



*Improving life.*  
*The pure power of plants*



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## ABOUT THIS REPORT

This Sustainability Report is an add-on to the Annual Report for the financial year 2021/2022 that we have published on 15 June 2022. It focuses on several non-financial facts and figures for the same financial year. The report provides our stakeholders with an insight into our sustainability strategy and transparent information on our performance. We welcome all suggestions and ideas on how we can further improve.

The Sustainability Report relates to our entire company, including all of our subsidiaries, except for subsidiaries divested in the course of the financial year (Greenyard Prepared Netherlands, Bardsley Fruit) and subsidiaries in which the company has only minority shareholdings. Non-financial figures in the report refer to the financial year 2021/2022, unless otherwise specified.

The report has been prepared in accordance with the core option of the Global Reporting Initiative Standard and meets the requirements of the EU Directive on non-financial reporting. The most recent previous report was published in September 2021. A limited assurance engagement has been performed by Deloitte on selected non-financial sustainability KPIs presented in this report. The assurance has been executed in accordance with the International Standard for Assurance Engagement ISAE 3000, the concluding limited assurance letter is included in this report.

Regulated information – 15 September 2022







# Sustainability at the heart of our company

At Greenyard, sustainability is more than a license to operate. We see it as a driving force for a much needed, fundamental change in our sector and society at large. Therefore, sustainability has taken centre-stage in our Strategy 2030, as we lead the way in the global transition towards healthier and more sustainable food systems.



Nature is our most important partner. We need to nourish it. Sustainability has taken centre-stage in our Strategy 2030, clearly showing that Greenyard embraces its responsibility to lead the way in the global transition towards healthier and more sustainable food systems. The Board of Directors fully supports the proactive approach Greenyard takes in this vital matter.

*Koen Hoffman, Chairman of the Board of Directors*

### Sustainability takes centre-stage in our Strategy 2030

The world around us looks completely different compared to our last Sustainability Report. This past year confronted us, more than ever before, with the interconnectivity of global food supply chains and the need for stable, yet agile responses to everyday challenges. The dry and hot summer period puts another exclamation mark on the vulnerability of our planet. There is an urgent need for climate adaptation measures and for climate action. Additionally, our industry is facing an explosion of costs in energy, transport, and packaging. At the same time, we must cope with volatile prices for fruit and vegetables.

With Greenyard, it is our priority to be a part of the solution, for all our stakeholders: growers, customers, suppliers, employees, business partners and shareholders. But most of all, for our most important partner: nature. Nature always is the starting point of our value chain, we cannot do without it and, we need to nourish it. Therefore, we do not compromise when it comes to sustainability. On the contrary, we further accelerate. Also in the current challenging economic environment, we have taken major steps forward.

Sustainability has taken centre-stage in our Strategy 2030, which we introduced at the end of 2021. It is a driving force for our strategy, that has a clear ambition: *to improve life through plant-based food experiences, connecting healthy lifestyles and sustainable food value*

*chains.* We embrace our responsibility and see it as our duty to lead the way in the global transition to healthier and more sustainable food systems. We are committed to make it easier for consumers to make the right choices by broadening our plant-based portfolio of convenience products.

### Plant-based is the future

Fruit and vegetables – the plants themselves – are our core products, in all their pure and natural power. For Greenyard, that is the only way to look at plant-based. We believe in fruit and vegetables as the centre of the plate, where they belong based on their own merits. Because fruit and vegetables are the healthiest and the most sustainable choice. Undeniably. And every day, it is becoming increasingly clear we must make fundamental changes in the way we produce, and consume, food. Current food systems jeopardise the planet and, at the same time, they have a significant impact on our health. All around the world, we are confronted with a steep rise in non-communicable diseases, which is often linked to modern unhealthy lifestyles.

By simply making fruit and vegetables the main part of our diet, we can reduce our environmental footprint significantly and live healthier lives. Growing our business, together with our customers, will make it easier for consumers to make these right choices. Broadening our plant-based portfolio of convenience products





will offer them a wide variety of healthy and tasty options. Because the healthy and sustainable choice, should be the easy one, always.

Also today, when consumers are impacted by the rising costs of living. The current reality highlights another important element in Greenyard's strategy: we strongly believe that healthy food should be affordable and always accessible, for every consumer. Because if we want to have maximum impact, and enable true change, we need to reach everyone with healthy solutions. Accessibility throughout society, is key. At the same time, we must ensure a sustainable return, and fair value, for all stakeholders in the chain. Our relentless focus on close collaborations is an essential driver in realising this. Our Integrated Customer Relationship model provides an open and transparent dialogue. At the same time, we apply the same approach with our strong network of growers, through Integrated Grower Relationships. By connecting both ends of the chain, we aim to make each other stronger, and provide certainty, especially in uncertain times.

### Fact-based decision-making

Ever since Greenyard was established, sustainability has been at the heart of our business. It is deeply embedded in our way of working and our Fork-to-Field approach. Building on this solid basis, we have now taken the necessary steps to create a fact-based fundament for our sustainability efforts.

On 1<sup>st</sup> April of this year, we introduced a new internal management system to monitor our key sustainability indicators and follow up on our progress. The system enables us to capture the most relevant sustainability data for every location each month. It supports our management to analyse, adjust and steer operations in the right – and ever more sustainable – direction.

At the beginning of 2022, we also conducted a double materiality assessment, an important milestone in the roll-out of our sustainability roadmap. Together with different stakeholder groups we plotted the material sustainability topics that matter most from a financial, a societal and an environmental point of view. The outside-in and the inside-out views of this assessment confirmed the priorities identified in our sustainability roadmap. Additionally, we instructed our external auditor to conduct a limited assurance on our sustainability metrics, which we included in this report. It puts us ahead of upcoming regulation like the new CSRD (EU Corporate Sustainability Reporting Directive) and it offers an extra level of transparency.

Another important topic for our sector will be the upcoming EU Corporate Sustainability Due Diligence Directive. It aims at ensuring human rights throughout the value chain on the one hand and the protection of the environment on the other. These topics are high on Greenyard's agenda. We have strong ambitions with regards to social compliance certification for our growers in high- and medium-risk countries, and we issued a new Supplier Code of Conduct earlier this year to set the mark. Both are in line with this upcoming regulation.



“ We believe in the power of fruit and vegetables on their own merits. That is what purely plant-based is all about. That is what is better for our health, and for the planet. Naturally, sustainability has always been at the heart of Greenyard's business. And we will continue to embed it in every decision we take. With the new management system in place, we have now also introduced a fact-based approach to steer these daily decisions in the right – and ever more sustainable – direction.

*Hein Deprez, co-CEO Greenyard*





**Sustainability is fundamental to the future growth of our company. It brings both ecologic and economic value. It is a shared responsibility. Because by making fruit and vegetables the main part of our diet, we can all reduce our environmental footprint and lead healthier lives.**

*Marc Zwaaneveld, co-CEO Greenyard*

And these steps are necessary. They help our company, and the industry in general, to further progress along the right path of sustainable food value chains. This is also why we unconditionally welcome new regulation in these domains; they create a level playing field for all companies regardless of their size, and they give extra credit to the front runners on these important topics. As an industry leader we will take our responsibility in supporting the set-up of such systems.

### Key enablers for future growth

Innovation and technology go hand in hand with sustainability. They are key enablers. Not only to accelerate the transition towards plant-based diets, also to further drive progress in our sustainability strategy. Combined, they are vital in our continued long-term growth.

While managing the food supply chain, we connect a huge amount of insightful data points, starting at the grower's side and moving along the entire chain. Right up to the level of end consumers. Our close and integrated collaborations with retailers and growers enable us to match demand and supply in an unparalleled and extremely advanced way. Sustainability is a licence to operate, but it is also interconnected with our unique business model. One cannot go without the other. It is no coincidence that we see the lowest

levels of food waste in our most advanced Integrated Customer Relationships (ICR). It also provides us with a much higher level of transparency and a solid base for fair and correct pricing. As we embed sustainability in every decision we make, we experience how it directly contributes to economic value in our daily operations. Further-on in this report, you can discover more in-depth stories that illustrate this.

This dedicated Sustainability Report is an invitation to think with us on how we can "Improve life" and further boost our sustainability and innovation ambitions. Because we can only do this together with all our stakeholders. It is a journey that will take time and will require investments. The cost to realise this major transition will need to be a shared effort if we are to create a healthier and more sustainable future for everyone.

But most of all, dear reader, it starts with any one of us. Every single individual can make a difference in their everyday life and contribute to a better future. Next time you ask yourself "what's for dinner", why not go for the healthy, sustainable, tasty, and plant-based option?

Koen Hoffman, Chairman of the Board of Directors  
Hein Deprez, co-CEO  
Marc Zwaaneveld, co-CEO







Florens Slob, Group Sustainability and Innovation Director

### Sustainability: high on the agenda of our business

*Sustainability is a core part of the Greenyard 2030 strategy and has been at the heart of our company since the very beginning. How do we leverage our unique position in the chain today and play our role to bring positive change? Where do we stand as a company today? To find out, we organised a panel discussion with five of our Managing Directors. As an entirely embedded part of Greenyard's business, the sustainability department supports and guides day-to-day operations to fulfil our sustainability roadmap. Florens Slob, our Group Sustainability and Innovation Director moderates this debate.*

**“When I started at Greenyard, people told me sustainability is part of Greenyard's DNA. But what does sustainability mean for Greenyard?”**

**Maarten van Hamburg:** “Sustainability is an integral part of our company's strategy. Our products – fruit and vegetables in all their forms – are inherently healthy and sustainable. Adding more plant-based food to our diets is generally seen as the solution to feed the world's growing population while reducing our global environmental impact. In our daily activities as a company, we ensure the maximum, year-round availability of high-quality fruit and vegetables and we stimulate consumption by making them more convenient to consume and prepare like we do for example with our mealkits.”

**Dominiek Stinckens:** “Sustainability is not just some project within our company. It is something we live and breathe every single day. All our products come from nature; it is our principal resource. Speaking for the Prepared division, all the products we use are grown within a range of 100 km of our plant. This makes us particularly aware of the impact we have as a company, and of the fact that there will simply be no business in the future if we don't do everything, we can to preserve our planet. To prepare and preserve these products we use quite some energy of course. For many years already, we have a strong focus on saving energy where we can. Today, we are working on the transition to green energy to make our whole operation ever more sustainable.”

**“Let's shift to the consumers' perspective. How can we help them live healthier lives and at the same time reduce their footprint?”**

**Francis Kint:** “Convenience is definitely one of the key words here. It can take quite some efforts to prepare dinner for an entire family. By developing products that are easy to prepare and easy to store, while offering great taste, we stimulate them to go for the healthy and sustainable option every time. Our Frozen products also prevent food waste – you only take the exact amount you need to prepare your meal and keep the rest in your freezer for later. Nothing gets wasted! In that sense, I think our frozen products can even act as an inflation buster for many people.”

**Charles-Henri Deprez:** “Healthy food is top of mind with consumers. We need to use the knowledge and the ability we have in our company to turn fruit and vegetables into innovative, plant-based products, that are spot-on with consumer trends. Our mealkits are an existing but excellent example

### Who's who?



Maarten van Hamburg,  
Managing Director  
Bakker division



Dominiek Stinckens,  
Managing Director  
Greenyard Prepared



Francis Kint,  
Managing Director  
Greenyard Frozen



Charles-Henri Deprez,  
Managing Director  
Greenyard Fresh



Yannick Peeters,  
Managing Director  
Greenyard Fresh Belgium





of this. Co-creation with our customers is crucial in all of this as well as the positioning of these products within their stores and product portfolio. We can also use our expertise to help both customers (retailers) and consumers make the right decisions in terms of sustainability – develop together a tailored and well-balanced assortment of fruit and vegetables, determine the best origin for every season or advise on the best packaging for each product.”

**“As a connecting partner between growers and retailers, how can we use our impact to improve agricultural practices and create more sustainable food supply chains?”**

**Francis Kint:** “Growing and preserving fruits and vegetables makes use of the scarce natural resources as healthy soil, fresh water and a good biodiversity. Even though we are an essential sector – we are feeding the world – every-

one is very much aware we need to act to get back within planetary boundaries. Many of our farmers are experiencing the effects of climate change first-hand, with increasingly extreme weather conditions threatening their harvests and their livelihoods. Our demand-driven model including our Integrated Grower Relationships (IGR) is crucial in this respect – growing what is needed in the market instead of trying to market what is grown. Close collaboration also enables us to steer growers in the direction of more sustainable agricultural methods, with an increasing focus on regenerative farming and safeguarding biodiversity.”

**Charles-Henri Deprez:** “Responsible sourcing is another important domain where we can have impact as a major player. We should never forget that our products are the result of hard work, done by many people around the world. Together with the customers we serve, it is our duty and responsibility to improve their working conditions and ensure a fair reward for everyone that is active in our chain.”

**“The direct impact of our own operations only accounts for a relatively small part of our total footprint. Are we doing enough there?”**

**Yannick Peeters:** “We are working in a sector with very tight margins. Saving energy and water, optimising transport and preventing waste are all part of our daily routines. They are essential in our business, both from an economical and an ecological point of view. Over the years, we have also invested in advanced systems to better integrate our operations with our customers. We combine the expertise of our people with data-driven models to predict demand and make accurate forecasts to guide our growers, thereby reducing waste. To make further progress we will also need to take more fundamental steps. Our commitment to switch to green electricity in all our plants by 2025 is a good example of this. Making the transition to zero-emission transport will be another important step.”





**Dominiek Stinckens:** “In the Long Fresh segment we rely much more on industrial processes, with a considerable consumption of water and energy. We have come a long way in this respect. Just to give you an idea: 20 years ago, we needed about 17 litres of water to produce one litre of canned vegetables, today we only need 5 litres. Most of the low-hanging fruit has been picked. This does not mean there is no room for improvement, because there is still plenty. My biggest dream is to become completely self-sufficient in our operations, by maximising the reuse of water, and having onsite production of energy

which could even include building a biomass plant to generate electricity from our organic waste, for example.”

**“The global economy is faced with challenging times. Do current market conditions, mean we sometimes must compromise on sustainability?”**

**Maarten van Hamburg:** “There certainly is some pressure from the market and an even greater focus than usual on prices and margins. But even in these difficult circumstances it’s important that we show leadership and keep our eyes on the long term. The urgency to reduce our carbon footprint is not going away and we see that many of our stakeholders – customers and end consumers included – keep moving in that same direction. We need to use the strong relationships we have built with our customers to continue our journey together.”

