

# — CSR

**Introduction  
2023 deck.**

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# 1. About Zeelandia: Spirit, Purpose & Values.



*Zeelandia*



# In a nutshell.

## **Family company**

- Creating bakery success since 1900
- Founded in Zierikzee, Netherlands
- Awarded with “Royal” predicate.

## **Global player**

- Around 3,131 employees
- Local presence in 25 countries
- Products tailored to local tastes and needs in over 100 countries.

# Recap 2022.

People



Planet



Governance



Financial



**+300K euro**

donated to social activities.

**67%** of our **CSR activities** were focused on **social impact**.

## # csr activities realized in 2022

Employees **149** (51%)

Consumers **85** (29%)

& Community **58** (20%)

**50%** of our **product launches** matched our **Better-for-Consumer portfolio criteria\***

\*Sugar reduction, clean(er) label, vegan, digestive health and/or nutritional improvement

# Recap 2022.

People



Planet



Governance



Financial



**45%** of the electricity we used globally came from **renewable sources**.

(in 2015 it was 0%)

**<1%** of production **volume** is lost as **food waste**

(against an industry average of 3%)

**7,038 m<sup>2</sup>** of our **facilities' roof surface** is covered with **solar panels**.

**33%** (143) of our **CSR activities** were focused on **reducing environmental impact**.

# Recap 2022.

People



Planet



**Governance**



Financial



Over **30 hours**  
of management meetings  
on **sustainability.**

## Migration

to a new, more effective  
**CSR Reporting Tool** (Sphera).

Women represent  
**50%**

of the Global Management Team.

Our CSR community includes  
over **70 colleagues** from  
**28 countries.**

# Recap 2022.

People



Planet



Governance



**Financial**



Revenue  
eur **639M**

EBITDA  
eur **29.36M**



# From Purpose to Impact. We Care.

## **The spirit of Zeelandia.**

We are a people company. It's ingrained in our DNA. We care about the well-being of every life we touch. Whether it's our employees, our customers, the communities where we operate or the environment, we all live in. It's about the world we share.

Since 1900, we've contributed to the precious moments that bring people together. And we are dedicated to do so for generations to come.

**Together,  
we make  
our world  
flourish.**

# Our values.



## **Inventive.**

We always search for new ways to solve challenges. We combine clever thinking and a hands-on approach to create bakery success.



## **Ambitious.**

We take ownership. We commit ourselves to continuous growth and achieving results.



## **Courageous.**

We dare to think differently and stimulate and inspire our customers to do the same. We dare to make bold decisions



## **Involved.**

We are one Zeelandia. As a team we are motivated to anticipate the needs and challenges of our clients. Together we take their business further.



## **Responsible.**

We take responsibility for our staff, our clients, and our communities. We don't take shortcuts. We do what we say. We use our resources wisely and efficiently.

# 2. Zeelandia CSR Vision & Position.



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# Because we care for the generations to come.

- We strive to **embed CSR in everything we do.**
- Every day, we want to add **value for our stakeholders and create a positive long-term impact on society and the environment.**



# Zeelandia CSR position.

- **When asking ourselves:** 'Is the world a better place because Zeelandia is in it?', we want to be able to answer with an unreserved 'Yes'.
- **To achieve that,** we can't continue doing business as usual. We need to do our fair share when it comes to effecting real, positive change.
- **The United Nations** has defined the world's sustainability goals for 2030, and we want to do our part towards achieving those goals.

# 3. Why a CSR Programme?



**Zeelandia**



# Why CSR?



1. We care for **people**.
2. We feel the responsibility to contribute with actions to the well-being of **every life we touch**. This includes doing our fair share for the **planet**.
3. We hope to become a company that benefits from **solving the world's problems**, not one that creates these problems.

# Who?

**All Zeelandian  
Group & OpCos**

+

**Partners**

+

**Suppliers**

+

**Upstream &  
downstream  
involved supply  
chain**

Need input  
& commitment

Need support



# Let's do it together!

- **Together**, we can create a culture of social responsibility that aligns with our values of quality, safety, and operational excellence.
- Join us on this journey. Let's leverage our **collective skills, knowledge, and expertise** to drive positive change.
- As part of your **team**, you have a **unique perspective** and the ability to make a real difference.
- **Together**, we can empower ourselves and our colleagues, amplify our impact, and **shape a future** that we can be proud of.

# 4. Programme Introduction.



***Zeelandia***



# CSR Programme linked to UN's SDGs.



# Our CSR priorities.

Our CSR priorities cover a wide range of environmental and social dimensions, which we have clustered in two key pillars:

## Better for People.

Health & Well-being



**Consumer**



**Employees**

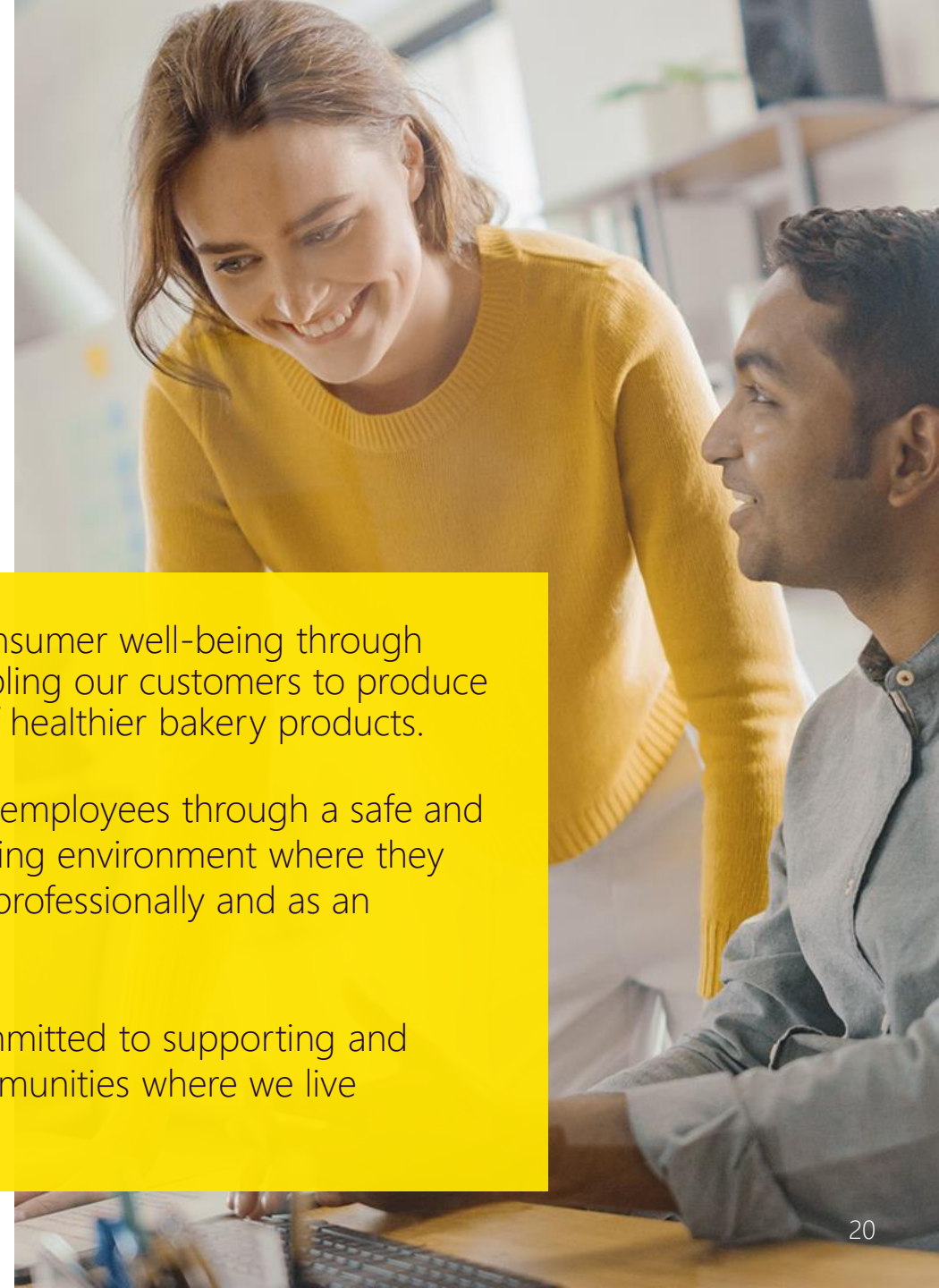


**Community**

We promote consumer well-being through innovation, enabling our customers to produce a wide variety of healthier bakery products.

