employability, health, job satisfaction and well-being.

For us, being a healthy and good employer means that the wellbeing and health of our employees comes first. This is reflected in our health policy; we strive for optimal working conditions and try to prevent psychosocial workloads as much as possible. We invest in healthy workplaces, a healthy corporate culture and a vitality programme to prevent occupational illnesses and absenteeism. Various tools and interventions are offered and employees receive advice on safe and healthy working. They are encouraged to make healthy choices, both physically and mentally, and we take measures against undesirable behaviour.

This chapter covers the long-term health, vitality and well-being of internal and externally hired employees. In the employee safety chapter on [page 68](#), we address the immediate safety of employees, on and around the workplace.



Health policies

The health policies aim to safeguard and promote the health and well-being of both our and external employees. Naturally, we comply with all the obligations of the Occupational Health and Safety Act. We strive to create optimal working conditions. We do this by means of research, inventory and addressing possible health risks or problems in the field of physical and mental strain. All this is laid down in our occupational health and safety policy.

Employee health, together with employee safety, falls under the health and safety policy. This policy is described in the employee safety chapter on [page 76](#), but also applies to employee health in this chapter.

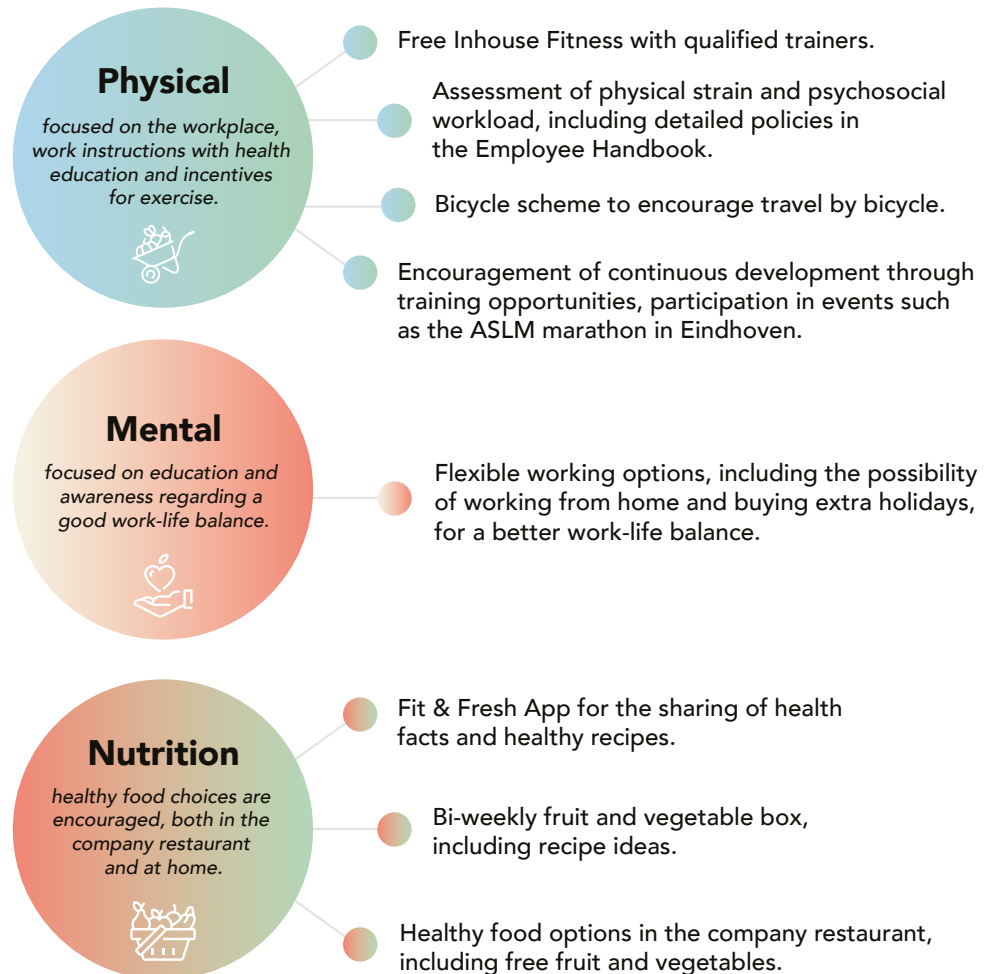
Health in practice

Vitality plan

The health and vitality of our employees is put first with the help of a well-thought-out vitality plan. Besides vitality, reducing absenteeism is also part of this plan. This vitality plan is a core part of the health policy, aimed at increasing the sustainable employability of employees.

In 2023, our new core values will be announced. Vitality is one of them. In 2023, the aforementioned vitality plan will be converted into an integrated vitality policy to further increase employees' sustainable employability. We want to achieve this by connecting even better to the needs of employees and the company.

The plan focuses on three main focal points:



Physical strain and ergonomics

We also focus on reducing physical strain. These include instructions on correct lifting, offering tools and optimising a workplace ergonomically. We also advise on correct workplace settings and encourage taking 'micro-breaks' to interrupt repetitive tasks and reduce stress.

In addition, we provide personal protective equipment to our employees, see [page 76](#).

Psychosocial workload

Psychosocial workload refers to workplace stressors, including work pressure, undesirable behaviour, sexual harassment, aggression, violence, bullying and discrimination. We are aware of the importance of a safe and healthy working environment and that the impact of psychosocial workload can be detrimental to employees' mental and physical health.

We have taken several measures to reduce psychosocial workload. The most important measure relates to our corporate culture, of which honesty, ethics and transparency are a big part. We make undesirable behaviour discussable at work meetings and consequences are attached to unacceptable behaviour. But above all, we encourage desirable behaviour.

Through the confidential advisors (two internal and one external), employees can report undesirable behaviour or psychosocial workload. The confidential advisors provide emotional support and guidance and can mediate in conflict situations.

They always act with the explicit consent of the employee and everything is kept confidential. In 2022, 0 reports were received by the confidential advisors. In 2022, there were 0 reports received by the confidants. These 0 reports may give a distorted picture as it probably indicates that not every incident is reported. It could mean that the confidential advisor is not known to everyone after all, or that the threshold for employees to report incidents is too high. Our aim is for the confidential advisor to be known to all employees.

In 2022, the Whistle-blower Policy was renewed to lower the reporting threshold. Various ways have been communicated to employees about what they can do (and who they can turn to) if they want to make a report.

For more information on our corporate culture, see the chapters [Business ethics on page 106](#) and [Fair business practices on page 90](#).

Absenteeism

Absenteeism and prevention

Our health policy aims to recognise health risks as much as possible, prevent them and reduce absenteeism. It has three fundamental aspects: prevention, cure and registration, of which prevention can make the biggest difference. Here, signals of possible causes of absenteeism are picked up early, investigated, and actively addressed. Good working conditions, a safe working environment, leadership and attention to the individual employee contribute to this.

We will conduct a psychosocial workload survey in 2023 and a preventive medical examination (PME) in 2023/2024. Both surveys will provide more insight into possible occupational diseases. Employees affected by work-related illnesses or incidents will be offered the necessary support, often upon the advice of the company doctor.

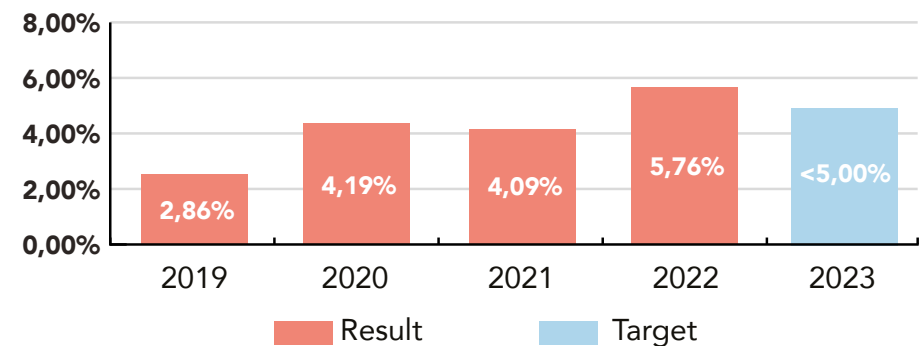


Absenteeism

The absenteeism rate indicates the average percentage of the year employees are absent due to illness. In 2020 and 2021, COVID-19 had a significant contribution to the increased absenteeism rate. In 2022, long-term absenteeism was responsible for a further increase. Since 2019, absenteeism has increased annually to 5.76% in 2022. Reducing long-term absenteeism is challenging from an employer perspective.

From 2023, key performance indicators (KPIs) have been established for short-term and long-term absenteeism and these figures will be reported periodically. We then aim for an absenteeism rate below 5%. We want to achieve this through prevention and with the help of our vitality plan.

Abseteesim percentage



Information and system security

Ensuring secure and well-protected systems and information.

We value information security and the privacy of our employees. In accordance with the DPA (General Data Protection Regulation) Act, we process personal data for various purposes, such as administration and communication. We also ensure secure storage and handling of this data. Various technical measures such as firewalls, two-factor authentication and geographical blocking prevent unauthorised access. Moreover, access to server rooms and ICT equipment is secured and employees follow strict guidelines on data use. Potential data breaches are immediately reported to the Personal Data Authority. With these measures, we aim for maximum privacy protection and responsible data processing; no data breaches were reported in 2022.

Privacy statement

Privacy policy

We process the necessary personal data in accordance with the DPA. We use this data for administration, communication, quotations and newsletters, among other things. We store this data securely and it is only shared with third parties if consent is given. Moreover, data is kept according to legal deadlines and all data is thoroughly secured. Employees have the right to access, amend or delete their data and they follow strict guidelines regarding data use.

Potential data breaches are reported immediately. In this way, we aim to achieve maximum privacy protection and process data responsibly. On our website, we do not collect personal data without consent.

Processing personal data

We process personal data according to the DPA law.