**Yannick Peeters:** “At the same time, I think the current macro-economic situation is reminding us that making healthy food available at affordable prices is a major part of our mission. If we cannot market our products at a reasonable cost, we are driving consumers to heavily processed, cheaper alternatives that are just not as healthy and sustainable as what we have to offer. It is now more than ever up to us to work with our customers to provide consumers with a diverse offering of fruit and vegetables for every budget.”

**Florens Slob:** “I think this final statement actually brings us back to the essence of where we need to go in the future – towards more plant-based diets, with healthy products that are affordable for everyone and at the same time reduce our impact on the planet. I want to make one addition: keeping our products affordable in the future will also ask for investments today. Acting

now simply is the best option in the long run, and probably the only one. And if we are to safeguard the availability of healthy produce for future generations, we also need to ensure fair value along the chain. That is something we will need to tackle all together.

Thank you for your insights today, and for your efforts to realise our sustainability roadmap, by continuously working closely together with both customers and growers. I am convinced that our Integrated Customer Relationships (ICR), in combination with a similar approach with our growers is the only way forward to a more sustainable future of food. To conclude all of this, we can be assured that the products we bring to the market are part of a sustainable future, both from an ecological, an economical, a health and an accessibility point of view!”





# The Greenyard approach

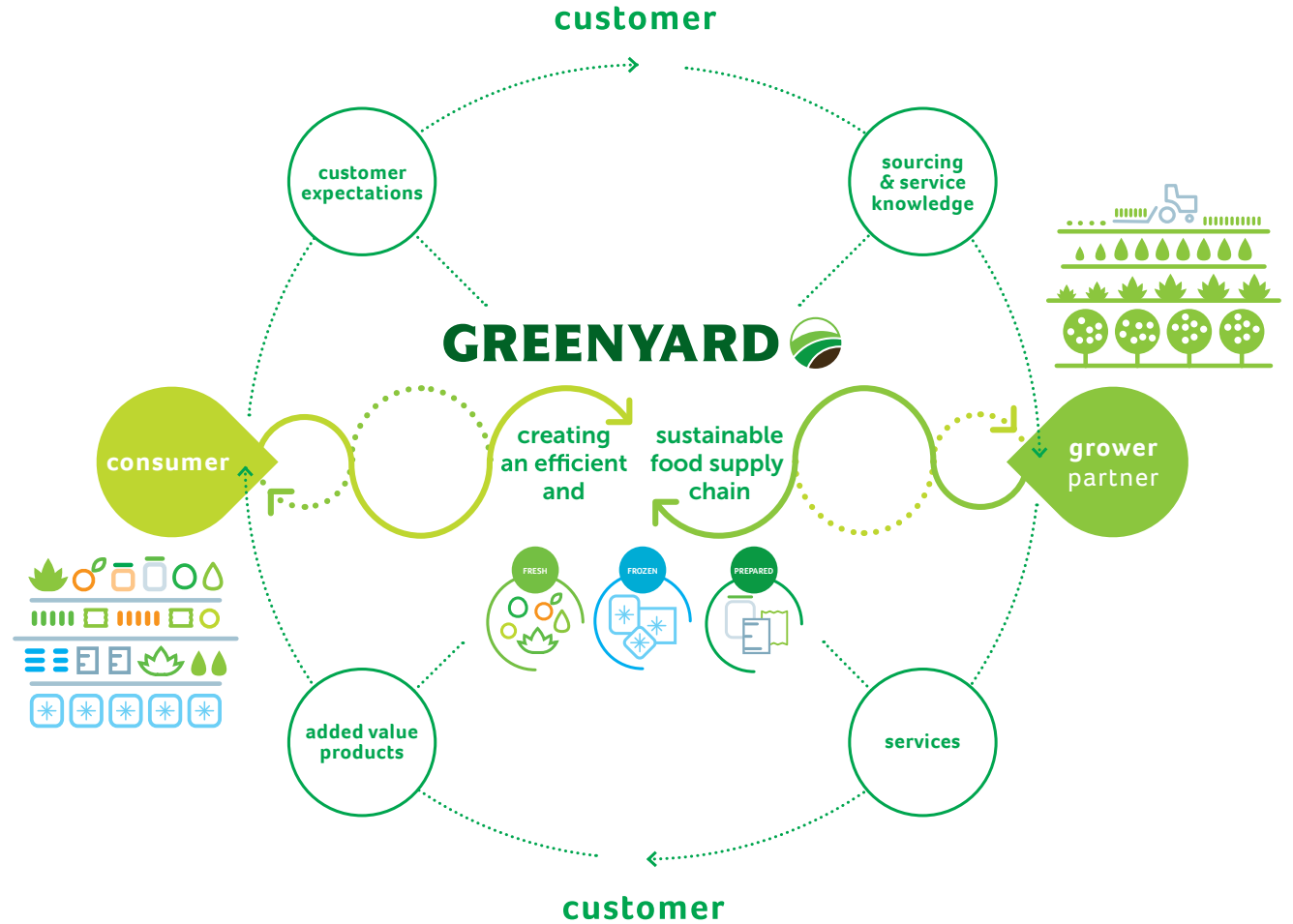
Together with our customers, we connect consumer demand to our great network of growers. This way, we contribute to more sustainable ways of producing food, to the benefit of everyone in the chain.



# Greenyard's sustainability backbone: Connecting Fork-to-Field

Making fruit and vegetables a larger part of our daily diet is the best choice for our health and the most sustainable choice for the planet. To promote this, it is important that fruit and vegetables are available and affordable. We believe this is best achieved through our unique Fork-to-Field approach. It is both the backbone of our Integrated Customer Relationship (ICR) model and a driving force for sustainability.

Greenyard acts as a linking pin in the food supply chain, optimising all parts of the chain – from the farms of our growers all the way to the supermarkets or restaurants where consumers enjoy our healthy, plant-based products. Because of our scale and our extensive network of growers we can optimise transport from all over the world to our distribution centres and production sites. Together with our customers, we define their specific needs before every season and connect them to the best possible growers to develop year-round programmes. During the growing season we are in constant contact with growers and retailers to match the demand and supply nature is providing us. This way of working ensures an efficient and sustainable food supply chain with a low environmental impact. And as it is optimised and low in waste it is also the most economical way of working, ensuring fruit and vegetables are accessible, available and affordable for everyone.



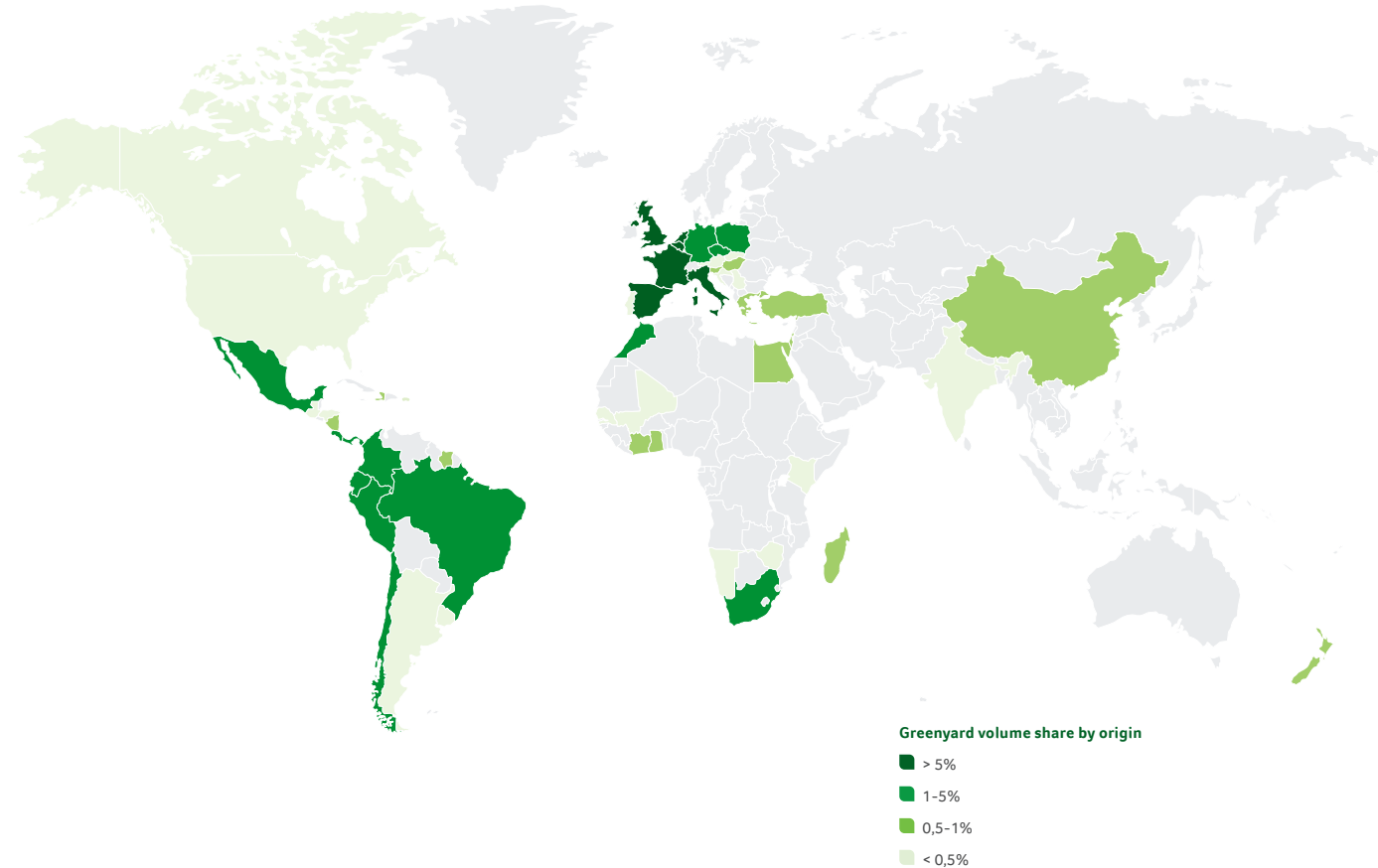
# Sourcing footprint

## As close by as possible, as far away as necessary

Today's consumers expect all year-round availability of their favourite fruit and vegetables. Greenyard has built a strong worldwide network of growers and suppliers. We have been working with most of these growers for a very long time. We team up with them and provide them with feedback, resulting in a steady supply of high-quality products for our customers.

For all our products we look for the places where we can best grow them. If products have to travel longer distances from field to market, we focus on the optimisation of transport and the best conditions to minimise waste along the food value chain. We source over 2,600,000 tonnes of fruit and vegetables from 90 countries, of which around 65% come from Europe.

Next to our fresh produce that is available in all year-round programmes to our customers we also promote our Long Fresh portfolio in frozen and prepared products. Our Long Fresh portfolio is of course always available and provides a healthy, sustainable and affordable offering. And this for a broad range of consumers. All frozen and prepared products come from fields within 150 kilometres of our production plants. The time between the harvesting and the frozen product can be as low as one hour. This very fast handling allows us to harvest the product at the best moment in time and to preserve its health benefits, always staying close-to-crop. At the same time this allows consumers to enjoy these products later on, when it suits them best.



# Operational footprint

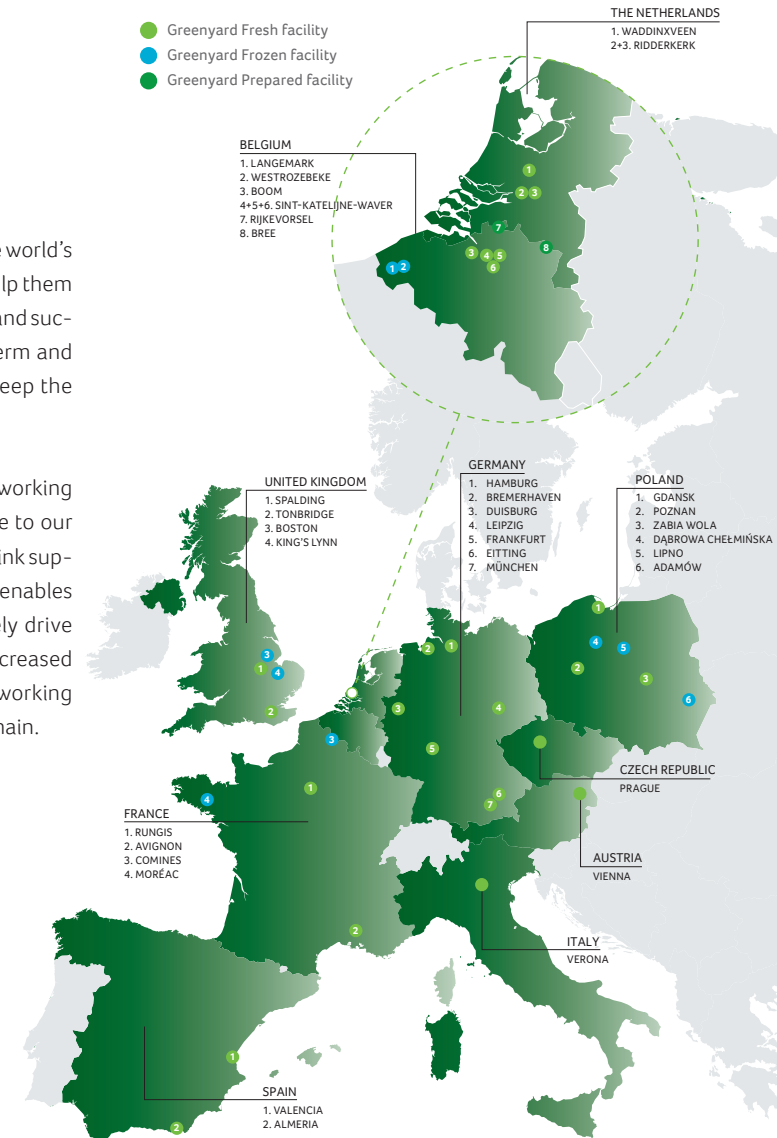
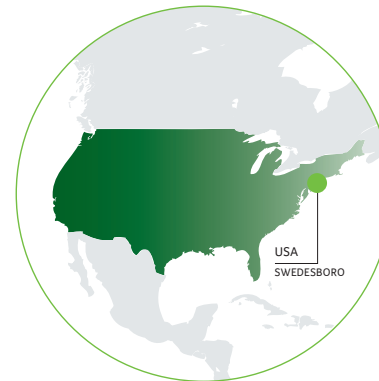


Providing people around the globe with healthy fruit and vegetables is so much more than sourcing and selling produce. We need to ensure that the product that ends up on their plates exactly matches their expectations. And this in one of the most complex food categories out there. Delivering top-notch quality products is key. Ensuring a constant quality starts on the fields where the produce is grown. At Greenyard, we work very closely together with our growers, connecting them to our customers.