We care for our employees through a safe and supportive working environment where they can thrive both professionally and as an individual.

We are also committed to supporting and serving the communities where we live and work.



# Our CSR priorities.

Our CSR priorities cover a wide range of environmental and social dimensions, which we have clustered in the two key pillars of our CSR efforts:

## Better for the planet.

Green future



**Clean Energy**



**Zero waste**



**Responsible Procurement**

We focus on Clean Energy (especially through renewable electricity and transport efficiency), to help combat climate change.

From food and non-food waste to sustainable packaging solutions: our ambition is to work towards Zero Waste.

We strive to tackle environmental and social concerns through responsible procurement.



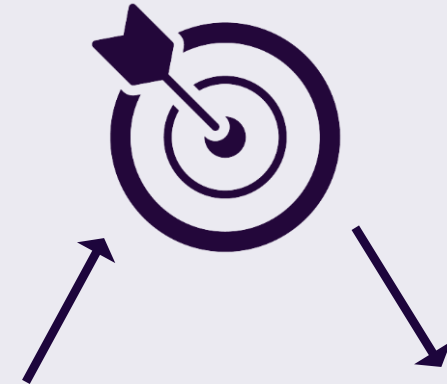
## Why do we focus on the chosen topics and not on others?

Our goal is to have a positive impact, which means we need to focus our efforts. To do this, we have drawn up a CSR strategy. This strategy takes into consideration global developments and CSR frameworks, as well as stakeholder expectations and internal assessments of our potential impact.

The result is a Materiality matrix (Slide 19). It shows both our stakeholders' priorities and Zeelandia's potential impact as an individual company (in combination with the impact of external developments on our company).

This matrix has allowed us to identify the focus topics in our CSR strategy. The matrix and the resulting focus topics are reviewed every year and updated every two years.

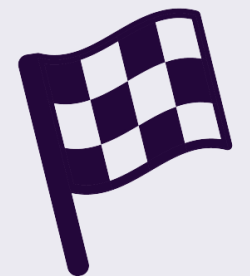
### Create Focus & Set Priorities



**2019**



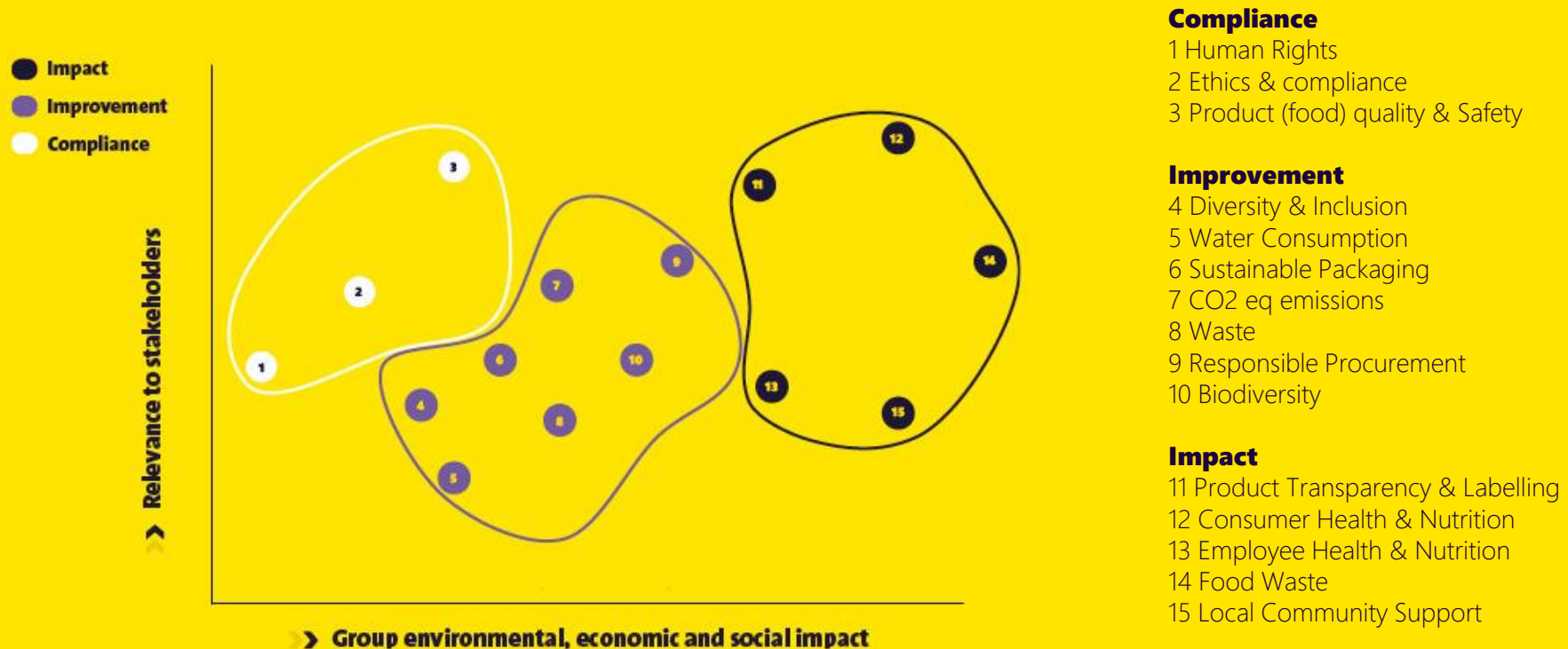
**Results**



We carried out a survey among our Stakeholders

# Materiality matrix.

Together with stakeholders we regularly identify and assess the various areas in which we can make a difference, using a 'materiality matrix' to assess our potential impact and visualize our stakeholders' priorities:



# CSR Governance.

## CSR Leader & Team.

- Coordinates the Group-wide CSR programme.
- Supports functional leaders and reports to Governance Committee
- Supports operating companies with preparation of CSR plans and execution of local initiatives



**Connect,  
Support  
& Align**



### CSR Governance Committee

- Chaired by CFO
- Overall responsibility for our CSR strategy and performance



### Group Functional Leaders Team

- Each own a theme within the CSR programme
- Prepare annual CSR plans for their theme
- Are responsible for roll-out Group-wide policies and plans



### Local Management Teams



**Bottom-up influence**

**CSR Ambassadors:** 26 Ambassadors in our Operating companies  
Trained to nurture local change, to fully integrate CSR into our everyday work and decision-making





# CSR Governance Committee.

## Who?

**Some  
Functional Leaders**



**CFO + CEO**

(as GMT representatives)



## When?

**Every 6 Weeks**

(Generally, 1 week after  
the Functional Leaders  
alignment meeting)

## What?

**3 Possible Objectives**

- 1. to inform** on the action to be taken
- 2. for feedback** on the action to be taken
- 3. for decision** on the action to be taken

# Group Functional Leaders Team.

## Who?

**Functional leaders  
from different  
departments**



## When?

**Every 6 Weeks**

## What?

**Sharing their:**

- 1. progress**
- 2. challenges**
- 3. topics**

To after be brought to Governance  
Committee

# CSR Ambassadors.

Key Community

## Who?

**26 Ambassadors in our Operating Companies**



## When?

**Every Month**  
with 1 Ambassador  
per country.

(volunteer or appointed)

## What?

**Inspirational & sharing**


- 1. best practices**
- 2. bottlenecks**
- 3. definition of local CSR programme**

# CSR Functional Leaders team.



CSR Programme Lead  
**Ibai Jimenez**

Programme Management



Product Category Lead  
**Anna Treyster**

Consumers



QESHR  
**Marlene Bijlsma**  
**Thijs van den Berg**

Compliance



Group HR  
**Cathalijne Schotte**

Employees



Corporate Operations  
**Geert Van Vucht**

CO2 - Clean Energy



Corporate Procurement  
**Gudrun Lemli**  
**Jolita Ooms**

Responsible Procurement



Sustainable Packaging  
**Niels Steenblok**

Sustainable Packaging



Corporate Finance  
**Erwin van Riet**  
**Urmila Goburdhun**

Reporting

# Program Management CSR Team role.



**CSR Ambassadors.**



**Sales Innovation Community.**



**CSR Functional Leaders.**



**CSR Governance Committee.**

- Define the strategy
- Create focus
- Connecting stakeholders
- Foster CSR initiatives
- Help & Assist

# Our CSR Ambassadors.

We are proud of our **CSR Ambassadors**, who through their enthusiasm and constructive attitude play a pivotal role in embedding CSR in our everyday work.