We do this in order to:

- Obtain consent (e.g. for newsletters)
- Fulfil an agreement
- Comply with our legal duties
- Protect interests (e.g. for contracts or human resources matters)

This data is used for:

- Quotations, contracts and services
- Plans and policies
- Access to building and grounds
- Contact with relations
- Newsletters
- New products or services
- Administration
- Human resources
- Job applications
- Special offers

Handling of personal data

We collect necessary personal data from employees for administration, communication and fulfilling agreements. Without this data, employees cannot perform their duties. The data is stored securely in a database according to European standards. Some data may be given to third parties, but this is always done with the consent of all involved. Without employees' consent, data is not shared unless necessary or required by law. In addition, data never goes to parties outside the EU. Employees may ask to see the data we have stored about them. They may also ask us to amend, supplement or delete this data. Upon receipt of a request, it is checked against legal standards before the data is processed.

Retention and protection of data

Personal data will be kept by us as long as necessary based on agreements made and legal retention period(s). When individuals unsubscribe from the newsletter, relevant personal data is deleted. Job application data is kept until the end of the procedure; if no cooperation follows, we ask permission to keep them longer or delete them. The security of personal data is guaranteed as we use strict security measures, including an SSL certificate, to prevent unauthorised access. Our external website runs on well-secured servers in the Netherlands according to current security standards.

Handling by employees

Only strictly necessary personal data is recorded and is used only for their intended purpose. Registration of personal data is kept to a minimum, focusing on maximum privacy protection. Access to the computer network is based on the employee's job profile. Upon initial use, consent to our rules and agreements is expected; prior to employment, each employee signs

these rules, laid down in the computer use regulations.

In accordance with the DPA guidelines, all employees must process personal data in a lawful, transparent and proper manner. Technical and organisational measures have been implemented to secure this data. If a data breach is suspected, it is the employee's responsibility to report it immediately. Our focus is on ensuring safe and responsible handling of personal data within the company.

Duty to report data breaches**Personal Data Authority**

When a potential data breach is discovered, we report it immediately to the Personal Data Authority, the body that oversees the protection of personal data. A data breach means that personal data may have been exposed, such as through a hack or the loss of a data medium. We also inform all affected persons and investigate the risks of the leak. It is important to know that the Personal Data Authority ensures that companies handle personal data carefully and report data breaches.

Reports in 2022

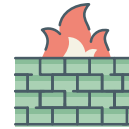
We are proud to report that there were no data breaches in 2022. In doing so, we have achieved our zero target. While our goal of zero incidents is ambitious and may not always be achievable, we remain relentlessly committed to the best security. Despite the challenges, we always remain responsible for taking the right security steps. We are committed to mitigating risks and complying with the DPA. Our focus is on proactively reducing incidents, minimising potential data breaches and carefully protecting personal data.

Information security

Our information security policy provides guidelines for security processes, aiming to achieve a balanced security system focused on risk management. Risks arise from users, ICT vulnerabilities and external factors such as intrusions and natural disasters, among others. We take measures to mitigate these risks and their damage.

Security measures

We have taken several security measures to protect our systems and information.



Firewall: An advanced firewall monitors all incoming and outgoing internet traffic and filters unwanted data.



Guest-WIFI: Separate network for guests, separate from the main network and password protected.



Two-factor Authentication: Remote access requires multiple authentication steps.



Antivirus & Updates: Regular updates and comprehensive scans of all traffic.

Intrusion prevention: Systems that identify and block potential attacks.



Spam filtering: Advanced tools to filter unwanted e-mails.



Threat analysis: Systems that test potential threats in a controlled environment.

Web access control: Restricted access to potentially risky websites.



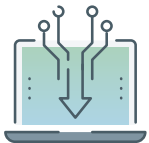
Geographic Blocking: Restriction of access from certain regions.

DNS security: Protection against malicious websites.



Additional Scans: Additional security tools for email and endpoint security.

Network Segmentation: Advanced separation of internal network traffic.



External Cyber Security: Collaboration with experts for continuous monitoring and threat analysis.

Physical security

Physical security of systems and personal data is ensured by preventing unauthorised access. This is done by ensuring strict access controls in buildings and server rooms. For example, employees are encouraged to keep their screens and desks clean to maximise information protection.

Only authorised employees have access to ICT equipment and specific network services; third-party access requires approval and special login credentials. Critical ICT facilities are located in secure rooms and only a select few have access to these dedicated computer rooms.

Employee safety

Employee safety in and around the workplace

We attach great importance to the safety of everyone who works for us; this includes both our own employees and externally hired employees. Our policy ensures that everyone can work in a healthy and safe environment, and following the Occupational Health and Safety Act and the Fresh Fruit and Vegetable Health and Safety Industry Catalogue is essential in this respect. We focus on prevention, continuous improvement, and active involvement with and from employees. In practice, we achieve this through measures, training, and regular checks.

This chapter covers the immediate safety of internal and externally hired employees in and around the workplace. In the chapter Health and good employment practices on [page 68](#), we address the long-term health, vitality and well-being of employees.

Occupational health and safety policy

The management bears ultimate responsibility for the health and safety policy and strives to ensure optimal working conditions for both our own and subcontracted employees. The health and safety policy is aimed at ensuring the safety and health of employees and third parties and promoting their well-being. Having a health and safety policy in place is legally required under the Dutch Occupational Health and Safety Act.

The health and safety policy includes a number of principles;

- comply with the obligations under the Working Conditions Act and other relevant legislation. The implementation of the Fresh Fruit and Vegetable Health and Safety Industry Catalogue is leading in this respect;
- preventing unacceptable risks and hazards with regard to the safety and health of employees and third parties;
- continuous improvement of working conditions by carrying out risk inventories and evaluations, audits and health & safety rounds;
- combating absenteeism as much as possible, by implementing a policy based on sustainable employability;
- actively combating psychosocial workload;
- ensuring a properly functioning in-house emergency and evacuation service and an up-to-date and functional evacuation plan.

to the implementation of the health and safety policy and to comply with the requirements of the Occupational Health and Safety Act.

[This health and safety policy also applies to employee health, see page 68.](#)

Responsibilities

Management board, prevention officer and QHSE manager

The management bears responsibility for the safety and health policy and works closely with prevention officer. This employee helps organise and carry out risk inventories, implements preventive measures and provides support in case of health-related absenteeism.

In addition, we have a QHSE manager. Their responsibilities include drafting this health and safety policy and conducting training sessions focused on health. He also acts as a point of contact for all health-related matters within the company.

Employee involvement

Our employees have a say in health and safety policy through the Employee Representative Body. An Employee Representative Body member is also part of the Health and Safety Committee, where health and safety topics are discussed periodically. We encourage open communication and have implemented a whistle-blowing procedure through which employees can anonymously raise any concerns.

For more information on employee engagement, see the Stakeholder engagement chapter on page 34.

Occupational health and safety management

Occupational hygiene strategy

When taking safety and health measures, we use the occupational hygiene strategy, as laid down in the Working Conditions Act. The occupational hygiene strategy describes the order in which similar measures should be taken to minimise occupational risks and is made up of four steps:

- **Source measures**; Removing the source or replacing it with a less hazardous source, such as stopping work with a hazardous substance or replacing a noisy machine with a less noisy machine.
- **Collective measures**; shielding the source or reducing danger in the surrounding area, such as installing fencing around a dangerous machine or installing extraction around welding fumes.
- **Organisational methods**; Making employees more competent or reducing their exposure to the source, through instruction/new procedures or task rotation.
- **Personal protective equipment**; Providing individual protection from the source, such as safety shoes or hearing protection.

We also make use of the Fresh Fruit and Vegetable Health and Safety Industry Catalogue when choosing the control measures. In it, the sector describes on its own initiative how employers can comply with the government's target requirements for healthy and safe working (Occupational Health and Safety Act).

Risk inventory & evaluation and action plan

To identify and evaluate risks, we work with the branch risk inventory & evaluation (RI&E) for fresh fruit and vegetable retail & wholesale. It complies with health & safety legislation. The RI&E provides insight into safety risks within the company and a plan of action for risk management ensues. The health & safety committee is responsible for its implementation and all employees can consult the plan.

Implementation**Working instructions and information**

All employees are instructed on the work to be done and the safety risks involved. They are also given information on the measures taken to reduce these risks. Based on the work, it is determined to whom and on what information is given. In any case, training, information and instructions are provided on:

- the induction of new employees (including flex workers and trainees);
- general safety and work instructions for production employees and technical service employees;
- absence policy and related protocols;
- development of absenteeism within the company;
- health & safety topics.

Health and safety topics include personal protective equipment, hazardous substances, physical strain, machine safety, internal transport, harmful noise, psychosocial workload, screen work and sedentary work.

Personal protective equipment (PPE)

In places where regular measures are not sufficient in terms of safety risks, personal protective equipment (PPE) is deployed or offered to employees. These include:

- Safety shoes
- Hearing protection
- Face protection
- Work clothing

The internal regulations specify where, when and what personal protective equipment must be worn.

Safety training

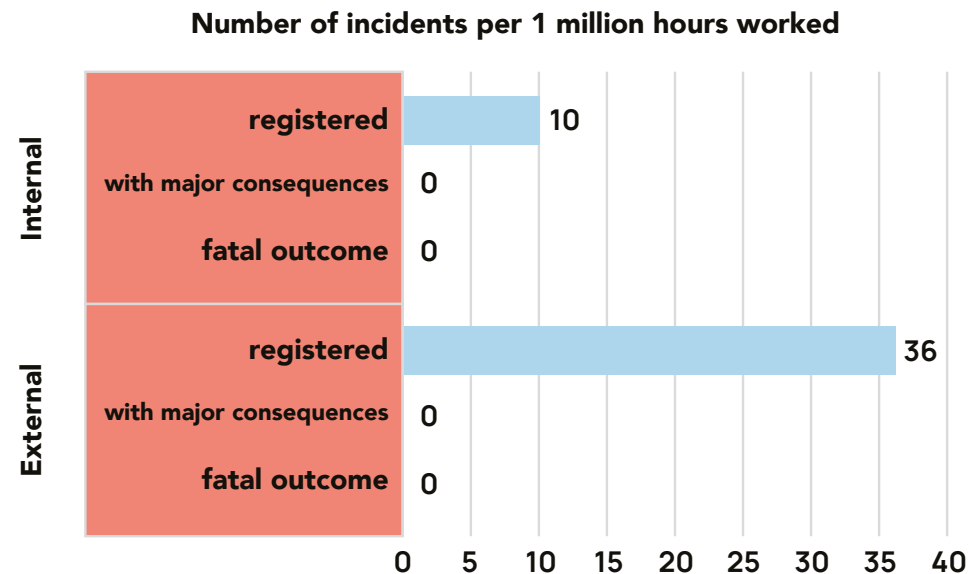
Every employee attends general safety training. Additional training is mandatory for forklift/EPT drivers and other specific hazards (chemicals, aerial work platform).