By combining our sourcing and technical expertise with our extensive network of state-of-the-art distribution centres and processing facilities, we have developed the capacity to offer world-leading added-value services. The produce we source from our growers, is thoroughly controlled by our quality department on all relevant aspects, to ensure it matches the exact requirements and specifications of each individual customer. Before it is delivered to these customers it is stored in our distribution centres under optimal conditions. For specific products like mango, avocado or bananas we also provide independent ripening services.

Our integrated and close collaboration with the world's largest retailers and food service companies help them to expand their offering, develop new markets and successfully anticipate consumer trends. Long-term and solid relationships with retailers allow us to keep the consumer top-of-mind in all our activities.

Starting from consumer demand, and closely working together with both ends of the chain is unique to our business. It does not only allow us to optimally link supply with the actual consumer demand, it also enables us – together with our customers – to actively drive the shift towards healthier lifestyles and an increased consumption of fruit and vegetables. Always working towards an ever more sustainable food value chain.







# Improving life – Greenyard's Sustainability Strategy & Reporting

Driving the consumption of fruit and vegetables and encouraging the move towards more plant-based diets is not only beneficial for our health, it's also better for our planet.

# Sustainability model

Greenyard is in a unique position to realise its purpose to improve life. As a major provider of fruit and vegetables, we stimulate healthier eating habits among consumers. As the connecting partner between our growers and our customers, we contribute to more sustainable ways of producing food that benefit everyone in the chain.



## Enabling healthy lifestyles

Fruit and vegetables are the foundation of any healthy diet, they are the very core of any plant-based diet. They are natural products that provide us with essential nutrients such as fibres, minerals and vitamins. Together with our customers, we make sure people can enjoy their many benefits by making our products accessible, convenient and affordable.

## Sustainable food value chains

Sustainable food value chains start with ensuring fruit and vegetables are affordable and available for everyone. Although fruit and vegetables are a food category with a relatively low environmental impact, even our sector is currently operating beyond planetary boundaries. We team up with growers and other partners in the value chain to improve processes, make more efficient use of fresh produce, scarce water and energy resources, and we invest in cultivation methods that foster nature.





**1** The core of our sustainability model is our market proposition. Through a winning combination of inherently healthy, plant-based products, made available in fresh, frozen and prepared form, we make it easier and more affordable for everyone to enjoy the many benefits fruit and vegetables have to offer. Increasing the share of fruit and vegetables in our daily diet is the best choice, both for ourselves and for the planet. By aligning demand and supply of fruit and vegetables we work with our growers and other stakeholders to create more sustainable food value chains.

**2** Our Fork-to-Field approach and our relentless focus on close collaborations through integrated relationships clearly differentiate us from competitors.

Starting from actual end consumer demand, we develop programmes with our dedicated growers across the globe to ensure year-round availability of the products our customers want to market. Fruit and vegetables are products of nature, and as the connecting partner between our growers and our customers, we are in a unique position to match supply with demand. This allows us to reduce waste in the chain and create sustainable food value chains that are beneficial to everyone involved.

Thanks to our global scale and our product offering of fresh, frozen and prepared products, we can also offer our growers solutions for larger parts of their harvests. We make sure to match the produce to the right markets and its customer expectations.

**3** All the choices we make on our journey towards healthier lifestyles and more sustainable food value chains can be clustered into three main impact domains: Economic Impact & Governance, Environmental Impact and Social Impact. Within these 3 domains we have clustered all the material topics we identified within the double materiality assessment. By making this small adjustment to our model, we were able to incorporate the materiality assessment more explicitly, making it a strong foundation for delivering on our ambitions and reporting on our progress.

When we look at current and future legislation on transparency and reporting, supply chain responsibility, climate change and the production and consumption of food, sustainability is becoming a real license to operate. With our approach we are ready for this. In our view, sustainability is a driving force for fundamental change in our sector. As a global leader in fruit and vegetables we want to take a leading role. Along with our customers, growers and other stakeholders we believe we can have great impact with every step we take in the right direction. Our focus on sustainability and healthy lifestyles makes our company a vital part of society and a sound long-term investment for shareholders.



# Double materiality assessment

At the beginning of 2022 Greenyard has developed a new materiality matrix to identify and prioritise the ESG issues that are most impactful and matter most to our stakeholders today. The development was conducted by a specialist consultant in this field. The double materiality assessment was an important milestone in our sustainability roadmap as it confirms our strategy and sharpens the key targets we are working on.

The assessment took into account our own impact on people and the environment as well as the sustainability issues that affect our business, which is referred to as double materiality. The main topics have been identified by analysing relevant third-party ESG ratings, disclosure standards and trend reports, analyses of reports by peer companies and the existing analyses and documentation of Greenyard. Interviews with selected customers, suppliers, growers and management and

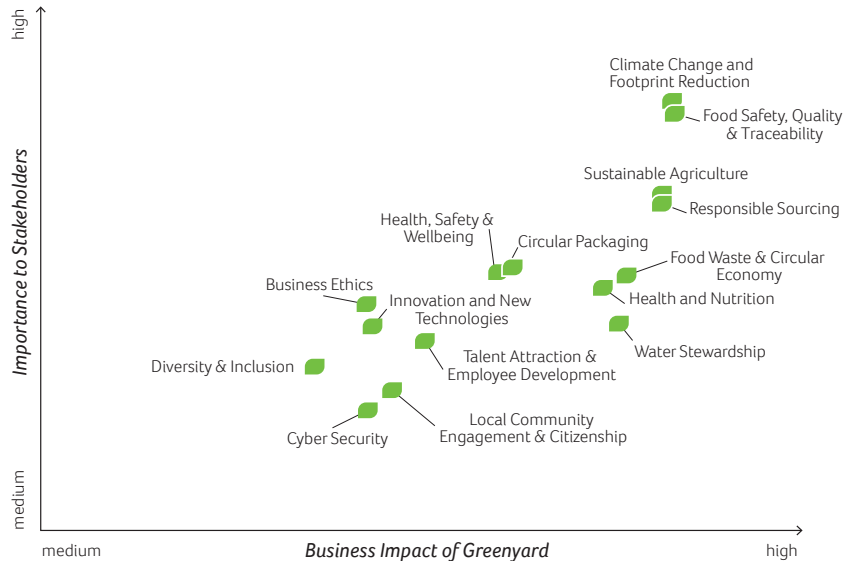
by-proxy workshops completed the assessment. The result is a new materiality matrix that has a clear link to our sustainability model.

We also re-mapped the material topics against our risk and opportunity framework and the Sustainable Development Goals (SDGs). We decided to keep the focus on the five SDGs we selected in the sustainability roadmap we introduced last year. SDG 17 on partnerships could be seen as an extra SDG to be added, however we see this as a pre-condition to reach our goals and an approach we clearly take into account in the way we do business.

We will monitor all the material topics either from a sustainability perspective or a business and risk perspective. The business and risk perspective is reported primarily in our annual report, while the sustainability perspective is included in our sustainability report. As of next year the timing of these reports will be integrated.

The assessment confirmed our strategy and will not change the key commitments and targets for 2025. Based on the materiality assessment, we will develop

and publish a policy on sustainable agriculture before the end of 2022. Although we already take into account a wide range of topics related to sustainable agriculture, we do not have a specific group policy yet with regard to biodiversity. Whereas climate action is a key component of our sustainability strategy, we are improving our understanding on climate change sensitivity and started conducting scenario-analysis trials on one of our supply chains. Another topic that will be crucial to accelerate our strategy is talent attraction and development which is in full focus of our HR department. Within the materiality assessment we have also integrated the latest information on the EU Taxonomy and the new EU Corporate Sustainable Reporting Directive (EU-CSR). The set-up of our current report already reflects this way of thinking.



**HIGHLIGHT**

**Materiality assessment confirms sustainability roadmap**  
 Our new materiality matrix confirmed our roadmap and helps to further prioritise the ESG issues that are most impactful and matter most to our stakeholders today.

## Sustainability roadmap & ambitions

The Greenyard sustainability roadmap has been developed in 2021 in collaboration with the sustainability ambassadors working across our divisions and the management of our different entities. The approach is approved and endorsed by Greenyard's Board of Directors and top management.

The roadmap has been validated by an independent double materiality assessment. As a follow up to this assessment we are developing a more specific policy on sustainable agriculture, and we will add more specific targets for HR-related topics. We do already report a number of HR-related KPIs and have developed a number of clear policies in this domain. We will be adding relevant targets, and foresee regular reviews and updates of our roadmap as of 2023.

Our roadmap has been informed by a broad range of external views on sustainability topics within our sector: conversations with experts, learnings from projects we are involved in, knowledge gained at sector-related events and seminars, EU policies and regulations, and inspiration from other companies. We strongly believe that close collaboration with our customers is the best way to further improve the sustainability of food supply chains, as they make the final choices on packaging and the products they include in their assortment. We use our Integrated Customer Relationship (ICR) model to maximise the exchange of data and optimise the value chain from Fork-to-Field. As a connector in the food value chain we build similar relationships with our growers.

In the past financial year (21/22) we have developed a tool to measure the topics mentioned below, up until the level of a specific location and this across Greenyard. Our entities took action to further accelerate towards these goals. Now that we have reached this step-up in measuring all relevant data, this financial year (22/23) we will take a next step: we translate all KPIs into annual targets per division and per entity. This is an internal and more granular process behind the reporting that will be done at group level. Updates on the progress will become an integral part of business updates by our divisions. Today this is already done at group level and included on a regular basis in the updates to the Board of Directors.

### HIGHLIGHT

The SBTi has validated our ambitious carbon reduction targets. This includes a new ambition on our scope 3 emissions where we aim to engage with our up- and downstream value chain partners to work towards science-based targets.





**Climate change – adaptation and mitigation**

We will realise a **50% reduction** of Scope 1\* and Scope 2\* CO<sub>2</sub> emissions by 2025, and **70%** by 2030, from a 2020 baseline.

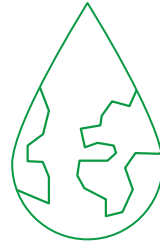
We commit that 70% of our suppliers (by spend, covering purchased goods and services) upstream transportation and distribution and downstream transportation and distribution will be working on having **science-based targets** by 2026.



**Minimise food waste**

We will **reduce** any avoidable **food waste** in our own production **by 25%** by 2025 and **by 50%** by 2030 from a 2019 baseline.

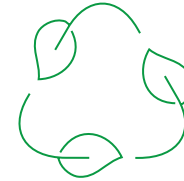
We will **valorise** all residual streams and by-product flows of our food production by 2025.



**Lower the water footprint of fruit and vegetables**

We will **assess** the water risks of all our growers by 2025 and set up projects to **optimise** water usage in our operations.

We will **reduce** our primary water intensity **by 10%** by 2025 from a 2019 baseline.



**Minimise the environmental footprint of our packaging**

We will realise **100% recyclable packaging** by 2025 and align our packaging with recycling schemes in key markets to ensure actual recycling.

We will **reduce** the amount of packaging we use and **optimise** our packaging footprint **without reducing shelf life** (target to be defined in 2023).

We will use **30% recycled material** in non-food contact packaging by 2030.



**Ensure responsible and sustainable sourcing**

We commit that **100%** of our grower base located in high-risk countries will be **certified** for social compliance by 2025 and those in medium-risk countries before 2030. We will report on this in line with our SIFAV commitment.

\* scope 1: direct emissions / scope 2: indirect emissions – owned



# United Nations Sustainable Development Goals

Within our Strategy 2030 we focus on improving life through plant-based food experiences, connecting healthy lifestyles and sustainable food value chains. Combined with the underlying strong ambitions on sustainability this is the starting point of how we add value to society and serve the needs of our customers and consumers across the globe.

Our Integrated Customer Relationship (ICR) approach is a solid base for a sustainable food value chain. By optimising all parts of the food value chain and balancing demand and supply, our customers can make fruit and vegetables better available and more affordable for consumers. Sustainability and bringing economic value go hand in hand. The more consumers enjoy our healthy products, the better this is for their health, which will ultimately result in lower healthcare costs. Higher volumes will enable us to build on sustainable food chains throughout the entire food value chain,

from our strong network of growers, with our suppliers and customers, all the way to the consumer.

As a global player, we recognise that everything we do has an impact. This brings us many great opportunities, as well as an important responsibility. We report on our sustainability efforts annually and have clear ambitions how to continuously improve. Our Strategy 2030 clearly puts sustainability at the centre-stage of the way we will move forward; it is fully embedded throughout all our plans, and

it clearly demonstrates how Greenyard today is a purpose-driven company, where everything we do starts with our drive to *improve life*.


Next to our ICR approach, our Integrated Grower Relationships (IGR) constitutes the other end of the chain with Greenyard as the connecting force in the middle. Within IGR we connect with our global network of dedicated growers. We have worked with many of our growers for years, often even decades, and are able to match their produce to the expectations of our customers. With our customers we collaborate on environmental, social and governance themes, often also contributing to their sustainability strategy.





Within our sustainability roadmap we have adopted the UN's set of 17 Sustainable Development Goals (SDGs) as a guiding compass and we have selected five SDGs that are most linked to our business. The SDGs are a clear call to action and seek to mobilise global efforts around a common set of goals and targets.


SDG number 17 on Partnerships is a logical additional SDG for us, as it is fundamental to reach our goals. This is clearly reflected in our ICR and IGR approach mentioned above. Next to this, the following five SDGs are linked to our sustainability roadmap. A broader rationale for the selected SDGs can be found on [our website](#) and in the [sustainability report of last year](#).

**2 ZERO HUNGER**  
  
 Promote healthy lifestyles with a diet based on fruits & vegetables.

**3 GOOD HEALTH AND WELL-BEING**  
  
 Minimise food waste, create awareness on the need to transform our food system.

**8 DECENT WORK AND ECONOMIC GROWTH**  
  
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
  
 Reduce our footprint and build a resilient food supply chain while fostering nature respecting planetary boundaries.

**13 CLIMATE ACTION**  
  
 Build a resilient and sustainable food supply chain and promote sustainable agriculture.

# Stakeholder engagement

As a responsible company, we commit to a sustainability strategy that reflects the views of our stakeholders and addresses the issues that really matter. To this end, our plans are shaped by a continuous dialogue with stakeholders and our knowledge of the impact of our activities along the value chain.