# 5. CSR Ambition & Group Initiatives.



# Our Ambition.



We hope to become one of the companies that thrive on **solving the world's problems**, rather than creating them.



**Our ambition** is in line with the United Nations' Sustainable Development Goals (SDGs)

## Rest on 2 key pillars

### People



**We want to contribute** to people's health and well-being



**Consumer**



**Employees**



**Community**

### Planet



**We want to have a positive impact**, doing our fair share and playing a meaningful role in the sustainable lives of the generations to come



**Clean Energy**



**Zero waste**



**Responsible Procurement**



# How are we going to **impact** the **selected topics**?

**Embed CSR in our daily work, budget & program**



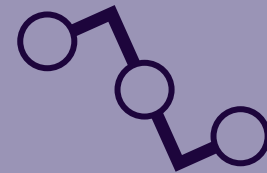
**Use the shared experience and wisdom of 3100+ employees**



**Create networks to share and inspire**



**Collaborate with all stakeholders along the supply chain**



# CSR commitments

**People.**



**Community**



**Customers**



**Zero waste**



**Clean Energy**



**Responsible Procurement**



**Employees**

**Planet.**

# Ambitions: Better for People.

3 GOOD HEALTH AND WELL-BEING  
 9 INDUSTRY INNOVATION AND INFRASTRUCTURE  
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



**Consumers**



Improve our products' nutritional profile



To ensure that by 2025, 50% of KZG launches meet the criteria of our *Better for consumers* portfolio.



Support consumers in their choice for a healthier lifestyle.

3 GOOD HEALTH AND WELL-BEING  
 4 QUALITY EDUCATION  
 8 DECENT WORK AND ECONOMIC GROWTH



**Employees**



Continuously improve our employees' health and well-being



To develop engaging job opportunities and stimulate the growth of talented employees

1 NO POVERTY  
 2 ZERO HUNGER  
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS  
 17 PARTNERSHIPS FOR THE GOALS



**Communities**



We support our local communities in the best way we can



We will continue our contributions to local partners in the fight against poverty



We are committed to fighting hunger the best way we know

# Ambitions: Better for People.



## Consumers



Improve our products' nutritional profile



To ensure that by 2025, 50% of KZG launches meet the criteria of our *Better for consumers* portfolio.



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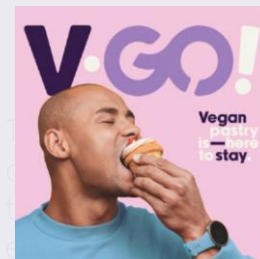
## 'Better for consumers' portfolio



Less sugar, clean(er) label



Vegan, plant-based



Digestive health (e.g., gluten-free)



Nutritional profile improvement

2022

More than **50%** of new products launched in line with 'Better for consumers'

2025

**50%** of new products launched in line with 'Better for consumers'

2030

**65%** of new products launched in line with 'Better for consumers'

Communities

# Ambitions: Better for People.



Provide a **safe working environment & a healthy work-life balance**

**Consumers**



Support consumers in their choice for a healthier lifestyle.

**Employees**



Continuously improve our employees' health and well-being



To develop engaging job opportunities and stimulate the growth of talented employees

**Communities**



We support our local communities in the best way we can



We will continue to

Through our **traineeship program**



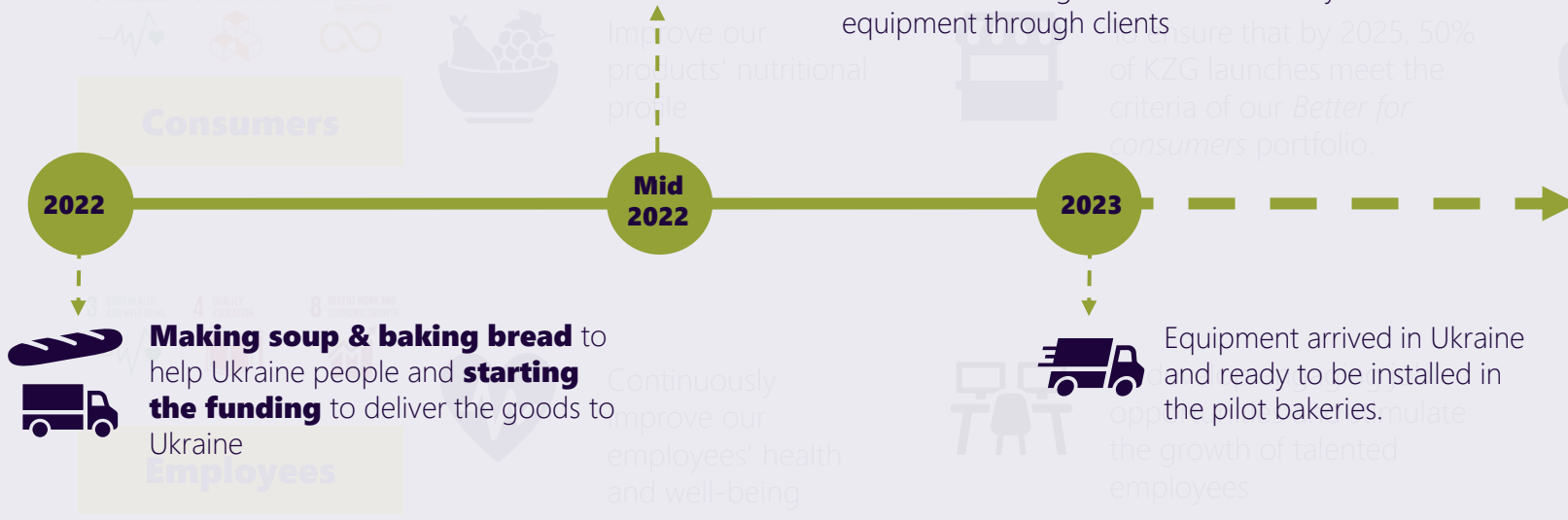
We are committed to fighting hunger the best way we know

## Bake4Ukraine

Aimed to reduce hunger among those most affected by the war and rebuild the bakery business in Ukraine.



**4 OpCos are actively** involved collecting the 2nd hand bakery equipment through clients



- **Supporting Ukraine society**
- **Maximize the positive commercial impact** by rebuilding the bakery sector in Ukraine
- **Building our customer loyalty** in a long-term way



## Communities



We support our local communities in the best way we can



We will continue our contributions to local partners in the fight against poverty



We are committed to fighting hunger the best way we know

A young child with curly hair is the central focus, laughing joyfully while holding a sandwich. The child is wearing a white top with black polka dots. In the background, a woman with long blonde hair and a man in a plaid shirt are partially visible, suggesting a family picnic outdoors. The scene is bright and sunny, with a clear blue sky and green grass.

# Better for People.

Best Practice  
2021-2022

# Consumer.



Less sugar, clean(er) label



Vegan, Plant based



Better for Consumer



Last year **more than 50%** of new products launched were in line with our **'Better for consumer'** portfolio criteria



No added sugar mixes launched in Greece

Aligned with the **nutritional target for sugar reduction** for more balanced nutrition, in Greece, we launched the new cake mix "Mamas Zero" and the new custard cream mix "Minuta Zero", both with **no added sugar**.