Training needs are determined by the quality department and by the health and safety committee, and all training is offered free of charge and during working hours. At the end of each online training course, employees take a test, which must be completed with a 7 or higher.

Incidents

A total of 25 incidents took place in 2022, 6 among in-house employees and 19 among external employees. Relative to 1 million hours worked, these are an average of 10 and 36 incidents respectively. These are incidents without major consequences and these include a sore knee or sticking a plaster.

A lot of energy was put into reporting and registering more also (near) accidents and dangerous situations, this may have resulted in a higher number of reports. Because (near) accidents are reported more often, we can proactively resolve specific points resulting in fewer real incidents.



Talent and employee development

Opportunities for employees to develop beyond their current duties and function.

Our talent and development policy plays an important role in staying “simply the best in fresh”. We encourage our employees to remain skilled, adaptable and future-proof. In 2022, we have therefore launched a leadership programme for managers and young talents, and established a solid training plan based on the 70 20 10 model. With this, employees learn mainly in the workplace, but also through social interactions and during formal training sessions.

For 2023, our focus is on talent management and increasing skills within one’s own position. We select our internal talents and offer them stimulating career paths. One way we do this is through our career ladder, which makes it clear how one can grow within our company.

Training policy

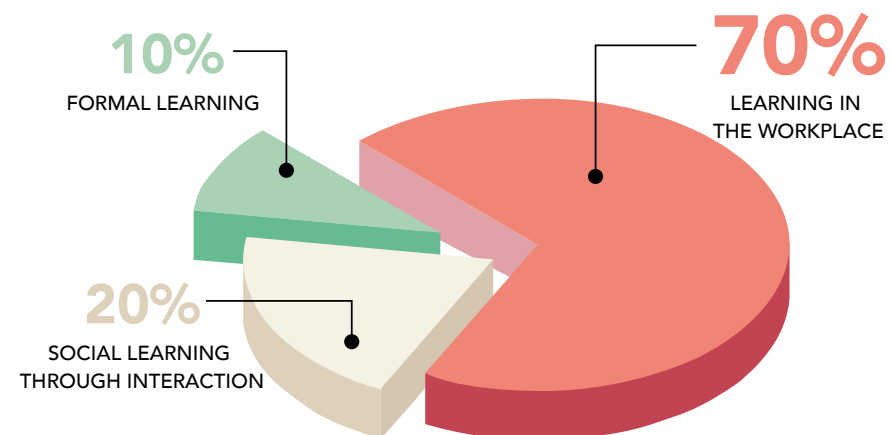
Our training policy plays an important role in achieving our business goals and is an integral part of our HR policy. It is important that our employees are skilled and adaptable to keep up with today’s rapid developments and that they are ready for the future. To be “simply the best in fresh” as a company, it is important that our employees are qualified, competent and motivated. Our training policy aims to ensure this and encourage them to be the best they can be.

In the coming years, we will mainly focus on developing (personal) leadership, communication, language skills and competence development, focused on one’s own position. In addition, in light of the implementation of

new automated systems, new ways of working and food safety standards, we will train employees to give them sufficient knowledge and skills to carry out the work competently in the future.

70 20 10 model

To properly address internal learning needs, we use the 70 20 10 model. This model states that people obtain 70% of their knowledge from work-related experiences, 20% from interactions with others, such as colleagues and managers, and 10% from formal learning occasions.



Learning in the workplace

With workplace learning, we offer employees in production departments the Training Within Industry (TWI) programme. The TWI programme offers standardised methods for practical training to increase productivity and ensure the quality of products and services.

Employees are trained while performing their jobs. For each skill, a standard programme is offered through which employees can master the skill. This method is used for all new employees and for personal development, for example when someone wants to advance to another position. We have had a selection of our own employees officially trained by TWI so that they are authorised to train others using the same method.

Social learning through interaction

Social learning through interaction happens through coaching, cooperating and giving feedback to each other and, above all, learning from each other. This can be in response to personal individual learning objectives, but also in response to a learning objective of several employees.

Formal learning

Formal learning is offered within the company through classroom training and e-learning. An example of this is language training.

Leadership programmes

A leadership programme for managers and young talented employees, based on Secure Base Leadership, was initiated in 2022. Growth and a development-oriented mindset of managers, coupled with a clear incentive to develop courage, are central to this.

Leadership, culture and communication

Because of the different cultures within our company, we believe it is important to teach our managers to understand the differences in cultures and to provide them with tools to best deal with this in their daily work and communication. Thus, in addition to the leadership programme, a culture and communication programme for operational managers will be launched in 2022.

Training and development needs

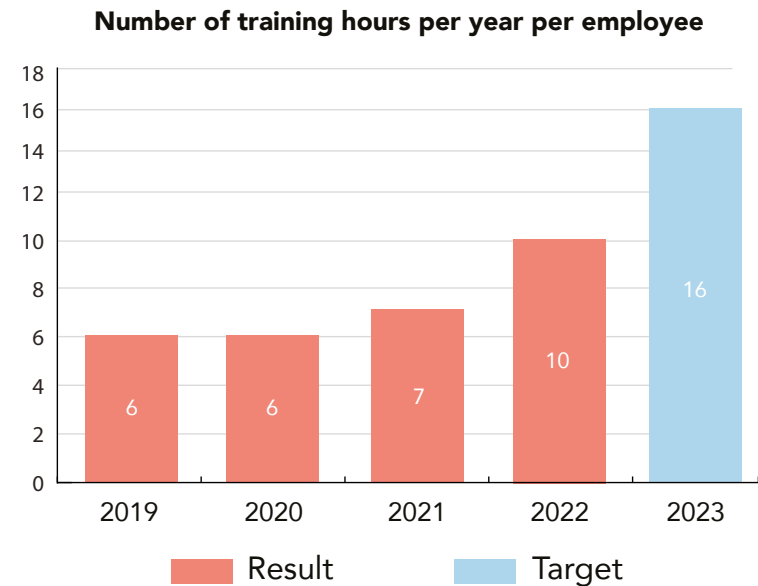
Every year, the training needs of employees are inventoried. Here, we include both collective and individual training needs. The collective need usually consists of the legally required education and training needed to achieve company objectives. The individual needs relate to the personal development of employees.

Based on the training need, a training plan is drawn up annually. This training plan is based on four different pillars:

1. **Renew**, what education/training is needed to achieve the company's goals?
2. **Improve**, what training/education is needed for employees to function/ perform better within their current positions?
3. **Maintain**, what education/training is needed to ensure that employees can continue to perform their tasks well?
4. **Resolve**, what education/training is needed to resolve obstacles within the company?

Training hours

In 2022, our employees spent an average of 10 hours on training, education and courses. A total of 3,438 training hours took place. For 2023, we are targeting an average of 16 per employee.



Talent development

Talent management

In 2022, a number of talented employees started a personal development plan to grow in the company. From 2023, we will expand this and start with talent management. This means that our managers will have even more insight into the talents of employees. Not only will employees who want to grow further be given the opportunity to develop themselves, but also employees who want to develop broadly will be given this opportunity. From 2023, the subject of development will be a standard part of the end-of-year interview with employees.

Career ladder

To prevent outflow, encourage personal development and retain employees, we offer them insight into development opportunities within the company via the career ladder. This relates to the various career opportunities within Scherpenhuizen Packaging and applies to all employees (including flex workers). Transition assistance programmes are also offered via the career ladder policy.

Using 3 cards, employees are given insight into the steps they can make within the company and what the financial consequences are. In this way, we can offer employees a perspective that is simple and clear. Internal training courses during working hours ensure that employees can develop skills necessary to progress along the career ladder.

Training company

Our company holds the Certificate Apprenticeship, which means that we provide apprenticeships and supervision for several local Secondary vocational education (mbo) schools. Contact with these schools is maintained by giving schoolchildren guided tours of our premises and giving guest lectures at the schools. We also maintain good contacts with various Higher professional education (hbo) courses and provide internships for them. In 2022, we had were 6 interns working with us.

Local community engagement

Being proactively approachable, engaging and supportive to the local community.

We value our local community. When entering into collaborations, we give preference to local parties. We are also committed to working with the Entrepreneurs' Association, located on our business park, to keep the area clean, tidy and safe and to make it more sustainable where possible. Employees have an active role in thinking about housing solutions. By thinking and acting locally, we not only strengthen our company, but also the community in which we operate.

Local collaborations

Several employees are associated with local networking groups or sector initiatives to share knowledge and cooperate. We also provide guest lectures at regional schools, organise tours and gladly collaborate on internships.

All these contributions fit our core values: Together, Vital, Enterprising.

Social contributions

We are proud of our Brabant roots and support various initiatives in the region. For instance, we have provided several organisations, such as KIKA Children's Holiday Weeks and Solar Team TU Eindhoven, with our healthy fruit and vegetables. We continuously support the Voedselbank Eindhoven and the Nationale Voedselbank, providing healthy food to people who desperately need it. We have also contributed to and participate ourselves in events such as the Roparun and Marathon Eindhoven to promote health and community spirit. In addition, local clubs such as Scouting Albert Schweitzer and football clubs RKVVO and SV Marilde have received financial support from us.

For more information on our social contributions in 2022, see the [Social contributions chapter on page 16](#).



Diversity and inclusion

Ensuring and promoting diversity and inclusion among employees.