At Greenyard, we are seeking to balance the various expectations and interests of our stakeholders and we are a connecting force from the consumer back to the growers - from Fork-to-Field. We always consider our external environment when doing business. It is important to understand which aspects of sustainability are the most relevant to each of our stakeholder groups and how to address them in the best way. Our main stakeholder groups include employees, customers, growers and suppliers, industry associations, policymakers, NGOs, knowledge institutions and investors.



Stakeholder group	Engagement method	Organisations/Tools
Employees	<ul style="list-style-type: none"> <li>Dedicated employee communications</li> <li>Management meetings</li> <li>Performance evaluation reviews</li> <li>Frequent feedback sessions</li> <li>Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Employee communication : Newsflash, Around the Yard</li> <li>Code of Conduct e-learning tool</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Business reviews with key customers</li> <li>Daily contacts in the field (sales, quality, NPD, CSR, ...)</li> <li>Customer audits &amp; questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>Key Account Management</li> <li>Food safety: BRC, IFS, QS, ...</li> <li>Sustainability: CDP, Ecovadis</li> <li>Customer specific questionnaires</li> </ul>
Growers & suppliers	<ul style="list-style-type: none"> <li>Communicate expectations on social, environmental and ethical topics through product specifications</li> <li>Business reviews with key growers and suppliers</li> <li>Due diligence &amp; audits to evaluate supplier performance</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Greenyard quality agreements</li> <li>Greenyard sourcing connections</li> <li>Good Agricultural Practices: GlobalGAP, Vegaplan, ...</li> <li>Food safety: BRC, IFS, QS,...</li> <li>Social compliance: GRASP, Rainforest Alliance, SA8000, ...</li> </ul>
Public organisations (industry associations, NGOs, policymakers, knowledge institutions)	<ul style="list-style-type: none"> <li>Board representation in industry associations</li> <li>Participation in working groups &amp; stakeholder committees</li> <li>Meetings, roundtables and conferences</li> <li>Internships, lectures</li> </ul>	<ul style="list-style-type: none"> <li>Industry associations: Freshfel, PMA, Profel, United Fresh, ...</li> <li>Sustainability alliances: AWS, SBTi, SIFAV, The Shift, ...</li> <li>Knowledge institutions: Flanders Food, KU Leuven, UGent, Wageningen University &amp; Research, Food Valley, Protelnn Club, Brightlands Materials Centre, ...</li> </ul>
Investors	<ul style="list-style-type: none"> <li>Information dispersion through different deliverables</li> <li>Bilateral contact via investor roadshows, conferences</li> <li>Support on equity research by brokers</li> <li>ESG questionnaires &amp; ratings</li> </ul>	<ul style="list-style-type: none"> <li>Annual report, press releases</li> <li>Capital Markets Days</li> <li>Investor calls</li> <li>Equity research documents</li> <li>MSCI, Sustainalytics, Vigeo Eiris, Gaïa rating, Refinitiv, World Benchmarking Alliance</li> </ul>

We discuss various sustainability topics on a regular basis with our customers. Sustainability was one of the main topics at our [Capital Markets Days](#), which we held in December 2021 and again demonstrated that our shareholders, investors and financial partners show great interest in our sustainability performance. During that event, we presented our renewed Strategy 2030 and our ambitions for the coming decade. Sustainability is not only an integral part of that strategy, it is a driving force to successfully deliver on it. Furthermore, sustainability is also a key topic in both our internal and external communications, in which we share examples of our achievements and report on our performance.

As a leading player in fruit and vegetables, Greenyard actively engages in industry associations and stakeholder alliances to drive our industry forward. We devote time and resources to support both local and international organisations. Our senior experts and managers serve as board members or participate in a wide range of projects and working groups. We believe these initiatives are essential to effectively promote healthy lifestyles, stimulate innovation, and enable sustainable production and consumption of fruit and vegetables.







# Environmental impact

Today, climate change is already leading to extreme weather conditions that are deeply affecting our growers. Even though fruit and vegetables have a relatively small footprint, we are embracing our responsibility, and we put focus on reducing our own footprint. We do so by co-creating with our growers, suppliers and customers. This does not only enable us to build a resilient and future-proof business, it also allows us to prepare, anticipate and adapt for the associated risks and opportunities.

# Climate change & footprint reduction

While fruit and vegetables have on average a low carbon footprint compared to other food categories, our sector is still operating beyond planetary boundaries. Therefore, we strive to reduce our greenhouse gas emissions all along the food value chain. Like no other business, we directly witness the consequences of climate change on the fields of our growers, with more frequent droughts and extreme weather.

## Our approach

We report our corporate carbon footprint annually by calculating our total Scope 1, Scope 2 and Scope 3 greenhouse gas emissions. We started to measure the most material KPIs of our Scope 1 and 2 emissions on a monthly basis as of this year. This allows us to steer and follow-up our actual performance more closely.

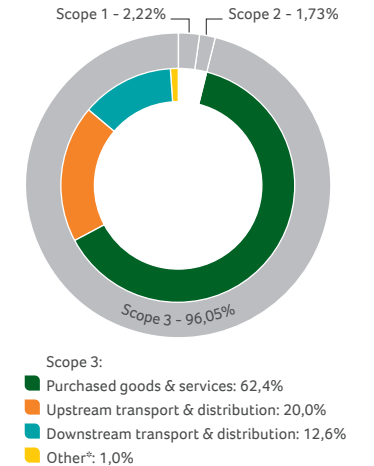
Our footprint in terms of Scope 1 and 2 emissions covers our own operations (consisting of factories operated by Greenyard, but excluding co-packers), our own warehousing (consisting of distribution centres operated by Greenyard, excluding third-party warehousing) and our own logistics (consisting of fleets operated by Greenyard and including our company cars). Scope 3 emissions cover the fruit and vegetables we are sourcing, third party logistics, packaging, waste, and business flights. The data is calculated, verified and reported in line with the GHG-Protocol.

The Group discloses its climate-related risks and impact under the terms of the CDP (2021 score B-), ensuring consistency in the information provided to stakeholders in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

## Our progress

Greenyard has committed to reduce its Scope 1 and 2 greenhouse gas emissions by 50% by the end of 2025 from a 2020 baseline. This year, our Scope 1 and 2 emissions decreased by 4,5% on a like-for-like basis. The progress is in line with expectations and is driven by the switch to renewable and low-carbon energy sources and continued investments in energy-efficiency. The divestment of Greenyard Prepared Netherlands caused a significant reduction in energy use and greenhouse gas emissions. This is excluded from the above-mentioned trend.

Scope 1, 2 & 3 emissions (in tonne CO<sub>2</sub>-eq)



\* Includes fuel- and energy-related activities not included in scope 1 and 2, waste generated in operations and business travel

### HIGHLIGHT

#### Climate scenario-analysis supply chain

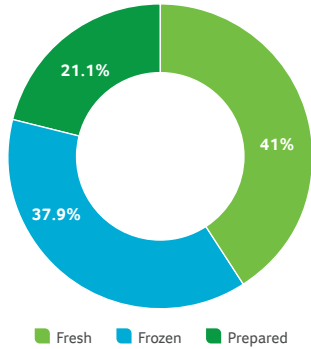
With our global sourcing activities and Integrated Grower Relationships we are able to mitigate an important part of the current impacts of climate change on availability of fruits & vegetables. Next to the insights of our sourcing specialists we are looking into good tools to map potential future effects of climate change for specific products, more vulnerable to drought or extreme weather conditions (e.g. table grapes).



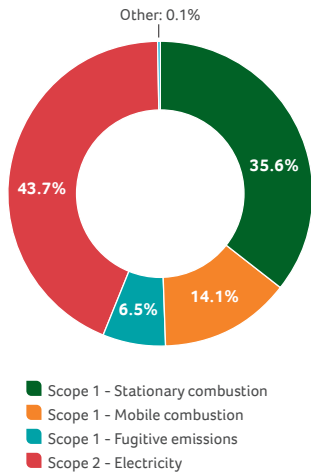
## EU Taxonomy

Greenyard falls under the scope of EU Taxonomy Regulation (EU 2020/852). As such and as per Taxonomy Disclosure Delegated Act of (EU 2021/2178) it should disclose the share of eligibility and non-eligibility of its activities for the first two annexes of Climate Delegated Act (EU 2021/2139; Annex I on climate change mitigation and Annex II on climate change adaptation) in AY21/22. We undertook a screening exercise with a specialised consultancy partner. Greenyard's key revenue-generating activities consist of the wholesale and distribution of fresh fruit and vegetables and the production of frozen and prepared fruit and vegetables, which are not covered in either of the annexes of the Climate Delegated Act. As such, the exercise concluded that the share of eligible turnover was not material (<1%). Further calculations in terms of CAPEX and OPEX were not deemed relevant at this stage.

**Scope 1 & 2 emissions (tonne CO<sub>2</sub>-eq.)**  
by division (market-based approach)



by source (market-based approach)



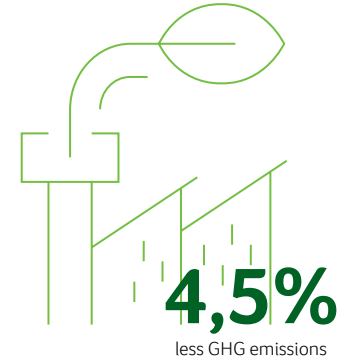
Greenyard joined the Science Based Targets initiative (SBTi) and submitted corporate greenhouse gas emission reduction targets for its Scope 1, 2 and 3 emissions in line with limiting the global temperature rise to 1.5°C. These targets were validated by SBTi in April 2022 (certificate GREN-BEL-001-OFF). Greenyard commits to reduce its Scope 1 and 2 greenhouse gas emissions with 70% by the end of 2030 compared to 2020. The Group recognises its responsibility to also support the reduction of greenhouse gas emissions beyond its direct influence. Greenyard therefore also commits that 70% of its suppliers (by spend covering purchased goods and services, upstream and downstream transportation and distribution) will have science-based targets by the end of 2026.

Greenyard decided to move towards a full-electric car policy in its core markets where electric loading facilities are available (Netherlands, Belgium, UK, France, Austria and Germany). Every new lease car we order will be an electric car and at all core locations loading facilities will be installed. This way our complete lease fleet will become fully electric in the coming years. We have also introduced an internal carbon price of € 100 per tonne CO<sub>2</sub> which can be included in business cases and which will help to promote more sustainable alternatives.

In line with TCFD recommendations, Greenyard conducted a quantitative scenario-analysis trial on one of its supply chains. The grape supply chain was identified as a case study given the worldwide sourcing footprint and production regions typically situated in dry areas with good water availability. Changing temperatures and precipitation patterns could influence productivity both in the short term and in the long run. Twenty production locations were analysed against the rcp45 and rcp85 scenarios both for 2030 and 2050. The conclusions bring extra substance to the insights of our own experts and will assist the sourcing teams for the medium and the long term. Further case studies are being contemplated for fruit and vegetables destined for processing.

**Future plans**

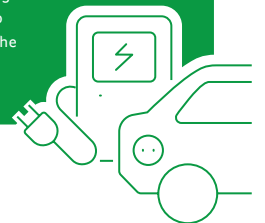
Our long-term ambitions are clear, and we have plans in place to realise these ambitions within our sustainability roadmap, which was published last year. In the coming financial year, we will also start to translate the long-term plans into an annual planning per division, on entity level. Further transitions to renewable and low-carbon energy have been contracted whereby we actively seek projects to realise renewable energy production on-site. Elsewhere efforts in alternative fuels and studies in alternative steam generation will assist in reaching the reduction target of 70% by 2030. This year, 11% of our electricity consumption came from renewable sources.



**HIGHLIGHT**

**Full-electric company car fleet**

We act upon our purpose to improve life and have committed to a full-electric company car fleet. Every new car that is ordered will be an electric one transforming our leasefleet to full-electric in the coming years.





**HIGHLIGHT**

For long distance transport or large amounts on a specific route the Longer Trucks are the most efficient way to transport goods. The introduction of these trucks at Bakker Czech Republic in the past year will help saving on our CO<sub>2</sub> emissions in the coming years.



**The next step on the road to e-mobility**

“In 2020, Bakker Barendrecht investigated the usage of electric trucks for transporting fresh fruit and vegetables to the distribution centres of our customers. Although we learned a lot from the project, it soon became clear that the electric trucks that are on the market today cannot be used for the long distances we are covering in the Netherlands.”

“The project did make us aware there are definitely opportunities for shorter distances. The situation at Bakker Belgium is entirely different, as we only need to cover a relatively small distance (about 30km) from our own distribution centre to that of our customer. So when one of our trucks was due for replacement, we decided to go for a fully-electric vehicle.”

“Buying an electric truck to replace one that runs on diesel may sound like a pretty straightforward exercise, but in reality it is not. There are many technical and practical challenges to overcome. You need to think about many new things: what is the range of the truck and what is the impact on delivery schedules including loading times for the battery? What

happens if the driver gets stuck in traffic? How can we use smart charging?”

“We started building a charging station on our own site and our customer agreed to do the same at their distribution centre. The stations need to be close to the loading dock, so the truck can be charged while it is being loaded and unloaded. We hope to have the new truck on the road by the end of the year, depending on the delivery time at the manufacturer.”

“This may sound like a lot of effort for replacing just one truck, but we really see it as a learning experience and an investment in the future. Transport and cooling represent about half of the carbon emissions that generate directly from our operations. Every effort we make in this domain has a significant impact. We will also be sharing these experiences with our suppliers and our external transport partners, so they can follow our example in the future.”

*Sarah Veldman, R&D Specialist at Bakker Barendrecht*

An important milestone for the new financial year will be to run a supplier survey among our top-400 suppliers to learn where they stand on climate action and stimulate them to adopt science-based targets. We will organise workshops on the top-10 product groups with our internal strategic sourcing teams to develop further action plans in terms of reducing our Scope 3 emissions. To this end, we also seek to further improve the reporting of our Scope 3 emissions. Greenyard is taking a leading role with its trade associations to develop environmental footprint category rules for the fruit and vegetable sector.

**HIGHLIGHT**

**E-Truck Bakker**

The tests with a full-electric truck at Bakker Belgium showed future potential and challenges. We are now planning to invest in one e-truck and learn in practice how we can further work on the sustainability of our truck fleet.



# Water stewardship

We use a significant amount of water in our production processes at Greenyard Prepared and Frozen, where it is used to wash, process and preserve our products. Within our Fresh division, we use water to wash fresh cut vegetables and salads which we use in our convenience products.

Availability of fresh water is also vital to grow fruit and vegetables, as evidenced by the severe drought periods throughout Europe this summer. We are conscious of the value of fresh and good quality water and strive to reduce the consumption and mitigate risks every way we can – not only in our own operations, but all through the value chain.