Zealandia Group launches V-GO!

In 2022 our corporate R&D department developed **vegan alternatives** for a range of existing products, including cake, pastry, and croissants. **These vegan products** will be launched in various markets **in 2023**.

The department also worked on recipes and processes that will enable us to launch **'less-sugar'** versions of existing products without compromising on taste and appearance.



Clean-label & enriched bread

Digestive health is one of the key pillars in our bread strategy. Bread is a highly localized product, so we tailor our mixes to local consumers' tastes and expectations.

However, many of them incorporate the same Zealandia technologies **to promote digestive health**, for example through high fiber content, fermentation processes, gluten-free options, and the use of wholegrain flour.



# Employee.



**Lifting loads more comfortably**

In Poland, we introduced the use of 'exoskeletons'. These support structures can be worn by warehouse workers and **relieve pressure on their spine, without restricting freedom of movement.**

The exoskeletons are light to wear and help employees (male and female) to **handle products in bags more easily and comfortably.**



**Nurturing talent through traineeships**

In 2022 we set up a **Traineeship Programme** that gives talented young graduates the opportunity to lay the groundwork for a high-flying career in a leadership or senior specialist role – and to contribute to the long-term success of our company.



**Female Empowerment Network launched**

Its mission is **to create a safe and friendly environment** in which **women** at Zeelandia can learn, network, be inspired and support others.

In 2022 the FEN group organized its first webinar on 'Diversity and Inclusion', with two guest speakers and **130 attendees from 19 different countries.**

# Community.



**Bake4Ukraine**

Zeelandia Ukraine initiated **Bake4Ukraine**, providing fresh bread and soup for free to people in need in Kyiv. We do this in partnership with a local bakery, making our facilities and raw materials available for as long as is needed and possible



**Donations and Training Transforming Lives in São Paulo**

We donated 2 tons of baking mixes, enough to bake 150,000 loaves of bread and 180,000 cupcakes for the homeless people of São Paulo.

The project also includes a social school, Massaria Social, which we **supported with the knowledge and expertise to train students**. 11 formerly homeless young people are now being trained to be skilled bakers and two of them have already been outplaced.



**Pao Amigo**

For many years, Zeelandia has **supported children with disabilities in Brazil**. Part of the proceeds of our Pão Amigo bread mix is set aside to sponsor AACD (the Brazilian Association for Healthcare to Children with Disabilities).

**In 2022, over 30,000 EUR was donated**, allowing yet more children to benefit from practical help, for example in the form of medical care and physiotherapy.

# Ambitions: Better for Planet

7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



**Clean Energy**

 To meet the targets set in the 2015 Paris Agreement


 To use only sustainably sourced (green) power by the end of 2023


 To reduce by 55% our CO2 emissions by 2030 and EU-wide climate neutrality by 2050

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



**Zero Waste**

 To keep unsorted waste below 10% of total waste, to enable recycling

 To reduce our internal food waste to 1% or less of the volume sold

 To support our customers in reducing/reusing food waste in their operations

3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION 15 LIFE ON LAND



**Sustainable Procurement**

 Continue developing supplier environmental & social assessments

 100% of the palm oil purchased by Zeelandia Group in the EU will be only RSPO certified by 2023

 100% of our suppliers of ingredients, packaging, equipment, and traded goods to sign our Supplier Code of Conduct by 2023



7 AFFORDABLE AND CLEAN ENERGY



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

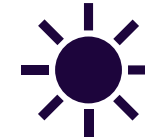
## Clean Energy



To meet the targets set in the 2015 Paris Agreement

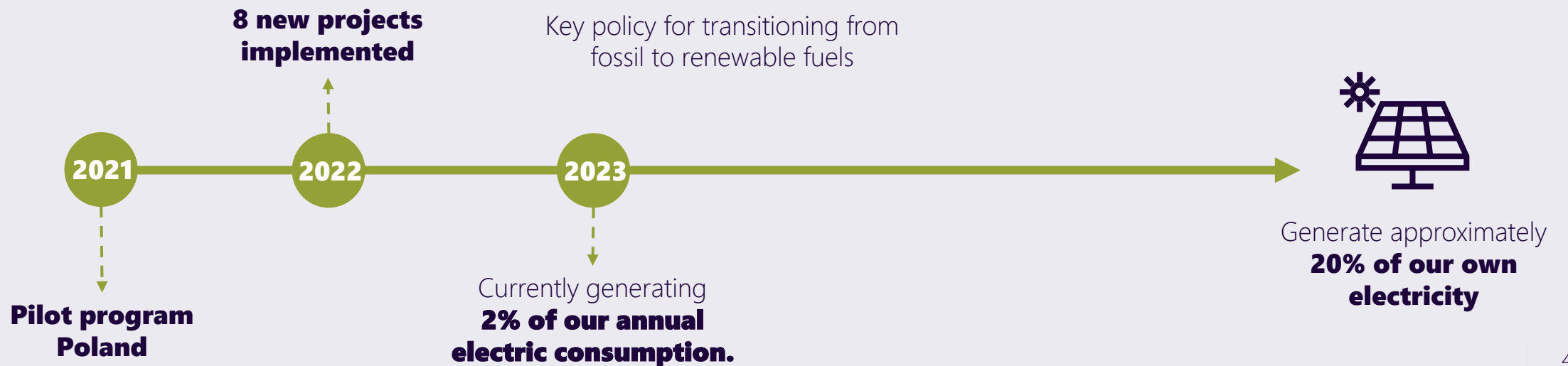


To use only sustainably sourced (green) power by the end of 2023



To reduce by 55% our CO2 emissions by 2030 and EU-wide climate neutrality by 2050

## “Solar panels on every roof” project



**R** **EPLACE**  
**E** **DUCE**  
**C** **YCLE**

Group moves to 100% FSC certified paper  
Remove aluminum from packaging  
100% packaging information composition



**2025**



**Zero Waste**



To keep unsorted waste below 10% of total waste, to enable recycling



To reduce our internal food waste to 1% or less of the volume sold



To support our customers in reducing/reusing food waste in their operations

**Supplier Code of Conduct**

**Sedex**

**% RSPO**

**2023**

**2025**

**2030**

**100% KZG suppliers signed**



**Palm oil  
Soy  
Cocoa**

**50-100% RSPO  
50-100% RA**

**100% in EU**

**100% in KZG group**



**Sustainable Procurement**



Continue developing supplier environmental & social assessments



100% of the palm oil purchased by Zeelandia Group in the EU will be only RSPO certified by 2023



100% of our suppliers of ingredients, packaging, equipment, and traded goods to sign our Supplier Code of Conduct by 2023

An aerial photograph of a lush green field. A tractor is mowing a path through the field, leaving a trail of cut grass. The field is divided into sections by mowed paths. The tractor is positioned in the lower-middle part of the frame, moving towards the bottom right. The overall scene is vibrant green, suggesting a healthy agricultural landscape.

# Better for Planet.

Best Practice 2021-2022

# Clean Energy.



**Solar panels on every roof**

We continue to install solar panels on all suitable roofs, although progress was hampered due to COVID.

At the end of 2022, we had **installed 7,038 m2 of solar roofs, which can generate 555 MWh of electricity.**



**Transitioning to Green Electricity**

As individual operating companies' electricity contracts expire, we switch to green electricity.

By the end of 2022, **45% of purchased power** was generated from **renewable sources.**



**100% Green Margarine Production in Lithuania**

Thanks to solar panels covering the entire factory roof and a new green power contract. We produce approximately 5,000 tons of margarine per year, and with **100 % green electricity** we now **save 120,000 kg of CO<sub>2</sub> per year.**

We plan on extending this practice to our other factories around the world.



**Sustainable Energy Partnership in the Netherlands**

In the Netherlands, **we partnered with Zeeuwind**, a professional cooperation for sustainable energy.