We are committed to diversity and treat everyone fairly and without discrimination. Everyone participates! Diversity brings vitality, creativity and better business results. We respect different beliefs and believe that this makes us stronger. We now have 14 different nationalities working for us, and the female to male ratio is 29%-71%.

Diversity

We ensure that everyone can participate, regardless of origin, skin colour, religion, social class, educational level, sexual orientation and gender. When recruiting and selecting an employee, the focus is therefore on a candidate's competences and talents. Diversity is very important to our company and our employees. We strive to:

- be aware of possible discrimination.
- focus on people's skills when recruiting.
- offer equal salary and advancement opportunities.
- ensure that everyone, regardless of origin or limitations, has opportunities with us.
- avoid discrimination in vacancies.
- show respect for all employees.

Diversity makes us stronger. Diverse teams enable us to:

- see things from different perspectives.
- benefit from the mix of experiences between young and old.
- be more creative by combining different cultures.
- improve our results and more easily attract new talent.
- have a better corporate image and increase our turnover.

We aim to be a reflection of Dutch society, while staying true to the values of our Brabant family business.

Inclusion

Diversity brings differences of understanding and working styles; in practice, this means dealing with contradictions, working with strangers, setting your own boundaries and respecting those of others. It also means accepting leadership and dealing with emotions and sometimes conflict.

Inclusion is key here! The fact that everyone can join us does not mean that all behaviour is tolerated. In order to achieve good and effective cooperation, we offer our employees tools to enable them to connect with others; to learn to understand each other but also to appreciate each other and their different views.

In 2023, we will therefore start a culture and leadership programme for all managers.



Economic





Fair business practices

Ensuring and promoting fair business, fair prices and good relations.

Our focus is on ensuring and encouraging fair business, fair prices and transparency as part of our corporate culture. Our by-laws and core values support these practices and we encourage open and honest communication. We work closely with growers, grower associations and other stakeholders, respecting our agreements. By doing so, we contribute to an ethical and fair environment in our sector.

The Fair business topic has many similarities with the Business ethics topic on [page 106](#). Fair business focuses on transparency and fair prices. Business ethics focuses on compliance with laws and regulations and preventing unethical behaviour.

Transparency in operations and communication

Transparent corporate culture

We ensure transparency in our business operations and communications. The board and management set a good example and emphasise the importance of transparency. They are open to dialogue, coach on desired behaviour and address undesired behaviour. This transparent corporate culture combined with the right leadership prevents corruption and contributes to employees' intrinsic motivation to do business fairly, always taking ethical and legal considerations into account.

External transparency

To increase our transparency about our operations and make impact transparent, we will publish our first sustainability report covering 2022 in 2023. We also share information through the EcoVadis platform to increase

transparency. For this platform, we achieved silver sustainability recognition in 2023. On the platform, we are also benchmarked against other companies. From 2026, annual disclosure of sustainability information will be required by law, giving stakeholders insight into the sustainability impact.

A number of employees, in cooperation with an external party, drafted the sustainability report, after which the management validated the content. This increases quality and reliability. In the future, external auditors will verify the mandatory reports, ensuring our reliability and relevance.

Stakeholder participation within sustainability

Stakeholders are involved in policy formulation around fair business and sustainability. We conduct dialogues on quality and sustainability and integrate this feedback into our policies. Employees have a formal say through the employee representative body.

Through our membership of the trade association GroentenFruit Huis, we promote fair business in the sector. We work with growers where our code of conduct and respect for agreements form the basis.

For more information on stakeholder engagement, see the [Stakeholder engagement chapter on page 34](#).

Fair prices

Principles of fair pricing

We see that fair prices are an important and widely discussed issue in the fresh fruit and vegetable sector. A fair price means that everyone in the chain can continue to run their business in a sustainable way.

However, the volumes still traded via the auction clock are very small. A desired guarantee of optimal matching of supply and demand, combined with the demand for transparency and sustainability in the fresh fruit and vegetable chain, have ensured a long-term cooperation of stakeholders in the fresh fruit and vegetable chain. The aim is to encourage growers and farmers to work in a sustainable way, help consumers make good choices and encourage the government to support sustainability.

Consumers' wishes are passed on to us through our customers. Therefore, as a trading and packaging company, we end up playing a small role in making prices fair. Some fair price NGOs try to ensure that farmers get a fair price, but this is difficult because the cost of growing fruits and vegetables varies a lot in the fresh fruit and vegetable sector. Ultimately, fair and sustainable prices depend on consumers' willingness to pay.

We should always see this in the context of the whole economy/cycle, and we do our best to meet everyone's expectations.

Cost efficiency without loss of quality

We are committed to ensuring cost efficiency without compromising on the quality of our products or services. We do this by:

- **Optimising operational processes**, we work more efficiently to reduce costs without reducing quality.
- **Seeking economies of scale**, we buy larger volumes and collaborate with other companies to share costs, leading to lower prices and better negotiating positions.
- **Using innovation and technology**, we invest in technologies such as automation and data analytics to speed up processes, reduce errors and cut costs.
- **Supplier management**, we work closely with suppliers to achieve cost savings, negotiate prices and seek long-term contracts.
- **Employee training and development**, we invest in our employees' skills and knowledge through training and education. Well-trained employees work more effectively and contribute to efficiency.

We also cooperated in an investigation by the Authority for Consumers and Markets (ACM) into fair price formation in the fresh fruit and vegetable chain for pears and tomatoes over the past two years. This showed that in the fresh fruit and vegetable chain, experienced tomato growers generally have more favourable pricing, with factors such as high concentration, export orientation and product differentiation contributing to their strong position. In contrast, pear growers experience less transparency and fairness in pricing, although their net margins are still favourable.

Value and price communication

We are also committed to communicating fair prices to our customers and stakeholders. The fresh fruit and vegetable sector is competitive by nature and the market regulates rapidly. We use various tactics to promote price transparency:

- **Clear pricing**, we make sure the prices of our products and services are clear and easy to find, with no hidden costs.
- **Detailed billing**, we provide a detailed breakdown of costs so customers can see exactly what they are paying.
- **Price comparisons**, we compare our prices with others in the industry to help customers understand the price-value ratio.
- **Explanation of cost components**, we explain what factors affect price, such as procurement costs and distribution.
- **Customer service and support**, we have a commercial team that is in constant contact with growers and customers, ensuring no ambiguity on pricing and billing.

To inform our customers about the value of our products and services in relation to price, we use:

- **Transparent communication**, we are open about our prices and explain any additional costs.
- **Emphasis on quality**, we emphasise the high quality of our products.
- **Comparison with competitors**, we show why we stand out from the competition.
- **Customer testimonials**, we share positive customer experiences.
- **Samples**, we offer customers the chance to try our products and/or packaging.



Financial health

Safeguarding and promoting the financial health of Scherpenhuizen.

Our focus is on seizing opportunities and safeguarding our financial health. Both are essential to our right to exist, business continuity, and the impact we have on the environment and society. Without financial health and flexibility, the transition to a positive impact is not possible. Despite external challenges but thanks to our proactivity and seizing opportunities, we have achieved a turnover of €534 million in 2022.

Growth

In 2022, we achieved a considerable volume growth of over 9%.

We achieved this growth mainly with our existing customers. Over the past few years, we have invested considerable time and energy in refining the data of our various packaging lines, which allowed us to make adjustments at crucial moments in 2022.

External factors

The external factors that most affected our financial performance were the various price fluctuations of our products; high or low average prices, or just price fluctuations within certain periods, had a significant impact on our performance.

In most cases, this was due to the balance between supply and demand. In addition, high energy costs were a determining factor for many growers; the level of these could vary considerably, depending on a fixed or variable energy contract. In addition, the overall price increase in several sectors has had an impact, such as the increase in diesel prices for our trucks and the cost of packaging materials. The scarcity in the labour market also had an impact, as it did for most companies.

Expectations

We expect 2023 to be a remarkable year. High energy costs led to less production in winter, as many growers in the Netherlands did not use their greenhouse lights. In countries like Spain and Morocco, it was relatively cold, which hampered the growth of produce. As a result, many growers decided to plant later. This will undoubtedly lead to lower volume in spring, which usually leads to higher prices.



Innovation

Ensuring and promoting product, process and service innovations.

In 2022, we focused on numerous innovations that improve process efficiency, quality, environment and working conditions. We made 14 significant adjustments and replaced a number of machines in our production. These include upgrading machines to become more energy-efficient and numerous process optimisations.

In terms of working conditions, initiatives such as the semi-automatic pepper shuffling line and the installation of a walking platform have reduced physical strain for employees. We also work with supply chain partners on waste reduction; for example, our avocado crates are recycled into plant pots. In addition, the Manual Masters project was launched in 2022, resulting in paper savings, among other things.

We also innovate on circularity, see the chapters [Waste and circularity page 48](#) and [Circular packaging on page 54](#).

Line innovations

Replacement and energy efficiency

First, we invest in replacing old machines to avoid breakdowns and in increasing the energy efficiency of our lines. For example, we replaced lift tables and labellers in 2022. Technical adjustments to the blueberry line and a thorough overhaul of the packaging machine have increased both productivity and product quality.

Process optimisation

Process optimisation is another investment in terms of innovation.

For instance, we added a clipper to one line and introduced a vertical flow packer to generate higher production. We also invested in a machine that shuffles peppers and prints labels. Drop funnels have been modified, leading to less waste and higher productivity.

Improving working conditions

We also innovate in the area of working conditions. In doing so, we promote employee safety and health and increase their sustainable employability and satisfaction. In 2022, the introduction of the semi-automatic pepper shuffling line and a walking platform reduced physical strain.

Waste reduction

In addition to energy efficiency, we also innovate with supply chain partners on waste reduction. Our avocado crates are processed by a local injection foundry that recycles them into plant pots, among other things, see the chapter [Waste and circularity on page 48](#).