## Our approach

Within our operations we continuously focus on the optimisation of water use and the possibilities to reuse water. We actively seek to realise water reuse projects at sites with significant water usage.

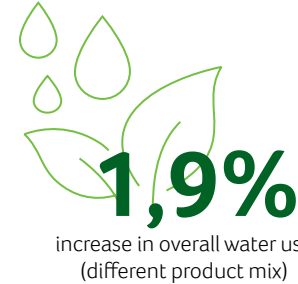
We are committed to lower the water intensity with around 2% per year. We measure water consumption and water discharge at all of our sites. At sites where water usage is material, we measure this on a daily base. Constant monitoring

ensures the quality of water effluent discharge is always in line with the standards of local regulations and permits.

Greenyard regularly reviews water-related risks for all its processing sites, using the WWF Water Risk Filter. About 3% of Greenyard water withdrawals are from areas with water stress (WWF Water Risk Filter water scarcity score >3). It concerns one site which depends for 90% on municipal (drinking) water and 10% on groundwater. Other sites are in areas with low water stress.

We acknowledge our responsibility to safeguard sustainable water usage throughout our supply chain. Whereas 34% of the volumes sourced by Greenyard originates from countries with water stress (WWF Water Risk Filter water scarcity score >3), for some products this might be overall the best environmental choice, as dry areas also contribute to a lower use of crop protection products. We seek to support growers to work more efficiently and assist with certification where needed.

Greenyard discloses its water-related risks and impact in detail under the terms of CDP (water security) and it received the score B in 2021.

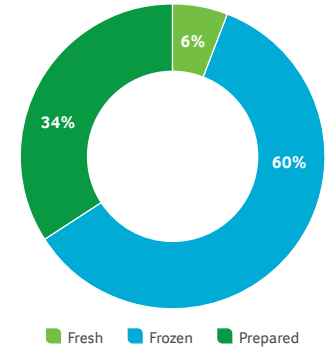


## Our progress

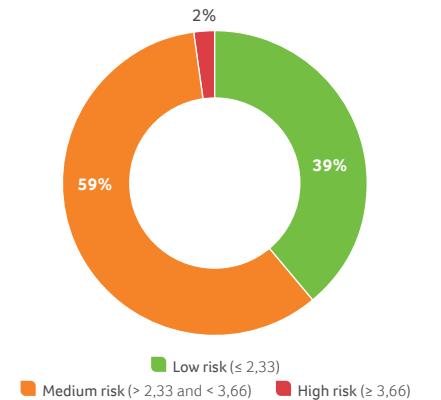
This year, Greenyard consumed 4.16 million m<sup>3</sup> water in its own operations, a like-for-like increase by 1,9% resulting from production increases in the Frozen and Prepared divisions. The water intensity for processed products increased slightly due to changes in the product mix. We aim to further reduce the water intensity in our processing sites by 10% by 2025 through continued water efficiency investments and increased reuse of water. The slight increase due to a different product mix demonstrated that we are at a stage where all low-hanging fruit has been picked. Nonetheless, we aim to keep the 10% reduction target in place, with some larger projects on water reuse ahead.

Greenyard has committed to map the water risk for its entire grower base by 2025. During our third year the focus was on various Greenyard Fresh business entities, bringing the coverage to more than 60% of our suppliers. Steady progress is expected during further years, reaching 90% next year and 100% by 2025.

Water consumption (m<sup>3</sup>) by division



Overall water risk Greenyard volumes (based on score country of origin)



## Drinking water – a scarce resource

“Until now, we have always succeeded in safeguarding drinking water supplies,” says Hans Goossens, CEO of De Watergroep, the largest water company in Flanders. “Water is still flowing from the tap every day. However, in recent years, we have been confronted with periods of severe drought that have pushed our reservoirs to the limits. If we do not act now, we will run into problems sooner or later.”

“It is clear we need to find ways to make our drinking water climate-proof. Part of the solution will certainly come from the 3.2 million inhabitants we are serving. But we are also looking to the industry to become more self-sufficient in their water consumption. We stimulate them to close the loop by purifying and reusing the water they need in their production processes as much as possible. The sense of urgency is there, and so is the technology. As the main supplier of water to the Greenyard Frozen plant in Westrozebeke we are in contact with them to see what is possible at this production location, where they use water to wash, prepare and preserve the vegetables.”

Greenyard takes part in the Sustainability Initiative for Fruit and Vegetables (SIFAV). Under SIFAV, all private sector partners commit to the implementation of water standards (third-party verification) for 70% of volume from high water risk countries towards 2025. During the reporting year, the basket of standards was agreed, along with the list of risk countries.

### Future plans

In terms of reducing the water dependency in our direct operations, trials to install a novel wastewater treatment plant at our Fresh convenience operations have been successful. At this processing site, which is located in an area with water stress, we are in the process of developing an innovative water treatment plant to reuse processing water of the plant and reduce the need for water withdrawals. The building of this installation is anticipated in 2023. The treatment and improvement of wastewater to the quality of drinking water, allows for increased water reuse. Studies on a significant potential for reuse of process water are being conducted at another Belgian processing site.

## Greenyard Fresh Belgium will recuperate 80% of washing water

Climate change has a major impact on the worldwide availability of drinking water – a problem that is no longer limited to countries in the southern hemisphere. Since a couple of years, the Flemish government has been looking for ways to reduce the usage of drinking water in industry and agriculture.

### Innovative biological treatment

Greenyard Fresh Belgium has set up a pilot project in cooperation with the University of Antwerp to develop an on-site water purification station to recuperate washing water at its site in Sint-Katelijne-Waver. “By using an innovative biological treatment method, the washing water – which is much colder than the water from typical industrial processes – can be purified in less than six hours. Traditionally, this would take up to a few days,” explains Marc Requilé, Operations at Greenyard Fresh Belgium.

“The new technology enables us to install an on-site purification station that will recuperate



ate 80% of our washing water. The station will be developed, built and operated in close cooperation with PIDPA, the regional drinking water company, and will be operational by 2023. Combined with our own groundwater extraction, our site will no longer use drinking water in its operations,” says Marc Requilé.

A similar project is under investigation for the site of Greenyard Frozen in Westrozebeke where we are in contact with De Watergroep (the drinking water company in that part of Belgium). An important aspect on this site is that if we would reuse a significant part of our processing water, this would also mean that our discharge of cleaned waste water to surface water would go down significantly. Paradoxically, we need to investigate if this is the preferred situation for the environment.



# Food waste & circular economy

Our Integrated Customer Relationship model is the best assurance to have low food waste levels within our value chains as the demand of our customers is linked in an efficient way to the actual production of fruit and vegetables at our growers. We are committed to reduce all avoidable food waste to a minimum and put the same focus on other waste streams such as packaging materials.

## Our approach

Greenyard generates around 196,000 tons of by-products and waste of which more than 60% is reused. The majority of by-products originate from the processing activities of our Frozen and Prepared divisions, which include for example the peelings from carrots, potatoes and peas. The main destination for these by-products is animal feed. Other

### HIGHLIGHT

#### Acocado oil Bakker

We have found a great partner who valorises overripe avocados and avocados that can't be sold to the retail into a high-quality avocado oil. They sell the oil themselves to the retailers. This way nothing gets wasted of this great product of nature.



sources of food losses include quality rejects, the result of sorting specific volumes and the limited shelf life of fresh produce. If not fit for human or animal consumption, these flows are directed to bio fermentation or composting (25% of total waste volume).

We have an effective waste management system at all our operating sites and always comply with local legislation. This is the case for all other regular waste types such as cardboard, paper, plastics and residual waste. We focus on maximising recycling and valorisation and closing any waste loops. The five levels of action focus on preventing, reducing, reusing, recycling, and recovering waste, in line with the EU and local standards.

## Our progress

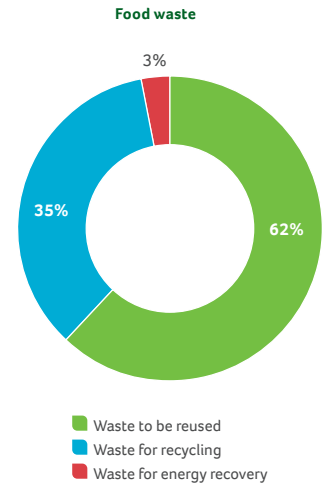
We continuously research new options to prevent food waste. Trials with new technologies to extend the shelf life of fresh produce have shown promising results. Further in-depth trials are planned over the next year to assess the business case for the respective fruit and vegetable products. Elsewhere new partnerships are being explored – beyond the food banks and charities we are supporting today – to increase the redistribution of quality rejects which are still fit for human consumption.

Aside from food waste, we aim to have 100% of the consumer packaging recyclable by 2025. This year, we used about 67,678 tonnes of consumer packaging for our products. The main packaging materials consist of plastics and cardboard in the Fresh division, plastics in the Frozen division, and steel cans and glass in the Prepared division. Further efforts in using recyclable packaging alternatives result in a share of recyclable consumer packaging of 98.8%, notwithstanding the divestment of Greenyard Prepared Netherlands (which mainly used steel and glass).

Within the Prepared division we entered a research project to develop a 100% recyclable stand-up pouch for soups and sauces. This type of packaging is increasingly popular because of its low weight, which results in a better footprint concerning transport. Within Greenyard this is the main packaging type we need to address to get to 100% recyclable packaging. Elsewhere trials were conducted with bio-based plastics to improve the product footprint of our fresh convenience range.

## Future plans

We are committed to use 100% recyclable consumer packaging by 2025. We also plan to use 30% of recycled content in non-food contact packaging by 2030.





## Nothing goes to waste

“Preventing food waste is certainly one of the main priorities in our operations at Greenyard Fresh Germany. Part of this food waste is difficult to avoid. For example if during quality controls it turns out that the food is not good for consumption. Safety of course always comes first. However, there are still a number of situations where we end up with fresh produce that does not meet the stringent requirements of our German retail customers, for a variety of reasons. It may have to do with the calibre – the fruit being too small or too big – or small deficiencies in the colour and appearance of the fruit.”

“Over the years, we have been able to develop some outlets to re-purpose this type of fruit ourselves. Some of it may go to charity or to fruit-processing companies, however it is quite a challenge to find the right solution for the relatively small batches we have. A juice company, for example, will need a steady stream of incoming products to really make this work.”

“That is why we have established a partnership with a Berlin-based start-up company that is building a redistribution platform for fresh products. They have access to a large and varied network of companies and organisations that can use the fruit to make for example fruit salads, juices or fruit baskets. In some cases, we are also unpacking or re-packing the fruit ourselves, for example when a net of oranges contains one or two overripe oranges.”

“After a successful pilot project focused on pineapples and kiwis in November of last year, we established a wider partnership agreement in the beginning of 2022. In a next phase the start-up is planning to build a digital platform, where Greenyard and other companies can offer batches of fruit for sale. This will not only save time and increase efficiency, it will also enable us to add a lot of data on the exact type, origin, age and quality of the fruit, which makes it easier to determine the right outlet for each batch that is offered.”

*Gesa Kip, Specialist Quality Assurance & Sustainability, Greenyard Fresh Germany*



## Circular packaging

### Working on 100% circular pouches for soups and sauces

**B**eginning of 2022 Greenyard teamed up with Brightlands Materials Center and joined a consortium of private companies and knowledge institutes that focus on the development of fully recyclable stand-up pouches. It's quite a complex project as the pouches need to match strict food safety criteria and need to be resistant to the heat treatment during the sterilisation process.

Pouches are an increasingly popular packaging for soups, sauces and other convenience products. Not only do they look great on the shelves, they also provide optimal protection and preservation of the product inside. And maybe even more important: it's a lightweight and compact packaging with a relatively limited carbon footprint during transport.

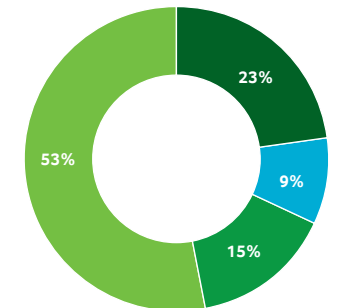
#### Bridging the gap

The pouches do have one important disadvantage. Because they are a multi-layer packaging – consisting of laminated plastics and aluminium – they are very difficult to recycle. In fact, the pouches represent the main gap Greenyard has yet to bridge to realise its commitment to have 100% recyclable packaging on the market by 2025. That is why Greenyard Prepared joined the industry-wide consortium led by Brightlands Materials Center.



Sum of total volume purchased

- plastic packaging
- corrugated board packaging
- metal packaging
- glass packaging





Stand-up pouches are complex packaging due to the different layers of materials that are crucial to ensure the long shelf life of the product and adequately protect the content. Our main challenge today is to make these pouches 100% recyclable – only then do we really close the circle.

*Harold Gankema, Program Manager Circular Packaging, Brightlands Materials Center*

“The aim is to develop a fully circular stand-up pouch. The strict requirements in terms of food safety, resistance to heat, preservation and product protection make the project particularly complex. We are working together with the entire value chain. We connect the suppliers of raw materials to the producers and retailers, as everyone realises the urgency of this project,” says Harold Gankema, Program Manager within Brightlands Materials Center. Greenyard will help define the criteria that need to be met to enable large scale food production processes and will also test the packaging prototypes in its production facilities.

### Mono-material

Packaging that is made of one type of material – a so-called mono-material – will always improve recyclability. But food safety remains the number one criterium to be met. The packaging has to be able to withstand the heat treatment that is part of the sterilisation process and needs to contain the right barriers to prevent water vapour and oxygen permeability. These barriers are crucial to ensure food safety and a long shelf life.

Within the research project two types of material will be tested, a stand-up pouch entirely based on PP and another one that’s entirely based on PET. Next to recyclability the project also investigates circularity, in line with European targets. The circular part is all about reusing the recycled materials on a similar quality level and ideally, also for the production of new packaging. The first results are expected end of 2023.

### HIGHLIGHT

#### Research & Development

Within the cooperation with Brightlands Materials Center, we focus on the development of fully recyclable stand-up pouches that meet the strict criteria for food products and we will also look at circularity aspects of the packaging.



# Sustainable agriculture

## Our approach

Greenyard sources more than 2.6 million tonnes of fruit and vegetables worldwide each year. All products supplied by Greenyard are compliant with regulatory requirements in the EU and the country of origin. We require all growers to adopt good agricultural practices and obtain certifications (e.g. GlobalGAP, FSA) accordingly. These include integrated pest management in which best practices continue to evolve in line with the availability of pesticides and new innovations in terms of biological control, therefore requiring knowledge sharing between the various stakeholders.