This cooperation of individuals, companies, and municipalities invests in wind farms and solar projects which **help bring the energy transition closer.**



# Zero Waste.



**Taking steps to tackle the food waste**

We have already reduced the amount of food waste in our own operations to **1% of the volume sold**. We will try to lower this figure further still. After all, every kilogram saved contributes to a lower overall environmental footprint. At the same time, as much as 25% of food is wasted elsewhere in the supply chain. **We have started a joint pilot project with customers** to look at ways in which we can contribute to food waste reduction and prevention in bakeries.



**22% savings on water consumption**

In our production facilities in the Netherlands, we achieved **substantial savings in water consumption**. These savings resulted from targeted investments in water efficiency.

We refurbished our almond washing machine and replaced cooling installations with more efficient technology (circulation instead of flow cooling). **The efforts resulted in water savings of 22%.**



**Sustainable packaging**

We have recently launched one of our new sustainable packaging: recycle-ready bags. We have been taking steps towards a more sustainable planet by **reducing our use of plastic and replacing it with 100% paper-based packaging**. This switch made by our customers, has **helped save up to 1200 Kg of plastic in 2022.**

The bag helps **reduce the ink by 55%**. It's made by **non-bleached FSC paper** from sustainably managed forests. Contains **20% less chemicals** used during production process.

# Sustainable Procurement.



## Deforestation

We obtained **Rainforest Alliance certification** for specific products, which confirms that a product was made using ingredients from farmers whose practices are **evaluated by third-party auditors in terms of their social, economic, and environmental impact.**



## Driving Responsible Supply Chains

**We obtained full membership of Sedex**, a platform that provides detailed supplier information, helping us to verify that we work with parties who comply with our CSR standards.

We expect our critical **Suppliers to have a Sedex membership** and open their account to Zeelandia this will allow us to make informed decisions that contribute to a more responsible supply chain.



## Elevating CSR Standards with our suppliers

**We are in the process of assessing all ca. 200 Group suppliers using a wide-ranging set of CSR criteria.**

Existing suppliers who currently do not meet our requirements will be asked (and supported) to set up a remediation plan. Potential new suppliers who do not fulfill our requirements and cannot present an adequate remediation plan, will be disqualified.

# 6. External Framework & Upcoming Legal Requirements.



*Zeelandia*



## Global Goals & Principles



UN's Sustainable Development Goals

## Regulations (EU Reporting Guideline)



- Corporate Sustainability Due Diligence (CSDD)
- Corporate Sustainability Reporting Directive (CSRD)



The Organisation for Economic Co-operation and Development

## Global Goals & Principles



### UN's Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



## Regulations (EU Reporting Guideline)



### Corporate Sustainability Due Diligence (CSDD)

- Companies must identify, prevent, mitigate and remedy their negative impacts on human rights and the environment.
- Responsibility throughout the global value chain, for its own activities and those of its subsidiaries, suppliers and customers.
- For EU companies with more than 500 employees and a turnover of more than €150 million. Discussions underway to lower these thresholds.
- Obligations implemented by a network of national authorities.

**Zeelandia needs to have a plan to ensure that its business strategy is compatible with limiting global warming to 1.5 °C in line with the Paris Agreement as we are in group 1\*.**

*\*Group 1: all EU limited liability companies of substantial size and economic power (with 500+ employees and EUR 150 million+ in net turnover worldwide)*



### Corporate Sustainability Reporting Directive (CSRD)

- Review the Non-Financial Reporting Directive (NFRD) which was only aimed at listed companies.
- Requires companies, whether listed or not, with +250 employees and a turnover of more than €40m to report on the impact of their activities on people and the planet, and vice versa ("double materiality").
- These reports will have to be certified by an accredited independent auditor and the standards to be met will be developed by EFRAG

**Approximately 50000 companies will now be required to report on sustainability**

Source:

[https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting\\_en](https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en)

<https://www.levinources.com/knowledge-centre/insights/eu-csdd-eu-csrd-mining>

[https://ec.europa.eu/commission/presscorner/detail/en/ip\\_22\\_1145](https://ec.europa.eu/commission/presscorner/detail/en/ip_22_1145)

## Regulations (EU Reporting Guideline)



### **The Organisation for Economic Co-operation and Development**

Established: 1960 / 1961

It is an international organisation that works to build better policies for better lives. Their goal is to shape policies that foster prosperity, equality, opportunity and well-being for all. They draw on 60 years of experience and insights to better prepare the world of tomorrow.

Together with governments, policymakers and citizens, they work on establishing evidence-based international standards and finding solutions to a range of social, economic and environmental challenges. From improving economic performance and creating jobs to fostering strong education and fighting international tax evasion, they provide a unique forum and knowledge hub for data and analysis, exchange of experiences, best-practice sharing, and advice on public policies and international standard-setting.

**Zeelandia's policies and operations are in line with the OECD guidelines, we should commit to the OECD guidelines publicly.**

Source:

[https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting\\_en](https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en)

<https://www.levinources.com/knowledge-centre/insights/eu-csdd-eu-csrd-mining>

[https://ec.europa.eu/commission/presscorner/detail/en/ip\\_22\\_1145](https://ec.europa.eu/commission/presscorner/detail/en/ip_22_1145)

<https://www.oecd.org/about/>

## Sustainability Commitment (Sector-wide initiatives)



**\*FEDIMA**



**Food Drink Europe (FDE)**

\*FEDIMA: Federation of European manufacturers and suppliers of ingredients to the bakery, confectionary and patisserie industries



## Sustainability Commitment (Sector-wide initiatives)



Established: 1969

Federation of European manufacturers and suppliers of ingredients to the bakery, confectionary and patisserie industries (FEDIMA) is the European trade association representing the bakery, patisserie and confectionery ingredients' manufacturers. Our mission is to shape a favourable environment to ensure a sustainable and innovative bakery industry. Their vision is to be the European bakery ingredient platform to support and grow the bread and pastry market.

**Fedima's membership is composed out of 13 national bakery ingredients associations across Europe**



Established: 2011

They promote the ideas, innovations and policies that enable the food and drink industry to make products that are not only safe and delicious, but also contribute to a greener planet, healthier living and a thriving economy.

## Sustainability Reporting Framework

This will allow us to report our progress to stakeholders in a **more transparent way**, and **increases the efficiency** of internal reporting, giving our management more useful and relevant data to work with.



### **\*GRI Reporting Guideline**

We will develop an adapted set of reporting rules and KPIs, in line with the GRI reporting standard and ESRS (European Sustainability Reporting Standards).



### **Supplier Ethical Data Exchange (Sedex)**

We obtained full membership in Sedex

# Sustainability Reporting Framework

## GRI Reporting Guideline



Established: 1997

GRI (Global Reporting Initiative) is an independent, international organization that helps businesses and other organizations take responsibility for their impacts, by providing them with a global common language to communicate those impacts.

The Standards are advancing the practice of sustainability reporting, and enabling organizations and their stakeholders to take action that creates economic, environmental and social benefits for everyone.

**Used by more than 10,000 organizations in over 100 countries. As confirmed by 2022 research from KPMG, it remains the most widely used sustainability reporting standard globally.**

## Supplier Ethical Data Exchange (Sedex)



Established: 2002

Sedex is a not-for-profit organisation that aims to improve ethical and responsible business practices in global supply chains. They supply data-driven insight through the most accessible tools and services. They engage with companies and our community to continuously improve their environmental, social, and governance (ESG) outcomes.

**Over 74,000 companies across the world have chosen Sedex**

Source:  
<https://www.globalreporting.org/about-gri/>  
<https://www.lrq.com/en-gb/about-sedex/>  
<https://www.sedex.com/about/>  
<https://www.onlineclothingstudy.com/2015/05/what-is-sedex.html>

# Sustainable Procurement

We aim to **reduce our carbon footprint** and mitigate the negative impact on the climate **caused by our raw materials**. Our objective with **sustainable sourcing practices** is to establish strong, long-term relationships with suppliers.

## Raw Materials



### Roundtable on Sustainable Palm Oil

To ensure that 100% of the palm oil bought by Zeelandia Group in the EU will be RSPO-certified by 2023.