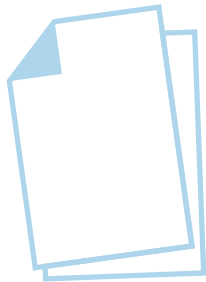
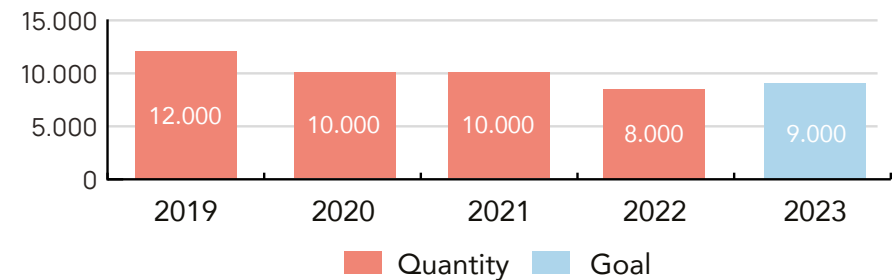
Digitisation

In 2022, we launched the Manual Masters project, in which we digitise processes in the production halls. With this project alone, we saved two football fields of A4 paper and 750 kg of paper waste, which is equivalent to 150,000 forms.

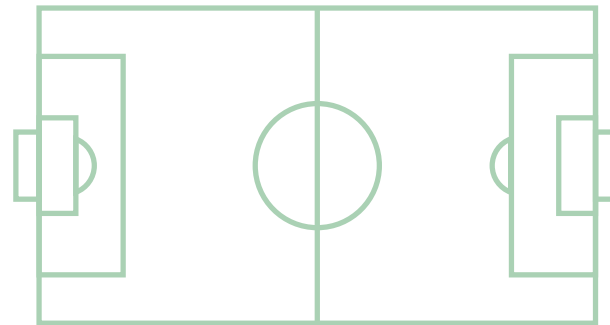
Besides the environmental benefits of digitisation, it facilitates planning and simplifies administration. It also reduces communication and errors. Our goal is to buy less than 9,000 kg of A4 paper by 2023 and to use at least 300,000 fewer forms by 2024 than in 2022.

A4 paper usage

(in kg)



150.000 A4 sheets



2 soccer fields covered with A4 sheets



0.005×150.000



750 kilograms of paper

Integrity





Product integrity and supply chain transparency

The transparency and traceability of the fresh fruit and vegetable chain and products.

Ensuring the traceability of fresh fruit and vegetable products throughout the chain is essential to our operations and also a legal obligation. We take this responsibility seriously, both within our own company and in cooperation with chain partners. Traceability is crucial to quickly remove unsafe or rejected products from the market. Within our company, traceability is managed through strict procedures and controls, such as the Track & Trace procedure. We also work closely with suppliers and partners who share the same norms and standards.

Legislation

Labelling the product with the country of origin is a legal obligation for us and the chain. This largely ensures product transparency. Labelling the product's journey through various links in the chain is not guaranteed, although customers are increasingly asking for this.

Traceability within our own company

It is our responsibility to ensure traceability of fresh fruit and vegetable product flows within our own company. How we do this is currently laid down in laws and regulations, standards and certificates prescribing this, supplemented by specific customer requirements.

Examples of certificates that cover this are Bio and PlanetProof.

It is important for users of these certificates that the organic origin of these products is precisely indicated. This eliminates the risk of products being switched and consumers being ripped off.

Responsibilities

Within the company, the Quality department is the main body responsible for product traceability. They translate the standard into procedures and work instructions, and ensure that these are complied with. Besides the Quality department, each manager is also partly responsible for this. Within the company, product traceability falls under our quality policy.

Procedures and measures

To ensure the traceability of fresh fruit and vegetable products, we operate a strict Track & Trace procedure. Several departments are involved in implementing this. Upon arrival, a unique lot number is assigned to a product based on the purchase line in our system. This number is affixed to the product via batch stickers. Every time we move within our premises, the location of the product is recorded by scanning the batch number. When products are packed, old batch numbers are scanned and new ones assigned. When distributing to customers, products are sorted by various properties and batch numbers are scanned again.

Each product must have a visible batch label throughout the process. If orders are split, additional stickers are available. This procedure is tested annually by the quality department through a recall or traceability test to ensure that traceability is assured. In 2022, there were no formal complaints and no discrepancies were found.

Traceability throughout the chain

Ensuring chain transparency and product traceability is a duty we share with our chain partners. We are committed to this along with our suppliers, customers and other companies in the chain.

Cooperation with suppliers and partners

Our suppliers and chain partners follow the same norms and standards as those imposed on us by our customers. Suppliers must complete a supplier declaration and this must be approved by the Quality department. Delivered batches are checked for GLN/GGN numbers they have affixed on the stickers with the relevant traceability information.



Responsible procurement

Assessing suppliers against sustainability criteria and ensuring responsible supply chains and products.

We are committed to responsible procurement. To ensure this, we follow strict guidelines and rules. We have a clear code of conduct and regularly check our suppliers for food safety, environmental and social impact. We do this through certificates, such as GRASP audits, on the way to PlanetProof audits, Sedex/BSCI assessments and requesting specific certificates. We also train our procurement team in sustainable and socially responsible procurement. If a supplier does not meet our standards, we work together on improvements.

Responsible procurement policy

To conduct business fairly, we have established rules and guidelines on how we procure. This includes our code of conduct (including a way to report wrongdoing) and guidelines on choosing suppliers based on their background and reputation. It also covers special training for our procurement team. We also use specific methods to assess risks, and we work with social certificates.

The certificates required by our growers are monitored. Growers are visited by entities that carry out an audit. We then get this information back through online platforms or reports. If we find that a grower is not consciously active on social or environmental issues, we may decide to stop working with that grower. Although we cannot directly decide on growers' policies, we like to think with them where we can.

As required by laws, regulations and certifications, we test our suppliers for food safety and quality. For more information on this, see the [Food safety and quality chapter on page 64](#).

Management of environmental and social chain impact

We manage and assess the sustainability impact of the chain in several ways;

- Supplier declaration
- GRASP-audits/GLOBALG.A.P.
- On the way to PlanetProof-audits
- Sedex/BSCI assessment
- Various certificates
- Quality control of suppliers and products

In principle, all our fresh fruit and vegetable suppliers are GLOBALG.A.P.-certified and thus already meet higher statutory requirements by default, including environmental requirements. In addition, we request specific certificates on product or buyer requirements from all suppliers that are part of the fresh fruit and vegetable chain.

Suppliers of services are not yet subject to sustainability assessments or certificate requirements as a matter of policy. During 2023, we supplement the supplier statement with sustainability targets. We will also expand our annual supplier evaluation for all suppliers to include an assessment of their sustainability impact.

Suppliers that do not meet the imposed threshold values or agreements are given room to make improvements. In doing so, we support the suppliers. They are encouraged and rewarded through our supplier selection process. If the supplier is assessed as satisfactory, we continue to work together. If there are points of concern, we consult with the supplier to see how we can help them. We also share knowledge and information when obtaining and maintaining certificates to make things easier for suppliers.

Quality control of suppliers and products

We check our suppliers daily on the quality of incoming products and their adherence to agreements. This is important to ensure food safety and quality. Product quality ratings are recorded at supplier level and suppliers are given a score based on this, in combination with the periodic supplier evaluation. Each score corresponds to a certain level of risk in terms of food safety and quality. For more information on supplier controls on food safety and quality, see [page 64](#).

Sustainability reports and supplier declaration

The guidelines set out in our supplier statement aim to improve the working conditions of employees at producers of consumer goods in high-risk countries.

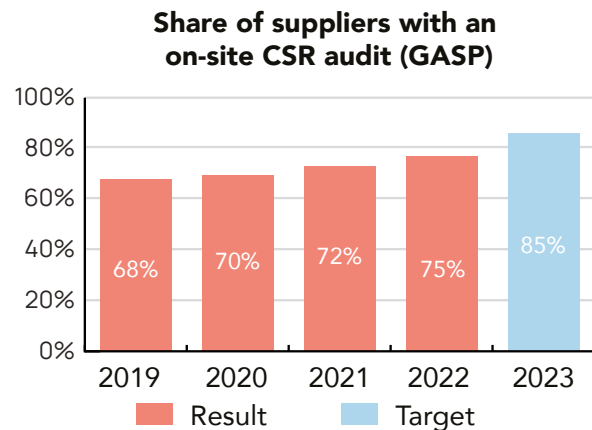
The main guidelines from our supplier statement are:

- no forced labour
- a safe working environment
- use of legal minimum wages
- no child labour
- special protection for young employees
- ethical business conduct
- employment contracts in line with regulations/legislation
- no discrimination
- care for the environment

The 2019 supplier declaration had a validity of 3 years. Therefore, in 2020, 2021 and 2022, only new suppliers received a signature request. In addition to this request, we also inquire whether the supplier publishes sustainability reports. Of our suppliers, in 2022, 100% had signed a supplier declaration and 31% have additional sustainability reports.

GRASP assessment

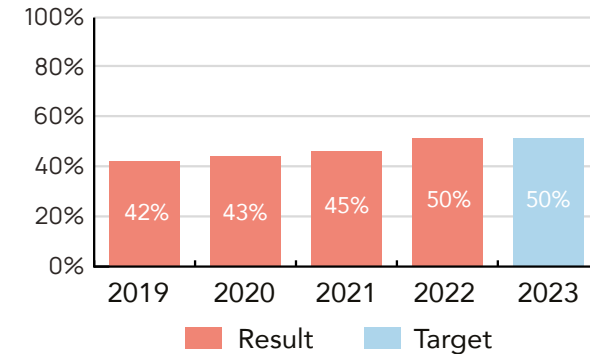
We also assess suppliers for possessing a GRASP on-site CSR audit. GRASP is an agricultural-level assessment of labour and human rights and part of the GLOBALG.A.P./GRASP certificate. In 2022, 75% of our fresh fruit and vegetable suppliers were GLOBALG.A.P./GRASP-certified and we aim for 85% by 2023.



PlanetProof assessment

On the way to PlanetProof (PP) is a European sustainability label related to the cultivation of products. Products with the PlanetProof label meet strict environmental criteria related to 8 sustainability topics. The choice for this label lies with the customer. By 2022, 50% of our suppliers had this quality mark with a PP label.