Greenyard has a long tradition of working closely with growers throughout its various divisions. The Long Fresh segment's partnership model is characterised by contract growing. The aim is to constantly improve agricultural practices and product availability and quality in close collaboration with producer organisations. Greenyard Prepared growers are organised in producer organisation BND, whereas an important part of Greenyard Frozen growers are member of producer organisations in various production regions.

Similarly the Fresh segment values its close cooperation with local growers, whether organised in producer groups or individually. The cooperation can go as far as establishing dedicated producer groups to further develop organic production for international markets and improve quality and production standards as we did in

Italy. In some specific areas – such as Latin America and Africa – we engage in capacity building with smallholders by informing or educating farmers and getting them ready for certification.

Greenyard is also mindful of any risks related to deforestation in its supply chain. Whereas deforestation risks for fruit and vegetables are generally considered as a low to medium risk, certain commodities and production regions represent higher risks. Further supply chain mapping is planned to foresee mitigation options for these specific cases. Elsewhere packaging materials derived from timber products also constitute a risk. These represent the smallest share of our direct packaging consumption in terms of volumes (<5%). We intend to explicitly incorporate certification requirements (e.g. FSC, PEFC) in our procurement policy in the coming months.

## Our progress

Our volumes of organic products are growing steadily and represent more than 7% of Greenyard Fresh volumes and more than 4% of Greenyard Prepared and Frozen volumes.

While it shows that we do a lot in this field already and we have our experts visiting the fields and orchards, we do not yet have a specific policy on biodiversity. We are developing this together with our agronomy experts. We take along the experience we have from different tests and programmes we are or have been involved in.







We expect this policy to be ready within the current financial year and publish this on our website. We expect that this will not significantly change our current way of working as we already know we have to nurture nature and there is a lot of regulation in this field as well. But we do consider it important to address this topic as we are convinced that extra attention to biodiversity will help to further improve the sustainability of our sector.

We have a strong belief that any fresh produce that enters our value chain should be produced in a sustainable manner. We know and acknowledge that the sector can further improve on this with a clear focus on biodiversity (resulting in further optimisation of the use of fertilisers, crop protection and water). By focusing on the complete value chain and optimising it step by step we have the most impact.

Next to this we value the examples that put an extra and very specific focus on biodiversity. While this is often a more expensive approach with many known challenges in product quality and yield it does bring inspiration and all farmers active in this field do this from a strong belief in sustainability and with a lot of respect to nature.

**Future plans**

An important part of our future plans is the development of a Greenyard policy on biodiversity. In Belgium, Greenyard is already cooperating with The Shift on Climate Change. This organisation is now also building a new programme on biodiversity in which Greenyard will take part.

Next to this we will continue various programmes we have undertaken with our customers, such as the *Beter voor Natuur & Boer (Better for Nature & Farmer)* programme in The Netherlands. We will also continue to work closely with farmers and grower associations. By doing so, we can further optimise our way of working, while we ensure a sustainable food supply chain as well as a good match between ecology and economy. Within our cooperation with farmers, especially in our Long Fresh segment, we are testing digital tools to support our efforts in sustainable agriculture where we map the fields and enable both our agronomists and our farmers to put in all kinds of data and measurements during the growing season. The tool makes the field digitally available and identifies where extra attention by the farmer is needed to get the maximum yield and quality.

Elsewhere biodiversity, deforestation, soil degradation and the use of fertilisers and pesticides are included in the risk assessment methodology which will form an integral part of Greenyard's due diligence policies which are being reviewed and formalised in preparation of the future EU Directive on corporate sustainability due diligence.

**HIGHLIGHT**



In our Long Fresh segment, we are really on top of the growing crops, close to our factories, and together with our farmers we optimise the use of fertilisers or crop protection materials with the actual needs of the fresh produce in specific parts of the field, in real time. Therefore, we use smart tools to map and visualise everything in a clear way for our farmers.



# Biodiversity

## Safeguarding our future food production

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Climate change is undoubtedly a key topic on many board and management agendas. It was no surprise to see our stakeholders single it out as the most important theme in our materiality assessment. But the loss of biodiversity through the unsustainable use of natural resources is a topic that should get just as much attention.

Biodiversity is an umbrella term for all the different species we have on our planet, both fauna and flora. It is a crucial aspect to safeguard balance and stability in our natural ecosystems, which are much more fragile than we think. Biodiversity ensures clean water, fertile soil, and a stable climate. Biodiversity is not only important for agriculture and food production. It also provides us with natural resources for housing, clothing, fuel, and medicines. Without those resources, our very existence is in danger. Biodiversity simply is the starting point and an enabler of life.

Most important to us – and our growers – is a good and healthy topsoil which contains the nutrients and ingredients we need to grow fruit and vegetables. Healthy soil also provides us with a sound amount of organic matter which is capable to hold water and fight erosion. It also acts as a carbon storage – during the growing process of the plant, CO<sub>2</sub> is captured from the air and taken up by the plant and the soil. In that sense, healthy soils are part of the solution to climate change, yet at the same time they are endangered by the fast progress of climate change.

### Join forces with farmers

Today our growers are fully aware of the importance of biodiversity, and healthy soils in particular. Growers in Europe are monitoring the quality of their land extensively, along with crop yields and the usage of fertiliser and crop protection. Within our Frozen and Prepared divisions, we are running several advanced projects to measure

» Biodiversity is declining at rates that are unprecedented in human history. Our planet is literally losing its colours. Besides an undeniable environmental impact, reducing biodiversity also has significant economic and financial implications. That is why The Shift decided to push the matter forward. We want to make the case for healthy, biodiverse ecosystems, not just as a nice-to-have, but as a vital enabler of the economy at large. The promising development of The Shift's climate platform proves that companies are ready to act. With this new programme, we invite companies to join in tackling the biodiversity challenge.

*Bart Corijn, Program Manager 'Change', The Shift*

soil quality and production parameters for each of our growers and each plot of land. This way of working is also stimulated by EU regulations.

The European agricultural sector already observes the many rules and regulations that exist to protect the environment and create a level playing field across Europe. But there is more we can and want to do. We team up with retailers, customers, growers and other stakeholders in a number of specific programmes to improve the sustainability of agricultural practices. One of the most advanced of these is the *Beter voor Natuur & Boer* (*Better for Nature & Farmer*) programme, which was set up by a major Dutch retailer. The programme stimulates the growth of specific products to drive the transition to better and more sustainable practices and supports farmers who want to invest in projects that reduce their impact.

### A balancing act

Biodiversity is also an integral part of the EU Green Deal with the aim to put Europe's biodiversity on a fast track to recovery by 2030. The first step to get there is to severely limit today's impact, along with the necessary changes we need to make to restore biodiversity. It is a complex journey and a true balancing act, as we have built a very efficient



agricultural system in Europe, with high yields per square meter that limit the amount of land that is required to grow fruit and vegetables.

We are convinced that our growers are already making many efforts to keep their lands fertile and their soils healthy. We are equally convinced that we can still make major improvements. We can do this by working together with all stakeholders in the value chain, to further limit the impact we have on nature, and this both in Europe and in the rest of the world. Together we can realise our common mission – to ensure food remains both affordable and available for people today, while safeguarding the rights of future generations.

### Discover more stories

During Greenyard's latest Capital Markets Days, we introduced our company's Vision on the Future of Food, and our Strategy 2030. As we want to improve life by connecting healthy lifestyles and sustainable food value chains, there can be no doubt – sustainability is a key driver. Not only for the future of food, but also within Greenyard's strategy in the coming decade, and far beyond.

We invite you to visit our dedicated website that was developed to share some insightful [Greenyard Stories](#), and to have a look at the lively debates that were held during the Capital Markets Days, especially those on sustainability, including panel discussions on our Integrated Customer Relationship model and interviews with internal and external sustainability experts.





## Social impact

Our products are an indispensable part of any healthy diet. Our aim is to make fruit and vegetables more accessible, convenient and affordable so that everyone can enjoy their many benefits and contribute to a healthier future for everyone. We do this with respect for everyone working with us in the food value chain, with a focus on safe workplaces and fair wages. We only want to work with suppliers who ensure compliance with social laws and regulations and who are committed to improving this performance.



# Responsible sourcing

**G**reenyard expects all its employees to follow the guidelines of the internal Code of Conduct. Respecting human rights and the environment are an important aspect of this Code. Greenyard actively focuses on social standards, responsibility, transparency and traceability, in close collaboration with growers and suppliers. In the past year Greenyard also issued a new Supplier Code of Conduct. On top of this our customers often have specific requirements on certifications that they demand from our growers, a matter we have taken into account when developing the Supplier Code of Conduct. By doing this, we want to take our responsibility for our food supply chains and the social and environmental issues that may arise from them.

**HIGHLIGHT**

**SIFAV - Basket of standards**

Last year, we strengthened our commitment to the Sustainable Initiative for Fruit and Vegetables (SIFAV) with a focus on developing a basket of standards and learn to support the complete sector in the reduction of the environmental footprint across the supply chain.



**Our approach**

Within our sustainability roadmap we introduced a new target for responsible sourcing by including medium risk countries in our ambition on certified growers. Greenyard sources more than 2.6 million tonnes of fruit and vegetables worldwide each year. 47% of our volumes originate from high- and medium-risk countries (Amfori BSCI classification), driven largely by overseas volumes from the Fresh division.

We only want to do business with suppliers who can vouch for their compliance with international and national employment legislation. We put extra focus on risk regions where we more explicitly expect certifications. We ask our suppliers to assure social compliance using assessment tools and certification schemes (e.g. GRASP, Rainforest Alliance, SA8000).

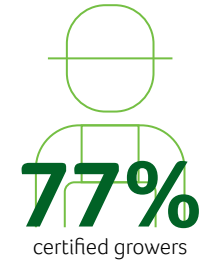
**Our progress**

Greenyard has the clear ambition to get 100% of its grower base in high-risk regions certified for social compliance by 2025 and in medium-risk regions by

2030. This is also in line with our SIFAV commitments. Today about 77% of our growers based in these regions is certified. Fair Trade volumes represent what our customers demand us to source. They represent about 4% of Greenyard Fresh volumes and are in line with the market.

Building on the success of the Sustainability Initiative Fruit and Vegetables' (SIFAV) first term, Greenyard increased its involvement as the partners launched their new collaborative sustainability strategy for 2025. Beyond social compliance, all partners committed to reduce the environmental footprint (carbon footprint, food waste and water usage) of priority products by 2025, while taking the first steps in improving living wages and income for farmers and implementing robust supply chain due diligence policies. During the reporting year, the basket of social standards was reviewed along with the list of risk countries.

An overview of ongoing supplier engagement activities in overseas origins (Africa, Latin America) were highlighted in [last year's sustainability report](#).



**Future plans**

We have introduced a new extended target in 2021 and are in the process of mapping all our growers in the added medium-risk regions. Ahead of regulatory developments in terms of supplier due diligence, Greenyard introduced a Supplier Code of Conduct at group level highlighting our expectations towards suppliers in terms of environmental, social and governance matters. We are actively reviewing and formalising our due diligence policies in preparation of the German *Lieferkettensorgfaltspflichtengesetzes* and the future EU Directive on corporate sustainability due diligence. Within the framework of SIFAV a risk assessment methodology and online tool have been developed for the fruit and vegetables sector covering 18 risk domains. We have started to gradually implement the tool to assess and prioritise all our product flows, starting with the entities supplying the German market.



HIGHLIGHT

As part of a programme by German retailers Greenyard Fresh Germany takes the lead in a complex project to work out a pragmatic way of working to ensure living wages for everyone that is involved in growing bananas that are sold in the German supermarkets.



## Towards living wages in the banana sector

“In 2021, a large group of German retailers – joined in the **German Retailers Working Group on Living Income and Living Wages** – have signed a commitment to ensure living wages for everyone that is involved in growing bananas that are sold in German supermarkets. With Greenyard Fresh Germany, we are now taking the lead in a pilot project for the sector-wide implementation of this commitment. As a connecting partner between growers and retailers, we see it as our responsibility and our duty to ensure that everyone in the chain receives a fair reward for their hard work.”

“We decided to follow the definition of the Global Living Wage Coalition for this project. First of all, it is important to make the distinction with minimum wages, which are a purely legal requirement. A living wage entails much more than that. It is defined as a predictable, fixed remuneration for one standard week of work, not including overtime. It takes into account everything that is needed to lead a good life: healthy food, clothing, housing, healthcare and education for workers and their families, all based on the actual living standards and market prices in the regions where our farmers are active.”

“We collaborated closely with several of our suppliers and farmers to determine the gap between the actual wages being paid today and the living wage as we have defined it. The next step was to translate this wage gap into the price of the bananas that people are buying in their supermarket. From their side, the retailers have agreed to pay this up-mark, which will also be integrated into future tendering procedures.”

“We believe it is very important to take a leading role in pioneering projects such as these and learn first-hand about the practical implications. It is one thing to have suppliers sign a charter, but it is another thing to put everything in place and make sure the workers actually benefit from it. As we are implementing the living wages in the contracts with our suppliers, we will also be following up the actual progress in the field, which will also be verified by an external company. Our ultimate goal is to make sure that workers and their families can really feel the difference in their daily lives. We can only do this if we are supported by our customers and consumers who in the end pay a slightly higher price for these bananas.”

*Gesa Kip, Specialist Quality Assurance & Sustainability, Greenyard Fresh Germany*

## Health & nutrition

Fruit and vegetables form the basis of any healthy and balanced diet. They contain fibres, minerals and vitamins that are essential to our well-being. However, research shows that on average people still only eat 60 to 70% of recommended daily allowances. As a major provider of fruit and vegetables, we see it as our mission to contribute to healthier and more sustainable eating habits for everyone.

Researchers have demonstrated that a diet with a higher proportion of fruit and vegetables can contribute to a significantly reduced carbon footprint. The WWF Live-well initiative advocates increasing consumption of fruit and vegetables from the

current average of 299g per day to 432g per day, estimating that this would lead to a 30% reduction in carbon footprint by 2030 compared to 1990 levels.

More recently, the EU Green Deal has proposed a number of measures to promote sustainable food consumption and facilitate the shift towards healthy, sustainable diets. A diet with less red and processed meat and with more fruit and vegetables will not only reduce the risk of life-threatening diseases, but it will also reduce the negative environmental impact of food production systems.