### WWF Palm Oil Buyers Scorecard

## Deforestation



### Rainforest Alliance

We obtained Rainforest Alliance certification for specific products. We are committed to sourcing 100% of our cocoa through the Rainforest Alliance certification by 2025.



### FSC-certified

To replace existing packaging materials with 100% FSC-certified paper & cardboard, when available.

# Sustainable Procurement Raw Materials



## Roundtable on Sustainable Palm Oil (RSPO)

Established: 2004

Roundtable on Sustainable Palm Oil (RSPO) is working to transform the palm oil industry to make it sustainable. It is a global, non-profit organization with voluntary members. It is focused on bringing together stakeholders from across the palm oil supply chain to develop and implement global standards for sustainable palm oil.

**The RSPO has more than 3,000 members worldwide who represent all links along the palm oil supply chain.**



## WWF Palm Oil Buyers Scorecard

Established: 2009

WWF's Palm Oil Buyers Scorecard assesses manufacturers, retailers, food service and hospitality companies on their commitments and actions in favour of sustainable palm oil, helping to build a culture of transparency around palm oil use.

**227 palm oil buyers assessed in 2021, with companies scoring an average of 13.2 points out of 24**

COMPANY & TOTAL PALM OIL VOLUMES REPORTED (MT)	SECTOR	COMMITMENTS OUT OF 4	SUSTAINABLE PALM OIL PURCHASING OUT OF 11	SUPPLIER ACCOUNTABILITY OUT OF 3	SUSTAINABILITY PLATFORMS OUT OF 2	ON THE GROUND ACTION OUT OF 4	TOTAL SCORE OUT OF 24
Zeelandia H.J. Doeleman b.v. 3,506 MT	Manufacturing	3	9.99	2	1	0	15.99

Source:

<https://palmoilalliance.eu/certified-sustainable-palm-oil/>

<https://palmoilscorecard.panda.org/#/scores>

<https://palmoilscorecard.panda.org/#/home>

[https://wwf.panda.org/discover/our\\_focus/food\\_practice/sustainable\\_production/palm\\_oil/scorecards/](https://wwf.panda.org/discover/our_focus/food_practice/sustainable_production/palm_oil/scorecards/)

## Sustainable Procurement Deforestation



### Rainforest Alliance

Established: 1987

The Rainforest Alliance is an international non-profit organization working at the intersection of business, agriculture, and forests to make responsible business the new normal. They are building an alliance to protect forests, improve the livelihoods of farmers and forest communities, promote their human rights, and help them mitigate and adapt to the climate crisis.

**70 countries where they have sustainability projects and/or certified farmers\***

*\*Data accurate as of December 2020*



### Forest Stewardship Council (FSC)

Established: 1993

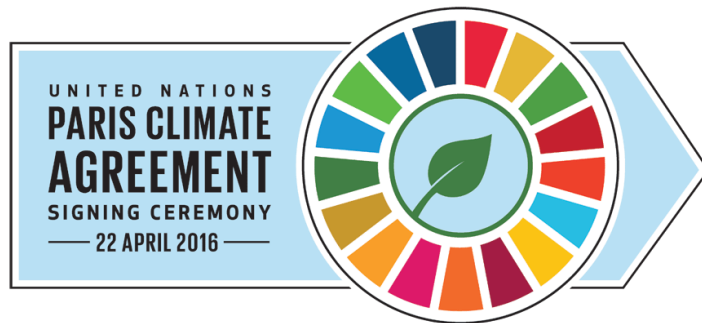
Forest Stewardship Council (FSC) was founded as a voluntary certification for sustainable forestry, promoting environmentally sound, socially beneficial, and economically viable management of the world's forests.

Nowadays, FSC has the most extensive certified supply chain network, enabling connections between markets and sustainable forestry – including over 200 million hectares of forest managed according to FSC standards.

**More than 1,600 companies licensed to promote FSC-labeled products**

## Climate

We focus on Clean Energy (especially through renewable electricity and transport efficiency), to help combat climate change.



### Paris Agreement

To meet the targets set in the 2015 Paris Agreement: a 55% reduction in scope 1 and 2 emissions by 2030 (compared to 1990) and EU-wide climate neutrality by 2050.

## Food Safety

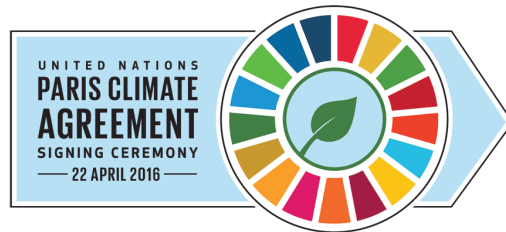


### European Food Safety Authority

The implementation of new or updated guidelines on food safety such as the European safety assessment of titanium dioxide as a food additive

## Climate

### Paris Agreement



The Paris Agreement sets out a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C. The Paris Agreement is a bridge between today's policies and climate-neutrality before the end of the century.

- **a long-term goal of keeping the increase in global average temperature to well below 2°C above pre-industrial levels**
- **to aim to limit the increase to 1.5°C, since this would significantly reduce risks and the impacts of climate change**

## Food Safety

### European Food Safety Authority



Established: 2002

EFSA is an agency of the European Union set up in 2002 to serve as an impartial source of scientific advice to risk managers and to communicate risks associated with the food chain. Most of EFSA's work is undertaken in response to requests for scientific advice from the European Commission, the European Parliament and EU Member States.

EFSA has updated its safety assessment of the food additive titanium dioxide (E 171), following a request by the European Commission in March 2020.



**Other standards** that we consider joining and committing but in a later stage of our program.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

**Science Based Target Initiative (SBTi)**



DRIVING SUSTAINABLE ECONOMIES

**Carbon Disclosure Project (CDP)**

**Other standards** that we consider joining and committing but in a later stage of our program.

**Science Based Target Initiative (SBTi)**



Established: 2015

Science-based targets show organization **how much and how quickly they need to reduce their greenhouse gas (GHG) emissions** to prevent the worst effects of climate change.

Since 2015 More than **3000** companies have joined the SBTi  
**2800** companies with approval targets



**Carbon Disclosure Project (CDP)**

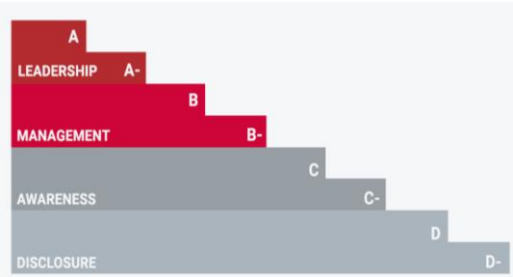


Established: 2000

Through CDP's independent scoring methodology, **they measure corporate and city progress and incentivize action on climate change, forests and water security.**

Over **18,700** companies reported through CDP on climate change, water security and forests.

**How did they score it?**



Source:  
<https://sciencebasedtargets.org/>  
<https://www.cdp.net/en>

# State of play, and decision made in March.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

# Science-based targets initiative (SBTi)

## **Decision:**

Not to commit to the SBTi now, but first assess the effort, cost and benefits in more detail in the coming two years. Continue with the energy roadmap as planned earlier.

## **Reasons:**

- Customers are interested in that we reduce our emissions, not on the method of verification. Greenwashing is not yet an issue in our sector.
- The extend and scope of work on scope 3 is not yet clear and could be significant.
- Reduction of 2,5% per year of full scope 3 emissions is not doable, so scope reduction should be negotiated with SBTi.

# Upcoming legal requirement.

## Corporate Sustainability Due Diligence (CSDD)



### Status / Next Steps

- Proposal published on 23 February 2022.
- Adoption expected by Q3 2023 approximately.
- Member States will then have 2 years to transpose the Directive.

### Key Points

- Significantly increased requirements
- Debates on the scope and thresholds

## Corporate Sustainability Reporting Directive (CSRD)



### Status / Next Steps

- Directive adopted and published in the OJ on 16 December 2022.
- Phased implementation of rules according to type and size of business from 2024 to 2028.