Share of suppliers with an on-site CSR audit (PP)



Sedex/BSCI

BSCI (Business Supply Chain Initiative) is a European initiative that seeks to improve working conditions worldwide. It brings companies together around a common Code of Conduct to procure ethically. 15% of our suppliers have undergone BSCI assessment through the Sedex platform.

Various certificates

When entering into a partnership, we ask for the supplier's sustainability certificates via the supplier declaration. This may be a different certificate for each risk area. This is prompted by the retailers, for example SMETA or GLOBALG.A.P./GRASP Spring for water use. This is mandatory for countries in certain parts of Africa.

Sustainability training courses for buyers

Our entire procurement team receives training in sustainable and socially responsible procurement. In 2022, 100% of our buyers have received this training.



Business ethics

Complying with social and environmental laws, ensuring zero-tolerance policies against corruption, competition and privacy violations and providing both space and protection for whistle-blowers.

Business ethics is an integral part of our operations, included in our corporate policies and signed by the CEO. We comply with social and environmental laws, ensure a zero-tolerance policy against corruption, competition and privacy violations and provide both space and protection for whistle-blowers. We strictly comply with Dutch law and international legislation, such as the UK Bribery Act and France's Sapin II. There are clear guidelines to prevent corruption and bribery; our transparent and honest corporate culture, supported by our SMETA certification, demonstrates our commitment to acting ethically.

The topic Fair business practices on [page 90](#) has many similarities with the topic Business Ethics. Fair business practices focuses on transparency and fair prices. Business Ethics focuses on compliance with laws and regulations and preventing unethical behaviour.

Compliance with laws and regulations

We strictly adhere to the laws and regulations on doing business fairly, both in the Netherlands and internationally. Besides Dutch legislation, we are also subject to the UK Bribery Act and France's Sapin II. We take advice from our accountant, trade association and semi-governmental organisations such as the RvO (the Netherlands Enterprise Agency). Enforcement is provided by the Dutch government.

Fines and incidents

In 2022, we received a fine from the Quality Control Bureau in connection with an offence concerning the classification of pears. During an inspection, the quality of a shipment of pears was marked with the wrong class. After being found by the and submitted to the disciplinary court, an unconditional fine of €750 was imposed.

No further fines were imposed in 2022 on HR, finance, environment or permits.

Corruption and bribery prevention

Our internal regulations set out clear guidelines to prevent corruption and bribery. Business transactions in which an employee has a financial or managerial interest are not allowed. Although there is no specific training programme, preventing corruption is an integral part of our corporate culture.

SMETA-certificate

We are SMETA (Sedex Members Ethical Trade Audit) certified. This is an audit methodology, developed by Sedex, that assesses ethical performance of companies. Sedex focuses on labour rights, health, safety, environment and business ethics. The certificate shows that a company is committed to ethical business practices and complies with relevant standards and legislation.

A big part of preventing corruption and bribery is our transparent and fair business culture. Please refer to the Fair business practices chapter on page 90 for more information.

Whistle-blower procedure

The whistle-blower procedure policy enables all employees, including those working with us on a temporary basis, to report alleged irregularities. These may include criminal offences, harassment, discrimination, violations of laws and regulations, or conduct detrimental to our interests or those of stakeholders.

The accessibility and awareness of the whistle-blower scheme is communicated to employees via the intranet, screens in general areas and information in the online employee file. New colleagues are informed about this when signing their contracts and flex workers also receive information in several languages.

To protect whistle-blowers and facilitate the reporting of irregularities, we have appointed one external and two internal confidential advisers. Additionally, people can contact an internal integrity manager, who can be reached by phone and e-mail. Reports can be made confidentially and, if desired, anonymously, both internally and externally. All reports are handled and investigated confidentially, without risk of retaliation.

Thus, the whistle-blower procedure makes it possible to discuss irregularities in different ways; with the direct supervisor, the management or with the internal or external confidential advisor. A person can also file an internal complaint with the Complaints Committee.

No reports have been received through the whistle-blower procedure since 2019 (first year of measurement).



Complaints Committee

The complaints committee consists of four members working within our company. Two members are appointed by the management and two by the Employee Representative Body. This committee allows all employees to submit complaints related to their work or working conditions. Complaints are submitted in writing and reception is acknowledged immediately. The committee considers complaints according to specific criteria and conducts a thorough investigation. We ensure that the procedure is transparent and that the employee concerned is not disadvantaged within the company.

Other ethics topics

Sustainable entrepreneurship stands for responsible and ethical corporate governance. This policy then translates into a proportionate, neutral or rather positive business impact on nature and society. See the sustainable entrepreneurship on [page 14](#), and the topics related to environmental, social and governance impact in the rest of this report.

Data protection and privacy are also an important part of business ethics. It is important that we do our utmost to handle personal data with care. Every potential data breach is one too many. In addition, high-quality system security is important. Please refer to the chapter on Information and system security on page 72.

On the social front, we encourage diversity and inclusion among employees, page 86. Furthermore, we take good care of the health and safety of our employees, page 68 and 76, and test our purchasing practices for human rights in the labour chain, page 102.

As a large company in Brabant, we consider it important to be involved in the community at a local level. We like to show this in our local social contribution on pages 16 and 84.

Background



Governance structure

Highest governance

Scherpenhuizen's highest governing body consists of the executive management board and the supervisory board.

Committee	Name	Gender	Nationality	Time in function	Age category	Function within the company or committee
Executive Management Board	Martin Scherpenhuizen	M	Dutch	26 year	(>50)	Co-CEO and Director-Major shareholder (DMS)
	Erik Franzen	M	Dutch	1 year	(30-50)	Co-CEO
	Rob Jacobs	M	Dutch	6 year	(30-50)	Financial Director
	Leo de Jong	M	Dutch	16 year	(>50)	Director ICT, Quality and Sustainable entrepreneurship
	Mari van Gool	M	Dutch	10 year	(>50)	Packaging Director
	Dick de Brouwer	M	Dutch	3 year	(>50)	Operations Director
Supervisory Board	Heleen van Gulik	V	Dutch	5 year	(>50)	Chairman supervisory board
	Hans de Groot	M	Dutch	5 year	(>50)	Member supervisory board
	Roelant van Herwaarden	M	Dutch	5 year	(30-50)	Member supervisory board

Executive management board

The executive management board is ultimately responsible for running our business and managing our impact on the economy, the environment and society. Our board consists of the finance director, ICT, quality and sustainable entrepreneurship director, packaging director, operations director and two co-CEOs.

The two CEO roles are filled by the Martin Scherpenhuizen (DMS) and Erik Franzen. This structure has its origins in the family business where the DMS (traditionally) plays an important role.

Supervisory board

The supervisory board consists of three members and supervises the executive management board and monitors the effective implementation of strategy and operations. The supervisory board follows the guidance of the Corporate Governance Code 2022 and represents all internal and external stakeholders. The supervisory board consists of members with specific areas of responsibility and is available as a point of contact for other board members outside the DMS.

Appointment and selection criteria

The appointment and selection criteria for the highest governance body are set out in profiles for the CEO positions and the supervisory board. These take into account stakeholder views, diversity, independence as a director and competences relevant to the company.

Appointment and profile of CEO

The appointment, suspension and dismissal of the CEOs goes through the Supervisory Board. The CEO of Scherpenhuizen should have experience in the international food sector and in leading a family business that is subject to growth and change. Key characteristics are decisiveness, stress-resistance, and team orientation. Competencies include vision, strategy, creativity, focus on results, leadership and connectivity.

Appointment and profile of supervisory board

Supervisory board members are appointed, suspended and dismissed by the Shareholders' Meeting. They are appointed for a maximum of four years and can be reappointed for a maximum of twelve years. Supervisory board members retire according to a retirement schedule, or prematurely in case of inadequate performance, structural differences of opinion, incompatibility of interests or other reasons at the discretion of the supervisory board.

A supervisory director at Scherpenhuizen must be a strategic discussion partner with knowledge and experience in management, supervision, risk management and financial/administrative management. Specialist expertise is required in strategy, organisation, innovation, leadership, HR, finance, legal and supply chain. The chairman should have strong leadership qualities. The board seeks continuity and diversity in its composition

Prevention of and limiting conflicts of interest

Scherpenhuizen prevents and limits conflicts of interest within the highest governance body through a consultation structure between the executive management board and the supervisory board, which takes place at least once a quarter. The supervisory board is involved in the approval of the annual accounts and discussions with the auditor on business operations. There is an annual self-evaluation of the supervisory board and the executive management board, in which conclusions and action points are shared with the executive management board and shareholders. In case of conflicts of interest, the supervisory board makes decisions. There are currently no known conflicts of interest reported to stakeholders.

Role in Sustainability Policy

Drafting sustainability policies

The highest governing body plays a crucial role in developing, approving and updating the objectives, values, mission statements, strategies, policies and goals related sustainable development. The executive management board develops a long-term vision of sustainable value creation and formulates a corresponding strategy with concrete objectives. The supervisory board supervises the implementation of this sustainable development and is duly involved in formulating the strategy. The executive management board is ultimately responsible for the implementation of the sustainability policy and involves stakeholders in the process. Employees are involved through the Employee Representative Body.

For more information on stakeholder involvement in sustainability policy and operations, see the Stakeholder Engagement chapter on page 34.

Management of sustainability policy

The responsibility for keeping the company's impact on climate, environment, people and society manageable lies with the executive management board. The supervisory board supervises the implementation of the strategy and can give (un)solicited advice and appoint, suspend or dismiss members of the executive management board if they fail to meet targets. The business operations & sustainability department initiates, coordinates and reports on the elaboration and development of the sustainability policy, where necessary in cooperation with the HR and quality departments. The sustainability knowledge, skills and experience of the highest governance body is promoted through joint policy alignment and knowledge sharing and individual participation in sustainability conferences.

For Scherpenhuizen's sustainability policy, see the Sustainable entrepreneurship chapter on page 14.

Reporting of critical concerns

Critical concerns are initially communicated to the highest governing body through management. If necessary, the whistle-blower procedure or the complaints committee can be used (anonymously). Complaints are addressed according to the whistle-blower procedure, complaints committee and other procedures.