Greenyard works closely with its customers to provide people with an attractive and varied assortment of fresh produce year-round. We jointly develop innovative concepts to promote and boost consumption of fruit and vegetables. Our Prepared and

Frozen divisions turn fruit and vegetables into convenience products that are always available, independent of the season. In some product ranges where salt and sugar are added, we continue our efforts in further reducing sugar levels in new product and recipe developments. Through voluntary efforts and covenants with authorities, the industry has systematically reduced the amount of added salt and sugar, making products even healthier.

In this light Greenyard joined the Protein Shift covenant with the Flemish authorities promoting plant-based proteins. Its main aims are to increase the number of convenience product introductions based on pulses and actively inspire pulse-based recipes in its communications. Elsewhere we take part in a research project investigating options to increase the local production of pulse vegetables such as chickpeas.





## Adding value through convenience and taste

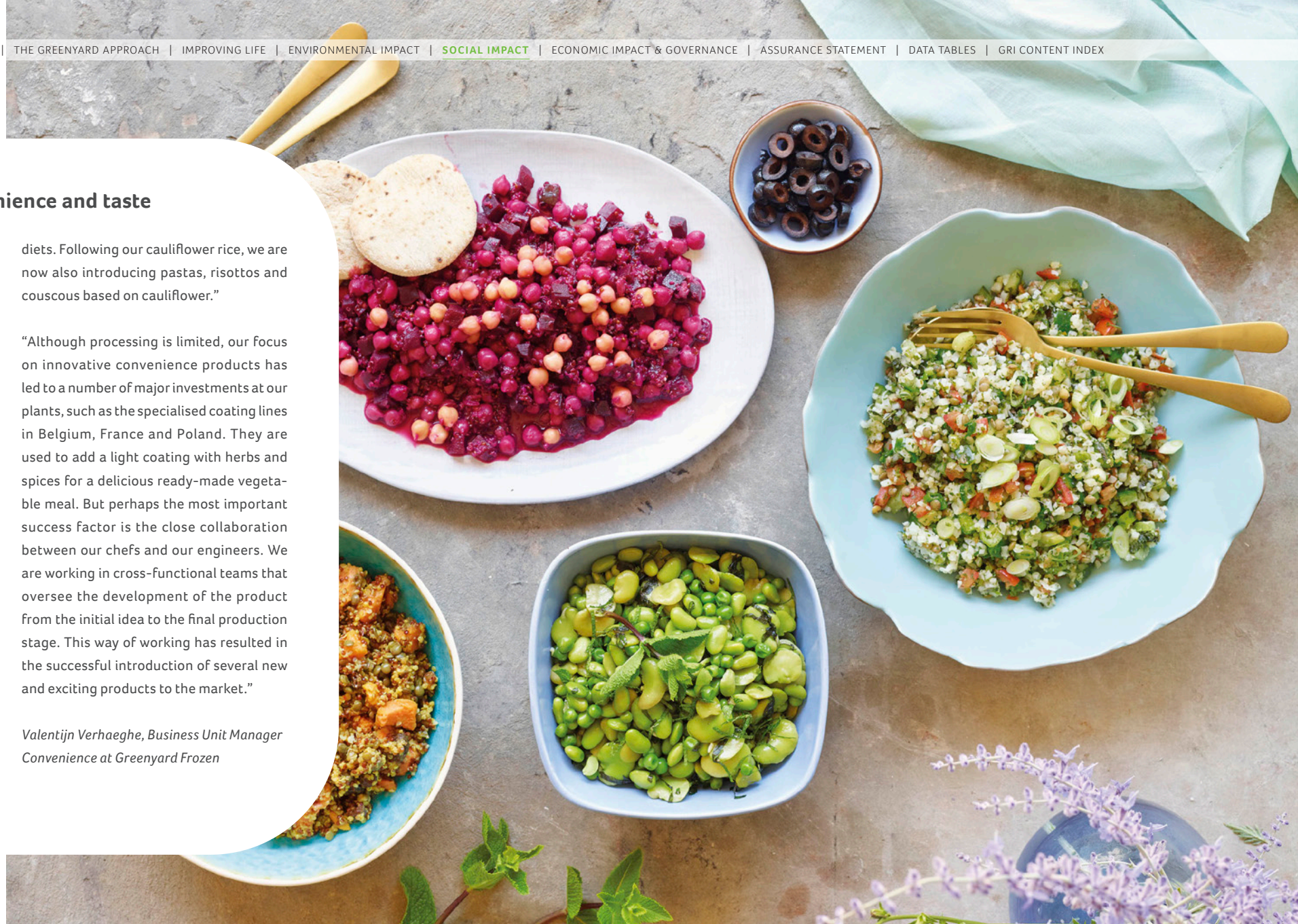
“Convenience is all about adding value to our core product – in our case freshly harvested vegetables. The fact that we are offering them in frozen form is already an added-value in itself. It not only enables easy storage and long preservation but also helps prevent waste at the consumer side. You just take the portion of vegetables you need and put the rest back into the freezer. It’s good for the planet, and it saves you money.”

“We always try to stay ahead of the market and develop innovative and attractive products that entice people to add more vegetables to their menu. We are continuously expanding our product range: adding seasoning, herbs and spices to our vegetable mixes, combining them with quinoa and other ingredients and creating new and authentic recipes based on international culinary trends. We’re also exploring the endless possibilities of our cauliflower-based products which enable low-carb

diets. Following our cauliflower rice, we are now also introducing pastas, risottos and couscous based on cauliflower.”

“Although processing is limited, our focus on innovative convenience products has led to a number of major investments at our plants, such as the specialised coating lines in Belgium, France and Poland. They are used to add a light coating with herbs and spices for a delicious ready-made vegetable meal. But perhaps the most important success factor is the close collaboration between our chefs and our engineers. We are working in cross-functional teams that oversee the development of the product from the initial idea to the final production stage. This way of working has resulted in the successful introduction of several new and exciting products to the market.”

*Valentijn Verhaeghe, Business Unit Manager Convenience at Greenyard Frozen*



# Talent attraction & employee development

## Investing in our talent

Greenyard invests in its employees and encourages everyone to work on personal development. We offer a wide range of formal and informal training programmes. This year we provided an average of 13 hours of training for each employee. Greenyard acknowledges its important role in society and aims to be an active provider of social employment.



## A safe haven, where everyone can feel at home

With our Strategy 2030, we have set the bar high. We have the outspoken ambition to be a frontrunner in our sector, with a clear focus on creating more sustainable food value chains. “Attracting and developing the talent to realise our ambitions will be crucial in this respect. This starts with ensuring we create an environment where we can get the right people, with the right mindsets, at the right place,” says Sarah Tijskens, Group HR Business Partner at Greenyard.

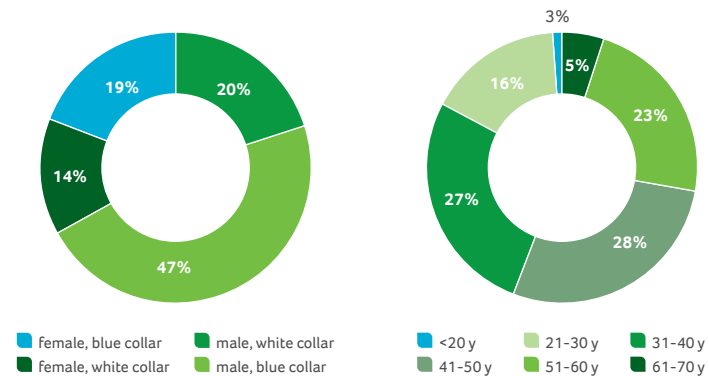
“We are a performance-driven organisation,” says Sarah Tijskens. “Our people are giving the best of themselves every single day. They are passionate about what they are doing, and they are willing to go the extra mile and help build and shape our organisation. We expect a lot from them, but we realise we also need to give back to them. We want our organisation to be a safe haven, where people find trust and support to perform to the best of their ability.”

## The right guidance in every stage of life

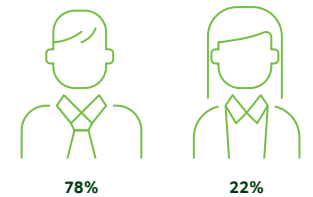
This already starts at the very beginning of their career at Greenyard. At Bakker for example, we have an extensive programme for young graduates. “We have been developing an extensive programme for young graduates that enables them to soak up experiences across different departments of the company, or even across different countries. The programme runs for a year-and-a-half and typically consists of three six-month periods in which they take up three different positions. It not only helps them to explore the different activities within our company,



Diversity of our employees



Diversity of our management





but it also gives them a better understanding of our company and allows them to build their network, which can be crucial in their later career.”

But it’s not just about attracting and developing young talent. “We believe that talent development and the right coaching are crucial elements throughout everyone’s career at Greenyard,” says Karin Faase, HR Manager at Bakker Barendrecht. “Over the years, we have worked out a talent development programme which also takes into account people’s personal development. In every stage of their life and their career, everyone is confronted with different needs and challenges. If you want to develop people’s talents in the long run, you need to keep that in mind.”

“That is why we defined four main categories as a guidance for our efforts. There’s the green grapes, who are recently graduated and looking to soak up knowledge from every possible angle. Then there’s the red cherries, a few years older, probably with young children and maybe building or renovating their house. The oranges are approaching their mid-career and might have a little more time to look into new opportunities and broaden their horizon. Finally, there’s the golden pineapples who are in the final decade of their professional life. They have an enormous expertise and may want to take up a mentor role for younger people. This does not mean it’s a one-size-fits-all approach – everyone has their own very specific needs, but it does help us to look at talent development from a different and long-term perspective.”

### A purpose-driven company

Sarah Tijskens works at the Group level, where she focuses on finding the right profiles in legal, IT, finance, communications and general management. “Despite a tight labour market, we have been able to fill in quite a number of important positions in the previous year, both in top management and crucial support functions. I do believe we have a big advantage when it comes to attracting talent. We are a purpose-driven company – we are actively promoting natural, plant-based food products that are not just better for our health, but for the planet as well. Today’s candidates have become much more conscious about the company they want to work for. Younger generations are particularly sensitive to this argument and are looking for a workplace where they can really contribute to a better world.”

### Reflecting the world around us

Greenyard respects diversity in all its forms – nationality, religion, culture, language, age, gender and sexual preference – and ensures equal opportunities for all its employees. “We currently have people from approximately more than 80 nationalities working in our group, from many different backgrounds, speaking many different languages,” says Karin Faase. “It’s obvious we need to do everything we can to make sure everyone feels at home in our company. Although we do realise we still have many steps to take, we believe this will be a crucial element for the future of our company. As society is becoming increasingly diverse, it’s important to also have this evolution reflected in our own organisation at all levels and departments.”

## Speak up! Fostering an open and inclusive culture

Early 2022, Greenyard renewed its Code of Conduct and its whistleblowing policy. They were accompanied by a group-wide campaign that encourages people to speak up when they see or experience inappropriate behaviour.

At Greenyard, we foster a company culture where diversity, inclusiveness and fairness are non-negotiable. We take a firm stand against any form of bullying, racism, discrimination, harassment, violence, exclusion and negative behaviour among employees. It goes without saying that any illegal and unethical business practices are unacceptable.

It is elementary that all our colleagues not only feel safe and comfortable within our company, but also help to create and safeguard an open and inclusive culture. In 2022, we launched an extensive internal campaign in all our global entities, and across our 9,000 employees. The aim is to motivate people to speak up when they see or experience inappropriate and unethical behaviour – whether it is someone being bullied or discriminated against, or someone compromising the quality of our products or favouring one of our suppliers.





# Health, safety & well-being

As a responsible company, we always prioritise the health and safety of our employees. Regardless of their job, role or function, everyone must feel protected and safe at work. But in a broader sense, we also want our company to be a safe haven. We expect a lot from our people, but we also need to give back. We want our organisation to be like a second home, where people find trust and support to perform to the best of their ability.

All Greenyard sites have Employee Health & Safety policies in place in line with the context of the location and the activities. Group coordination has been further strengthened with the appointment of a Group Health & Safety Manager this year.

We are working actively to minimise the number of work accidents and strive towards zero accidents and especially a zero-accident culture. To measure our progress, we track the number, frequency rate and severity of accidents on our sites. We have reduced the number of injuries to 295 work accidents with lost time, a 6% decrease on a like-for-like basis.

We actively manage our performance on Employee Health and Safety at work. In addition to this we encourage all staff to maintain a healthy diet and take regular exercise, which has a positive effect on their lives, and not just when they are at work.

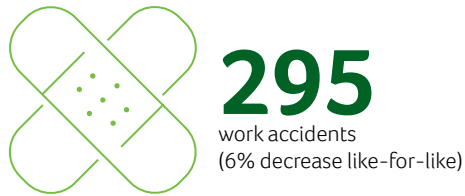
### Safety first

“Safety is a mindset, it has to be a second nature,” says Olivier Galard, Group Quality and Safety Director. “We have a lot of movement at our distribution centres in Fresh with forklifts and large trucks and a lot of moving parts at the production lines in Long Fresh. Everyone must be aware every day that for those who are not

careful, danger is lurking around every corner. The seasonal aspect of our business poses us with an additional challenge, with many temporary workers coming in who are not always familiar with our company and our surroundings.”

But safety is also a shared responsibility. As a company we need to invest in safe working conditions. It may be about revising traffic plans to avoid risks of collision, repairing floors that are unsafe or making sure all the necessary tools are available to work in a safe manner. Continuous improvement is really the keyword here.

“At Group level, we are developing a more general safety management structure that enables us to gain insight into our safety hazards, map and follow up on incidents, define KPIs and provide support for every division and every site. We’re also bringing our experts from across the Group together to share best practices. Even though each division has its own specific safety hazards, there is still a lot we can learn from each other,” concludes Olivier Galard.



Evolution work accidents with lost time

## Local community engagement & citizenship

We are all part of society, including our company. Our ambition is to improve life – through our plant-based products, our added-value services and our connecting role in the food value chain. We can only fulfil this role if we also support our local communities as best as we can. In many of our entities, we structurally collaborate with several local food charities by providing them with surplus food that we can no longer supply to our customers, but which is still perfect for consumption. In this way, we also try to provide the most vulnerable people in our society with great, plant-based food.



### Surplus with Purpose

At Greenyard Frozen UK, we continue to work with **FareShare**, the UK's longest running food distribution charity, to get healthy food on people's plates rather than being thrown away. Frozen vegetables are very valuable to charities. It allows them to offer a more varied and healthier menu to the people they support and helps with meal planning. Our carrots also come ready-chopped, which reduces preparation time for the busy charity chefs.