### Key Points

- Biggest companies of the sector will be obliged to publish detailed reports on social and environmental impact from 2025 onwards

# Benchmark.

Overview of the commitments externally - **Industrial Bakeries**



**Focus on climate change (CO2 emission)**



**Focus on 3 indicators: forest, climate change, water security**



**Focus on supply chain**



(developing the new SBTi target)



(only forest)



# Benchmark.

Overview of the commitments externally - **Competitors**



**Focus on climate change  
(CO2 emission)**



**Focus on 3 indicators: forest,  
climate change, water security**

ecovadis



**Focus on supply chain**



# 7. Statement of Programme Lead & Functional Leaders





# Statement **CSR Programme.**

"Zeelandia is taking meaningful steps in executing the CSR programme and I'm proud to be the facilitator in this challenge. We aspire to create opportunities for our stakeholders to contribute to a better and more sustainable world."

**Ibai Jimenez,**  
CSR & Sustainability Lead



# Statement **Transparency & Reporting.**

"Our ambition is to become transparent in our reporting. Highlighting the importance of the Zeelandia Group CSR Strategy in our reporting. The awareness is a step towards developing a resilient and sustainable business model for the Group. Thus, enhancing further our Zeelandia values. Our goal is to move from financial reporting to integrated reporting."

**Urmila Goburdhun & Erwin van Riet**

Business Finance &  
Reporting Leads Zeelandia Group.



# Statement **Better for Consumers.**

“It is very enriching to work on something when you know it will have a positive impact on many people around the world. Sometimes it’s hard to understand the impact of what we do, but with our Better-for-Consumer (BFC) strategy at Zeelandia, we create innovative healthier products, which contribute to helping consumers live healthier lives. We truly believe in our ability to make life on Earth better!”

**Anna Treyster,**

Better for Consumer lead Zeelandia Group





# Statement **Better for Employees.**

“We recognize that our people are our greatest asset, and we remain committed to continuously developing and investing in our employees to ensure their growth and success, which ultimately translates into added value for both our people and customers.”

**Cathalijne Schotte,**

Better for Employees lead Zeelandia Group

# Statement

## **Clean energy & CO2 strategy.**

"I feel privileged to be leading the CO2 emission reduction programme at Zeelandia Group. With climate change becoming increasingly noticeable, it is inspiring to see the company take responsibility and lead by example. If we can make even a small contribution towards the global effort to reduce emissions, it will help accelerate the transition towards a more sustainable future. Additionally, reducing our energy costs through this initiative will also benefit our business."

**Geert van Vucht**

Clean Energy & CO2 strategy Lead Zeelandia Group



# Statement

## **Sustainable Packaging.**

"We need to change our packaging to meet customer demand and protect our products. Most of our packaging can be recycled and we encourage customers to do so by including material codes on all packs. We are working on replacing non-recyclable materials with sustainable alternatives and aim to reduce packaging waste through our Sustainable packaging strategy focused on the 3 R's: Reduce, Replace, and Recycle."

**Niels Steenblok,**

Packaging engineer Zeelandia Group



# Statement

## **Responsible Procurement.**

“The challenge today is to make the end-to-end value chain sustainable. This benefits both suppliers, customers, and society. To achieve this, we need to focus on stopping deforestation, preserving water, maintaining soil health, and fostering biodiversity. We work with our suppliers to improve sustainable farming practices and create transparency. We assess our suppliers, and support companies that show a clear commitment to responsible practices. Let’s act together.”

**Gudrun Lemli,**

Responsible Procurement Lead Zeelandia Group



# 8. Next Steps





# People - Planet - Programme

Our R&D efforts and successful collaboration with suppliers will enable us to introduce and launch more products with a clear sustainable and healthier profile, gradually transforming our portfolio and giving **consumers** a full choice between traditional and innovative products.

On **climate**, energy, and waste we will continue to improve step by step, focusing primarily on what we can do ourselves (for example, through solar panels and by using packaging material that is easy to recycle).

To further **integrate CSR into our daily business**, we will develop an adapted set of reporting rules and KPIs, in line with the GRI reporting standard and ESRS (European Sustainability Reporting Standards). This will allow us to report our progress to stakeholders in a more transparent way, and increases the efficiency of internal reporting, giving our management more useful and relevant data to work with.



# 9. Basic Knowledge & Terminology



# UN's Sustainable Development Goals (SDGs).



**The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.**

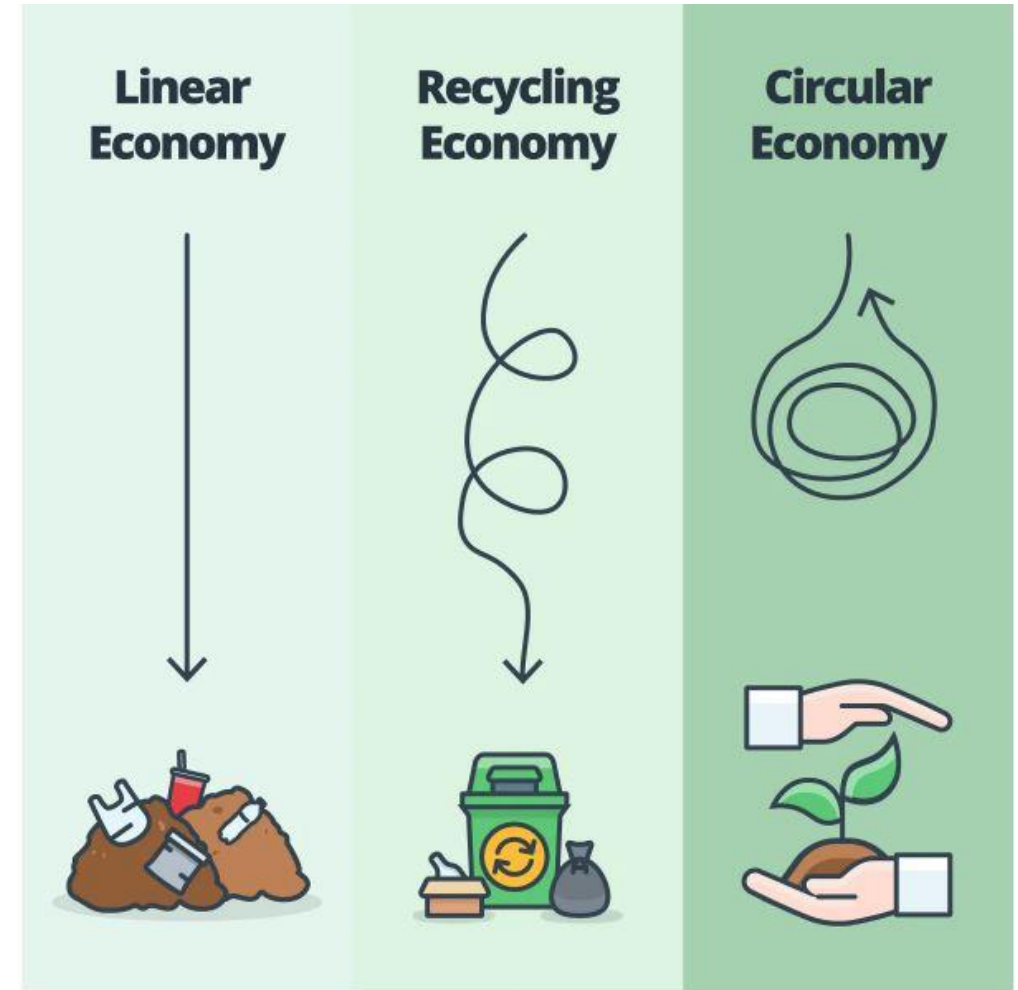
At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all developed and developing countries in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



# What is the Circular Economy?

**The circular economy is a model of production and consumption**, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended.