Scherpenhuizen employees can safely report any problems relating to Scherpenhuizen Holding to the executive management board, without fear of negative consequences for their position. If the executive management board itself is involved, they can report it to the chairman of the supervisory board.

Handling negative impact

Scherpenhuizen takes measures to prevent or remedy negative impact. Examples include the sustainability policy, the availability of a whistle-blower procedure, FairStay housing for international flex workers, promoting bee populations and planting trees.

Evaluation of the highest governance body

The sustainability performance of the highest governance body will be evaluated from 2023 onwards by the supervisory board based on presentations of objectives and results. These evaluations take place annually.

Remuneration policy of the highest governance body

The remuneration policy for members of the highest governance body includes both fixed and variable remuneration. There is no bonus upon joining the company, but there is a bonus upon bringing in new employees. Termination payments have been applied in the past, clawbacks, however, have not. Retirement benefits include both the collective bargaining agreement and supplementary pensions. Remuneration policy is separate from sustainability objectives and performance.

The supervisory board is responsible for the hiring and remuneration of the executive management board. Indirectly, it does so for the entire company, by approving or rejecting the budget of which employee costs are a substantial part. The executive management board is responsible for hiring and rewarding executives. There is no remuneration committee and, in principle, the opinions of other stakeholders, including shareholders, are not sought and taken into account in the remuneration policy.

No remuneration consultants are involved in the determination of remuneration. The company and salaries are covered by the collective bargaining agreement for Wholesale of Fruit and Vegetables. No formal benchmarking takes place, but data from the sector organisation GroentenFruit Huis is looked at. The remuneration policy is primarily in line with the market.

About this report

GRI claim

Scherpenhuizen has prepared this report with the support of Kroll SR B.V.. The content is in accordance with the GRI Standards, valid for the period from 1 January 2022 to 31 December 2022. Reference years may go back as far as 2019, varying by topic and depending on available data. The basic principles of GRI 1 (GRI 1: Foundation 2021) have been applied to the report. No sector standards apply to Scherpenhuizen for calendar year 2022.

This reporting is annual. This is the first edition.

Contents

This report has been read and approved by the Management Board of Scherpenhuizen Holding B.V., but has not been externally and independently verified.

Publication

This report was published online in November 2023. This report is the English edition. The other edition has been published in Dutch.

Contact

For questions or comments on the content of this report, please contact Cindy Wijffelaars (Manager of Operations and Sustainable Business). Please see the contact details in the colophon.

Report scope

This report includes only the activities and assets covered by Scherpenhuizen Holding B.V., and its subsidiaries:

Company name	Location	KvK-number
Scherpenhuizen Holding B.V.	Eindhoven	17145896
Scherpenhuizen B.V.	Eindhoven	17082404
Coöperatie Van Nature Select U.A.	Waddinxveen	24278718
STAK Scherpenhuizen Packaging	Eindhoven	17249322
Scherpenhuizen Packaging B.V.	Eindhoven	34248736

Colophon

This report is a publication of

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<https://www.facebook.com/scherpenhuizenbv>

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Appendix



GRI-index

Disclosure 1: General Disclosures

GRI 1 Applied

GRI 1: Foundation

Disclosure 2: General disclosures

Disclosure 2: The organisation and its reporting practices

Disclosure	Chapter	Page	Extra information/omission
2-1	Organisational details	<u>About this report</u>	116
2-2	Entities included in the organisation's sustainability reporting	<u>About this report</u>	116
2-3	Reporting period, frequency and contact point	<u>About this report</u>	116
2-4	Restatements of information	Omissions	This is the first report.
2-5	External assurance	<u>About this report</u>	
		116	

Disclosure 2: Activities and workers

Disclosure	Chapter	Page	Extra information
2-6	Activiteiten, waardeketen en andere zakelijke relaties	<u>Value chain</u>	20
		<u>Stakeholder engagement</u>	34
2-7	Employees	<u>Employees</u>	18
2-8	Workers who are not employees	<u>Employees</u>	18

Disclosure 2: Governance

Disclosure		Chapter	Page	Extra information/omission
2-9	Governance structure and composition	<u>Governance structure</u>	112	Internal and external stakeholders are represented by supervisors of the SB. Members of the highest governing body do not represent under-represented social groups.
2-10	Nomination and selection of the highest governance body	<u>Governance structure</u>	112	
2-11	Chair of the highest governance body	<u>Governance structure</u>	112	
2-12	Role of the highest governance body in overseeing the management of impacts	<u>Governance structure</u>	112	
2-13	Delegation of responsibility for managing impacts	<u>Governance structure</u>	112	
2-14	Role of the highest governance body in sustainability reporting	<u>Governance structure</u>	112	
2-16	Role of the highest governance body in sustainability reporting	<u>Governance structure</u>	112	
2-17	Conflicts of interest	<u>Governance structure</u>	112	
2-18	Communication of critical concerns	<u>Governance structure</u>	112	
2-19	Collective knowledge of the highest governance body	<u>Governance structure</u>	112	
2-20	Collective knowledge of the highest governance body	<u>Governance structure</u>	112	
2-21	Remuneration policies	<u>Governance structure</u>	112	<p>Scherpenhuizen: Median annual pay for all employees=1, highest paid person=5.93. Percentage increase all employee=6.19%, percentage increase highest paid employee=7.72%</p> <p>Scherpenhuizen Packaging: Median annual remuneration for all employees=1, highest paid person=5.52. Percentage increase all employees=6.3%, percentage increase highest paid person=nil.</p>

Disclosure 2: Strategy, policies and practices				
Disclosure		Chapter	Page	Extra information
2-22	Statement on sustainable development strategy	<u>Sustainable entrepreneurship</u>	14	
2-23	Policy commitments	<u>Sustainable entrepreneurship</u>	14	<p>We follow international guidelines such as the IFS, BRC Food, TFS, GlobalG.A.P. CoC, RIK, Bio/SKAL, PlanetProof, Fairtrade, Rain Forest Alliance, AEO and the OECD Due Diligence Guidance for Responsible Business Conduct. We conduct due diligence to identify and manage risks in the supply chain. We apply precautionary principles by paying attention to potential environmental impacts of our operations and seeking solutions to minimise them. We apply internationally recognised human rights standards. Our sustainability policy is applied to both our own activities, as well as those of business associates. In which the company works with suppliers and customers to find sustainable solutions. The sustainability policy is communicated both internally and externally through various channels: quarterly via Scherpenhuizen magazine, Intranet, AFAS Staff App, a monthly newsletter, Digital Signage screens in the canteen, hanging rooms and other general areas. Especially with suppliers of fresh fruit and vegetables, the emphasis of the policy is on healthy products. Reduce crop protection through supplier declarations and certification RFA and PlanetProof and GRASP module of GlobalG.A.P.. For the other relationships, there are fewer commitments/guarantees for sustainability policy compliance. For its part, the management will ensure a good level of training and knowledge of its employees to perform its duties sustainably. The sustainability policy is signed by the ICT Director & Quality and Sustainability Director and is not publicly accessible externally, but it is on the intranet.</p>

Disclosure 2: Strategy, policies and practices

Disclosure		Chapter	Page	Extra information
2-24	Embedding policy commitments	<u>Governance structure</u>	112	
2-25	Processes to remediate negative impacts	<u>Governance structure</u>	112	
2-26	Mechanisms for seeking advice and raising concerns	<u>Governance structure</u>	112	
2-27	Compliance with laws and regulations	<u>Business ethics</u>	112	
2-28	Membership associations	Omissions		Scherpenhuizen has no leading role in an industry organisation but is represented by various employees in technical working groups of e.g. GroentenFruit Huis.

Disclosure 2: Strategy, policies and practices

Disclosure		Chapter	Page	Extra information/omission
2-25	Processes to remediate negative impacts	<u>Business ethics</u>	106	
		<u>Sustainable entrepreneurship</u>	14	
		<u>Governance structure</u>	112	
2-26	Mechanisms for seeking advice and raising concerns	<u>Business ethics</u>	18	
2-27	Compliance with laws and regulations	<u>Business ethics</u>	18	
2-29	Approach to stakeholder engagement	<u>Stakeholder engagement</u>	34	
2-30	Collective bargaining agreements	<u>Stakeholder engagement</u>	18	

Disclosure 3: Material topics**Disclosure 3: Material topics**

Disclosure		Chapter	Page	Extra information/omission
3-1	Process to determine material topics	<u>Materiality assessment</u>	38	
3-2	List of material topics	<u>Materiality assessment</u>	38	
3-3	Management of material topics	<u>Materiality assessment</u>	40	The business ethics policy is shaped by HR, possibly in consultation with other parties, and submitted to management for decision-making. Once approved, the policy is communicated internally through various channels such as intranet and handbooks. Corporate culture and ethics are promoted by paying attention to core values and addressing people on undesirable behaviour. Evaluation takes place through official annual appraisals, individual feedback from employees, and input from management and the board.