In practice, **it implies reducing waste to a minimum**. When a product reaches the end of its life, its materials are kept within the economy wherever possible thanks to recycling. **These can be productively used again and again, thereby creating further value.**

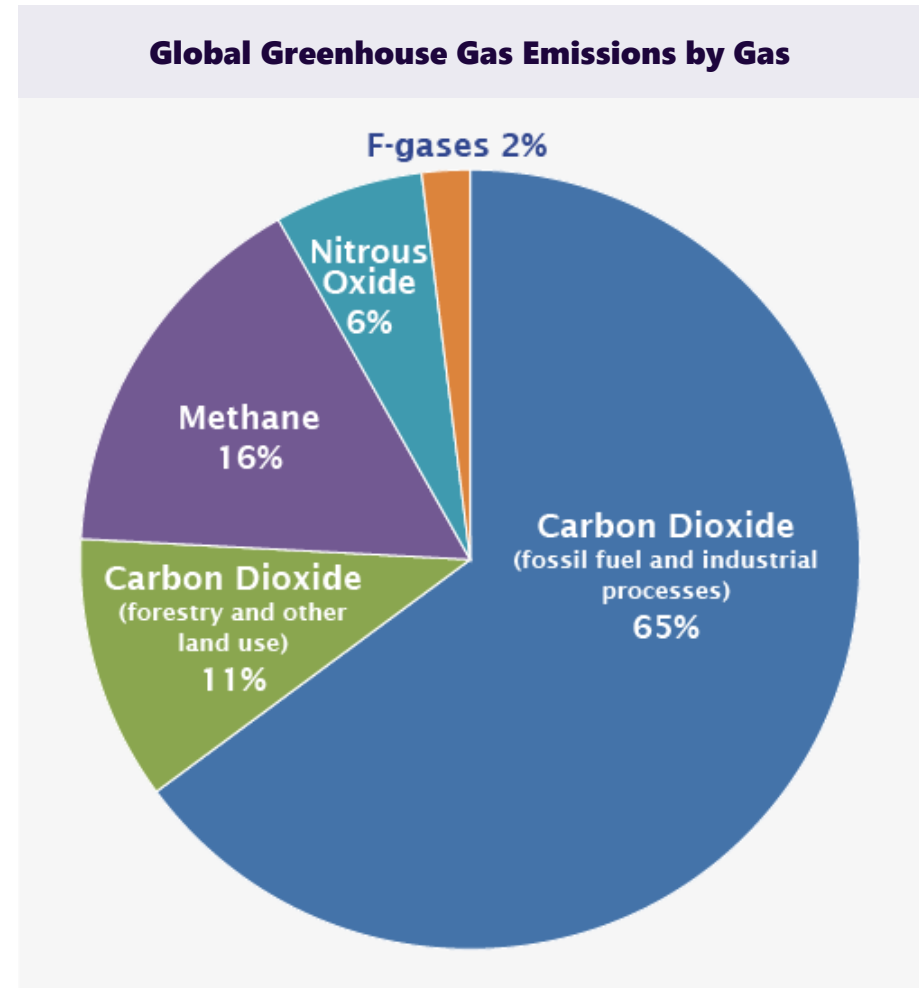


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# **GHG Emissions Scope 1, 2 & 3.**

# What are Greenhouse Gas Emissions (GHGs)?

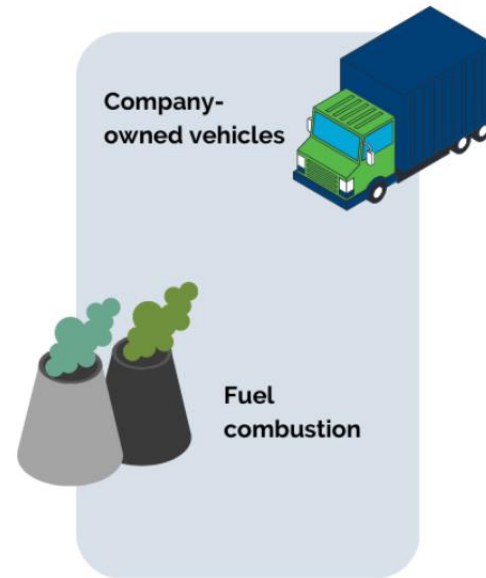
- **Greenhouse gases are gases in the earth's atmosphere that trap heat.**
- **The main greenhouse gas emissions are Carbon Dioxide (CO<sub>2</sub>), Methane and Nitrous Oxide.**
- **Greenhouse Gas (GHG) emissions are broken down into three categories: scope 1, scope 2, and scope 3.** The Greenhouse Gas Protocol created these scopes as part of its Corporate Accounting Reporting Standard to provide a global framework for measuring and managing GHG emissions for all types of organizations and industries. This framework helps to prevent the "double-counting" of emissions in company reporting.



Source: [IPCC \(2014\)](#) based on global emissions from 2010. Details about the sources included in these estimates can be found in the [Contribution of Working Group III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change](#)

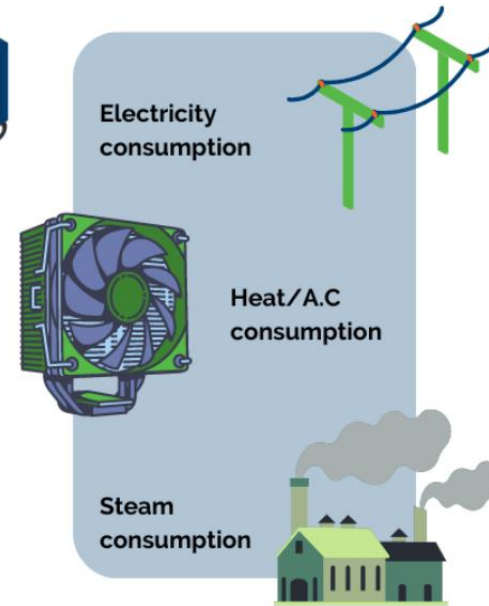
# Explanation of Scope 1, 2 & 3 emissions.

Scope 1, 2 and 3 are a way of categorizing the different kinds of carbon emissions a company creates in its own operations, and in its wider value chain.



## Scope 1

Direct emissions from sources that are owned or controlled by an organization.



## Scope 2

Indirect emissions from the consumption of purchased electricity, heat, or steam.



## Scope 3

Indirect emissions resulting from the activities of an organization, but not included in Scope 2.

# Examples from industrial bakeries.



Carbon coming from our own facilities (production plants, warehouses, offices and own vehicles)



Carbon linked to the electricity we buy



Scope 3

Carbon linked to our upstream and downstream value chain



**Scope 1 emissions:** this covers our direct emissions - for example while running our heating installations or vehicles.



**Scope 2 emissions:** these are the emissions we generate indirectly through the electricity or energy we buy for running machinery and cooling processes.



**Scope 3 emissions:** these are all the emissions associated with the activities up and down our value chain. For example, from purchasing commodities from our suppliers and from the use of our end products by customers.



# What is climate neutrality or carbon neutrality?



**Climate neutrality/carbon neutrality refers to the idea of achieving net zero greenhouse gas emissions by balancing those emissions, so they are equal (or less than) the emissions that get removed through the planet's natural absorption;** in basic terms it means we reduce our emissions through climate action.

As part of this, UN Climate Change launched Climate Neutral Now back in 2015 **in order to encourage stakeholders around the world to work towards net zero emissions and a climate neutral world.** This would see a world where global emissions are in balance with what is naturally absorbed in 'sinks' such as forests and oceans. While the aim is to have a 'climate neutral' world by 2050, Climate Neutral Now focuses on the need to take action now in order to reach that target.

# What is Net Zero?



**Net zero means cutting greenhouse gas emissions to as close to zero as possible, with any remaining emissions re-absorbed from the atmosphere, by oceans and forests for instance.**

## **Why is Net Zero important?**

The science shows clearly that in order to avert the worst impacts of climate change and preserve a livable planet, global temperature increase needs to be limited to 1.5°C above pre-industrial levels. Currently, the Earth is already about 1.1°C warmer than it was in the late 1800s, and emissions continue to rise.

**To keep global warming to no more than 1.5°C – as called for in the Paris Agreement – emissions need to be reduced by 45% by 2030 and reach net zero by 2050.**



**Thank you.**