Disclosure 205: Anti-corruption**Disclosure 205: Anti-corruption**

Disclosure		Chapter	Pag.	Extra information/omission
205-1	Operations assessed for risks related to corruption	<u>Business ethics</u>	106	
205-2	Communication and training on anti-corruption policies and procedures	<u>Business ethics</u>	106	
205-3	Confirmed cases of corruption and actions taken	<u>Business ethics</u>	106	

Disclosure 301: Materials**Disclosure 301: Materials**

Disclosure		Chapter	Page	Extra information/omission
301-1	Materials used by weight or volume	<u>Extra information</u>	<u>134</u>	
301-2	Recycled input materials used	<u>Circular packaging</u>	<u>54</u>	
301-3	Reclaimed products and their packaging materials	<u>Circular packaging</u>	<u>54</u>	

Disclosure 302: Energy**Disclosure 302: Energy**

Disclosure		Chapter	Page	Extra information/omission
302-1	Energy consumption within the organisation	<u>Energy and emissions</u>	<u>42</u>	The energy policy is part of the sustainability policy. Currently, no one is formally responsible for energy reductions. Members of the executive management board and the operations and sustainable entrepreneurship directors discuss reduction opportunities and make the agreements with (external) parties regarding energy. Improvement opportunities are monitored by the building manager.
302-2	Energy consumption outside of the organisation	<u>Energy and emissions</u>	<u>42</u>	
302-3	Energy intensity	<u>Energy and emissions</u>	<u>42</u>	
302-4	Reduction of energy consumption	<u>Energy and emissions</u>	<u>42</u>	
302-5	Reductions in energy requirements of products and services	<u>Energy and emissions</u>	<u>42</u>	

Disclosure 305: Emissions**Disclosure 305: Emissions**

Disclosure	Chapter	Page	Extra information/omission
305-1 Energy consumption within the organisation	<u>Energy and emissions</u>	<u>42</u>	
305-2 Energy consumption outside of the organisation	<u>Energy and emissions</u>	<u>42</u>	
305-3 Energy intensity	<u>Energy and emissions</u>	<u>42</u>	
305-4 Reduction of energy consumption	<u>Energy and emissions</u>	<u>42</u>	
305-5 Reductions in energy requirements of products and services	<u>Energy and emissions</u>	<u>42</u>	
305-6 Emissions of ozone-depleting substances (ODS)	<u>Energy and emissions</u>	<u>42</u>	We do not produce, import or export ozone-depleting substances.
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<u>Energy and emissions</u>	<u>42</u>	We do not emit any other significant emissions. We work with natural refrigerants (CO ₂) that have no effect on the Global Warming Potential.

Disclosure 306: Waste**Disclosure 306: Waste**

Disclosure	Chapter	Page	Extra information/omission
306-1 Waste generation and significant waste-related impacts	<u>Waste and circularity</u>	<u>48</u>	
	<u>Circular packaging</u>	<u>54</u>	
306-2 Management of significant waste-related impacts	<u>Waste and circularity</u>	<u>48</u>	
	<u>Circular packaging</u>	<u>54</u>	
306-3 Waste generated	<u>Waste and circularity</u>	<u>48</u>	
306-4 Waste diverted from disposal	<u>Waste and circularity</u>	<u>48</u>	Scherpenhuizen does not produce hazardous waste.
306-5 Waste directed to disposal	<u>Waste and circularity</u>	<u>48</u>	

Disclosure 308: Supplier environmental assessment**Disclosure 308: Supplier environmental assessment**

Disclosure		Chapter	Page	Extra information/omission
308-1	New suppliers that were screened using environmental criteria	<u>Responsible procurement</u>	<u>102</u>	
308-2	Negative environmental impacts in the supply chain and actions taken	<u>Responsible procurement</u>	<u>102</u>	We have not been involved in any sanctioned or significantly negative environmental or social impacts through supply chain partners or business associates in 2021 or 2022. In 2022, we had a visit from the environmental authorities about an truck leaking oil that had driven to our site.

Disclosure 403: Occupational Health and Safety

Disclosure 403: Occupational Health and Safety				
Disclosure		Chapter	Page	Extra information/omission
403-1	Occupational health and safety management system	<u>Employee safety</u>	76	<ul style="list-style-type: none"> • All employees and non-employees performing work for us are covered by the health and safety management system. • Management has ultimate responsibility for safety, health and welfare as well as company and health & safety policy. • Management establishes health and safety policy plan, evaluates it and delegates health and safety tasks. • Management is responsible for appointing a Prevention Officer. • Head of Company Emergency Response (FAFS) coordinates company emergency response. • QHSE Manager is responsible for safety management and communication of the health and safety policy, assists the management, organises the RI&E and advises on safety.
403-2	Hazard identification, risk assessment, and incident investigation	<u>Employee safety</u>	76	
403-3	Occupational health services	<u>Employee safety</u>	76	There is a permanent contact person at the Occupational Health and Safety Service and we have a 'Basic Contract Integral Occupational Health and Safety' for support on topics such as absenteeism counselling and workplace investigations.
403-4	Worker participation, consultation ,and communication on occupational health and safety	<u>Employee safety</u>	76	
404-5	Worker training on occupational health and safety	<u>Employee safety</u>	76	

Disclosure		Chapter	Page	Extra information/omission
403-6	Promotion of worker health	<u>Health and good employment practices</u>	68	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<u>Employee safety</u>	76	
403-8	Workers covered by an occupational health and safety management system	<u>Employee safety</u>	76	
403-9	Work-related injuries	<u>Employee safety</u>	76	
403-10	Work-related ill health	<u>Extra information</u>	134	
		<u>employment practices</u>	68	

Disclosure 404: Training and education

Disclosure 404: Training and education

Disclosure		Chapter	Page	Extra information/omission
404-1	Average hours of training per year per employee	<u>Extra information</u>	134	
404-2	Programs for upgrading employee skills and transition assistance programs	<u>Training and education</u>	80	We do provide transitional assistance to employees who retire or whose employment is terminated when this requested by the worker.
404-3	Percentage of employees receiving performance and career development reviews	<u>Training and education</u>	120	80% of employees had a PDP (performance development plan) interview, including agreements on training and education.

Disclosure 414: Supplier Social Assessment**Disclosure 414: Supplier Social Assessment**

Disclosure	Chapter	Page	Extra information/omission
414-1	New suppliers that were screened using social criteria	<u>Responsible procurement</u>	102
414-2	Negative social impacts in the supply chain and actions taken	<u>Responsible procurement</u>	102

Disclosure 416: Customer health and safety**Disclosure 416: Customer health and safety**

Disclosure	Chapter	Page	Extra information/omission
416-1	Assessment of the health and safety impacts of product and service categories	Omissions	No research is done on the products to increase their health value.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<u>Food safety and quality</u>	64



Abbreviations

BRC	British Retail Consortium	ICT	Information and communication technology
BREEAM	Building Research Establishment Environmental Assessment Method	IFS	International Featured Standard
BSCI	Business Social Compliance Initiative	NGO	Non-Governmental Organization
CHP	Combined Heat and Power	PME	Preventative medical examination
CSR	Corporate Social Responsibility	PP	On the way to PlanetProof
DMS	Director Major Shareholder	PPE	Personal Protective Equipment
FAFS	Head of Company Emergency Response	QHSE	Quality, Health, Safety, and Environment
FTE	Full-time Equivalent	RI&E	Risk inventory and evaluation
GFT	Vegetable, Fruit and Garden Waste	RIK	Regulation on Internal Quality Control
GGN	GlobalGAP Number	RvO	The Netherlands Enterprise Agency
GHG	Greenhouse Gases	SB	Supervisory Board
GRASP	Global Risk Assessment on Social Practices		
GRI	Global Reporting Initiative		
HACCP	Hazard Analysis and Critical Control Points		
HR	Human Resources		



Extra information

Employee Data

All employees are employed and stationed in Eindhoven at Schakel 7 or Schakel 5. Measurements were taken on 31-12-2022. The 155 flex employees are not included in the data below.

Gender ratio	FTE	Share
Male	229,3	72%
Female	88,5	28%
Total	317,8	100%

Gender ratio	Count	Share
Male	240	71%
Female	100	29%
Total	340	100%

Age distribution	Count	Share
<30	71	21%
Male	43	61%
Female	28	39%
>50	105	31%
Male	81	77%
Female	24	23%
30-50	164	48%
Male	116	71%
Female	48	29%

Division	Count	Share
Scherpenhuizen	204	65%
Male	164	82%
Female	40	18%
Scherpenhuizen Packaging	136	35%
Male	76	61%
Female	60	39%
Total	340	100%

Full-time/Part-time	Count	Share
Full-time	240	77%
Male	198	85%
Female	42	15%
Part-time	100	23%
Male	42	40%
Female	58	60%
Total	340	100%

Contract type	Count	Share
Permanent	269	79%
Male	197	73%
Female	72	27%
Temporary	71	21%
Male	43	61%
Female	28	39%
Total	340	100%

Nationality	Count	Share
Dutch	214	63%
Polish	92	27%
Spanish	10	3%
Portuguese	7	2%
Belgian	3	1%
Romanian	3	1%
Italian	3	1%
Lithuanian	2	1%
Greek	2	1%
Tanzanian	1	0%
German	1	0%
Nigerian	1	0%
Indian	1	0%
Total	340	100%

Energy consumption

Energy source 2022	Total Gigajoule (GJ)	Share
Renewable	26.412	12%
Electricity	26.412	12%
Non-renewable	192.162	88%
Diesel	130.048	59%
Electricity	60.684	28%
Petrol	1.430	1%
Total	218.574	100%



Circular packaging

Purchased packaging materials (tonnes)	2019	2020	2021	2022
Renewable	303,6	30,7	50,7	338,2
Cardboard	278,5	7,5	32,6	308,4
Cotton	0,2	0,2	0,5	0,2
Paper	24,9	22,9	17,7	29,7
Non-renewable	1207,1	1158,5	106,1	252,2
Metal	1,2	2,3	2,5	1,1
Plastic	1205,9	1156,2	103,6	251,2
Total	1510,8	1189,1	156,8	590,5

Employee safety

This refers to the absolute number of incidents recorded. In the Employee Safety chapter on [page 76](#), these are plotted against 1,000,000 hours worked.

Number of incidents	25
Flexible workers	19
Number of occupational incidents with fatal consequences	0
Number of occupational incidents with major consequences	0
Number of registered industrial incidents	19
Internal employees	6
Number of occupational incidents with fatal consequences	0
Number of occupational incidents with major consequences	0
Number of registered industrial incidents	6
Number of hours worked	1.124.163
Flexible workers	521.828
Number of hours worked	521.828
Internal employees	602.335
Number of hours worked	602.335

Talent and employee development

Indicator	Group	Subgroup	2022
Proportion of employees assessed on performance and career development	Division	Scherpenhuizen	100%
		Scherpenhuizen Packaging	100%
	Gender	Male	100%
		Female	100%
Average number of training hours per employee	Division	Scherpenhuizen	16
		Scherpenhuizen Packaging	20
	Gender	Male	17
		Female	18





Scherpenhuizen

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