Since 2017 we have created nearly 250,000 meals for FareShare through our Surplus with Purpose campaign. And additionally, we have been able to bring more than 35 tonnes of berries to their network of community groups and charities and enough frozen vegetables for every person in the UK to have one day's worth of their five-a-day.

### Supporting the people of Ukraine

In the past year, we have also contributed to helping the people in **Ukraine** who had to flee their homeland because of the war. At Greenyard, we do not have offices in Ukraine or Russia, but we do have some entities in neighbouring countries such as Poland. Therefore, we took the initiative to send trucks with our plant-based products there. By focusing on the areas in the neighbouring countries of Ukraine, we were able to help the many people arriving there by providing them with healthy produce and food, such as peas, carrots and rice.

In addition, several local actions were organised within our entities, such as collecting medical supplies, hygiene products and clothing to give to refugees. And our colleagues in the region also helped refugees directly, for example by bringing family and friends to the border and offering shelter to people travelling on to their families.

These efforts show that Greenyard employees are people with their hearts in the right place. They make our company the purpose-driven company we are, where the human aspect comes first.





## Economic impact & governance

In everything we do, we operate according to our Greenyard Code of Conduct, which clearly defines how to act in a responsible and ethical manner. We have a clear management structure, with committed and informed managers who live our values and act according to our ethical framework. Our sustainability governance structure and our roadmap are supported by our senior management who regularly report to our Board of Directors on our sustainability performance.



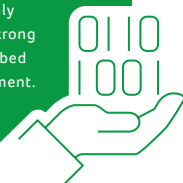
# Governance

Strong governance is the backbone to drive the execution of our sustainability roadmap and to progress towards our sustainability targets. We have a clear structure and procedures in place as well as a strong governance across the business.

We consider sustainability as an integral part of our strategy. Our Board is updated on the progress we make as part of the regular business updates by the co-CEOs, who are ultimately responsible for the strategy and its implementation. The actual execution is done in the business, supported and managed by the Sustainability Committee, which is chaired by the Group Sustainability and Innovation Director who reports directly to the co-CEOs and is responsible for the day-to-day management of our group sustainability roadmap.

**HIGHLIGHT**

We have developed a new sustainability database and increased the frequency of data collection from annual to monthly for the most relevant KPIs. This is a strong step to empower our managers to embed sustainability in day-to-day management.



The Sustainability Committee consists of several senior representatives across various functions, markets and areas of expertise. The committee meets six times a year to monitor progress, discuss areas requiring extra attention, and agree on necessary actions. It further develops the strategy and its targets, allocates the necessary resources and works with the responsible business leaders to realise the sustainability agenda.

Our governance approach is underpinned by two Codes: the Greenyard Code of Conduct and the Greenyard Supplier Code of Conduct. Our Code of Conduct outlines the unified social norms and responsibilities for all Greenyard operations and is applicable to all our employees. It defines our core values and the principles we live up to in the spirit of protecting our business, respecting the people we work with and our duty to foster nature. The Code has been renewed to align with the UN Guiding Principles on Business and Human Rights and to anticipate supply chain due diligence regulations. To help employees understand the Code of Conduct, a user-friendly e-learning module is mandatory for all Greenyard employees.

Our newly developed Supplier Code of Conduct sets out the standards in terms of environmental, social and governance matters that we expect from all direct suppliers of Greenyard – whether raw





material suppliers, service providers, co-packers, contractors or agents. It is scheduled to be rolled out over the course of the coming months.

We also revised our whistleblowing procedure to lower the threshold for anyone who wishes to report misdemeanours of any kind. The procedure guarantees absolute anonymity and empowers our employees to actively contribute to creating a safe haven for everyone. The procedure is also part of Greenyard's grievance mechanism towards suppliers and their employees.

We have a range of control procedures to ensure that these codes and policies are being followed. Greenyard seeks assurance in respect of human rights, labour regulations and health and safety regulations by means of regular audits at each of its facilities (100% coverage by 2025). Compliance with topics that are material to Greenyard's sustainability agenda are reported annually in our Sustainability Report.

We seek to offer ever greater transparency on the impact of our operations and our value chain. Following a readiness assessment last year, a selection of key performance indicators are henceforth externally verified by our statutory auditor. The limited assurance statement is available on [p.55](#).

In addition to this report, Greenyard discloses information about its environmental, social and governance performance to specialist ESG rating agencies including CDP, Ecovadis, MSCI, Sus-

**HIGHLIGHT**

**Supplier Code of Conduct**

The new Supplier Code of Conduct summarises clearly what we expect on environmental and social compliance from all growers, transporters and other suppliers when they do business with us.



tainalytics and Vigeo Eiris. Greenyard is also among 350 keystone companies which are covered by the Food & Agri benchmark by the World Benchmarking Alliance.

Greenyard achieved B- for CDP Climate change and B for CDP Water security in 2021. In January 2022, Greenyard received an ESG Risk Rating of 31.8 and was assessed by Sustainalytics to be at high risk of experiencing material financial impacts from ESG factors. Greenyard's ESG Risk Rating places it 32<sup>nd</sup> percentile in the food products industry assessed by Sustainalytics.\* Greenyard obtained an MSCI ESG Rating of A (last update August 2021).\*\*

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## Measure & act

“Sustainability is deeply embedded in our daily operations, and there is a strong and increasing need for a fact-based approach to monitor our performance and follow up on our progress. Several years ago, we already started collecting a wide range of data to accurately map our environmental impact in domains such as energy, water, packaging and waste. This was usually done on a yearly basis, coinciding with the publication of our Sustainability Report.”

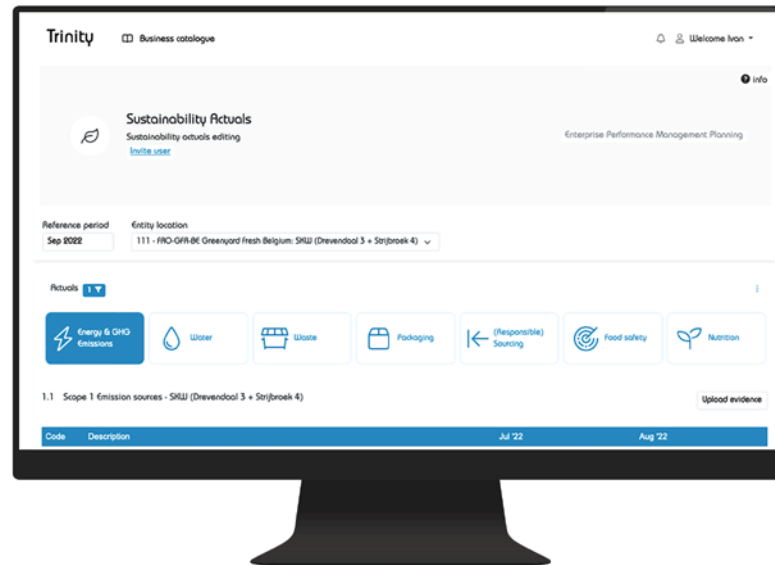
“Earlier this year, we introduced a dedicated, group-wide sustainability reporting tool which allows us to collect data in a consistent manner from every division, entity and site on a monthly basis. Most of the data is entered into the system by our local sustainability ambassadors, who keep track of a wide range of parameters – consumption of electricity and fuel, recuperation of water, energy produced by our solar panels, packaging materials and their recyclability, volumes for different waste streams, etc.”

“The monthly reporting schedule runs parallel with our financial reporting at Group level and enables management to analyse our performance, quickly detect trends and deviations and steer our operations in the right direction. The data is presented in a highly visual manner, with dashboards that provide an immediate overview of the most important evolutions.”

“But our work is not finished. As we move on, we will be adding and finetuning Key Performance Indicators for different parameters, while the number of parameters and the level of detail will be increasing. We will also be collecting more data from other domains, including Health & Safety. We are also looking into integrated systems that will allow to update information automatically, increasing the accuracy of the information while saving time for everyone involved.”

“The importance of this project cannot be overstated. The reporting tool is the result of close cooperation between different departments, including Business Intelligence, IT and Finance. The data we collect is crucial to comply with existing and future regulations and are verified and audited in a similar fashion to our financial numbers. In fact, in time they will be equally important as indicators of how well we are doing as a company.”

- **Anton Schumin** - Group Business Intelligence Analyst
- **Eva Bastijns** - Group Finance Controller
- **Ivan Van Eccelpoel** - Group Business Intelligence Manager
- **Karin Guns** - Group Controller





# Food safety, quality & traceability

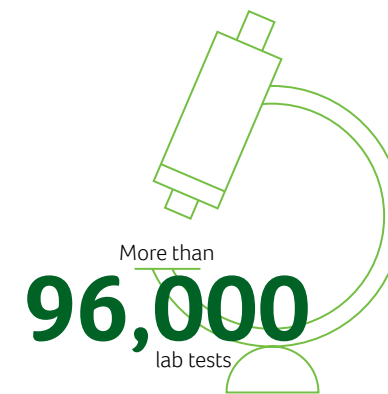
**G**reenyard has a fundamental responsibility to ensure people can trust the safety and quality of all our products.

We have implemented a wide range of processes across our entire supply chain to ensure food safety and quality. All products supplied by Greenyard are compliant with regulatory requirements in the EU and the country of sale as well as being safe for consumer usage and consistent in quality. Our Quality and Safety Policies outline the steps required to identify, control and monitor points of

potential safety risk. They cover every stage of the supply chain and apply to all operating sites and product categories. All sites comply with the most stringent international food quality standards. Within our regular quality control procedures, we conduct around 96,000 laboratory tests on products and processing equipment every year.

The company's focus on food safety and quality covers the entire production chain. All growers and suppliers must comply with clear and strict product specifications. When selecting new suppliers, we set high standards for food safety and quality. We conduct formal risk assessments on all our growers and suppliers, using assurance schemes which comply with the Global Food Safety Initiative, and we review their certification status every year.

Making sure our products and ingredients are fully traceable is a critical part of food safety, as well as a legal requirement. It also enables us to guarantee high-quality products and promote sustainability in our supply chain. Organic, Fair Trade and Rainforest Alliance products are supplied through a chain of custody scheme, which guarantees that they have been sourced in a fully sustainable way.



Indicator	2020/2021 like-for-like	2021/2022
Number of tests conducted on products	66,716	65,027
Number of tests conducted on equipment and facilities	28,906	28,703
Number of IFS-certified facilities	25	27
Number of BRC-certified facilities	11	11
Number of FSSC 22000-certified facilities	3	3
Number of ISO 9001-certified facilities	2	1
Number of Primus GFS-certified facilities	1	1
Number of audit days carried out by certification bodies	257	260

**HIGHLIGHT**

**QDNA project**

The QDNA project measures the prevailing food safety culture of Greenyard Fresh Belgium to identify the potential routes for improvement. The lessons learned will be extrapolated to the other Greenyard entities.



## Food safety culture at Greenyard

Food safety is paramount for Greenyard. We therefore believe that it must go beyond legal compliance and obtaining the necessary quality certificates. It is the responsibility of everyone working in the company – and not just the Quality Department. That is why Greenyard Fresh Belgium decided to participate in the QDNA project, which is managed and coordinated by Flanders' Food and runs in cooperation with Ghent University.

The project will map the current food safety culture in the entire organisation, from production staff to senior management, using a mixed-method approach. Everything starts with a baseline measurement. Based on a comprehensive questionnaire, it evaluates how well our management systems are aligned with the risks associated with our operations, how effectively food safety is embedded in our organisation and how we, as individuals, deal with and experience food safety.

The collected data are used to conduct a gap analysis of the current food safety culture and identify potential routes for improvement. These will be the basis for a number of food safety culture interventions, which will be developed and implemented in a later stage of the project.

The learnings from the project will not only benefit Greenyard Fresh Belgium, but will also be used within the entire Greenyard group, as we will be working together with colleagues from other countries and divisions to help them take the necessary steps.



# Innovation

## Enabler for healthy lifestyles and sustainable food value chains

» Innovation is central to realise our ambitions to enable healthier and more sustainable food supply chains. By adding convenience to fruit and vegetables we lower the threshold for consumption, while new technologies allow us to reduce food waste, further improve quality and ensure affordability.

*Florens Slob, Group Innovation and Sustainability Director*

### Convenience drives consumption

Despite government campaigns and efforts by retailers, the daily intake of fruit and vegetables is still way below what is recommended for a healthy diet. Both in Europe and worldwide, there is an enormous potential to boost the consumption of fruit and vegetables. “If we want to increase the consumption of fruit and vegetables, we need to find new and innovative ways to make them fit our modern lifestyles,” says Florens Slob.

Convenience can take on many forms, from pre-cut vegetables and prepared soups to completely new, healthy products. “Anything we can do to help people save time will lower the barrier for consumption,” says Florens Slob. “We also need to expand the moments of consumption – why not have fruit and vegetables at breakfast or as appetisers? Creativity is another important ingredient in the mix. New recipes can help people discover the rich variety of our natural products.”

Greenyard’s mealkits are a great example of this philosophy. “The idea is quite simple: it’s a box that contains the exact ingredients you need to prepare a full meal, including

spices and seasoning. No need to think of a shopping list, everything is there. Also included is an easy-to-follow recipe that allows anyone to put a healthy family meal on the table in less than half an hour.”

Cauliflower rice, which was successfully introduced by our Frozen division, is another example of an innovation that enables customers to add more vegetables to their meals and move towards a low-carb diet. “The beauty is that we use the entire cauliflower – you can easily imagine that this reduces food waste as well. It’s important to stress that we focus on low-processed and what we call close-to-crop products. The natural product, along with its basic nutrients, taste and texture, always remains central.”

### Technology tackles challenges

Developing new products is only one part of the innovation story. New technologies will also be crucial to solve many of the challenges our sector is confronted with: minimising food waste, tackling labour shortages, improving quality control, increasing transparency and ensuring healthy food is available and affordable for everyone.

#### HIGHLIGHT

##### Protein Club

Plant based is the future. Next to simply making vegetables a center of the plate product we joined the Protein Club (Bio Base Europe Pilot Plant - ILVO - UGent - CAPTURE) to investigate the potential valorisation of by-products from our Long Fresh segment as a feed stock for producing proteins via fermentation.



“It is an essential element of our Fork-to-Field strategy to optimise our value chain,” explains Florens Slob. “As we cover the entire chain – from the growers’ fields to the aisles of the supermarket – we have an incredible amount of data on the quality, taste and origin of our produce. This unique level of knowledge enables us to reduce waste, provide transparency and ensure true and fair pricing for everyone in the chain.”

“We can also use these data to better serve our customers and supply them with the exact amount of product that is needed in the right quality, based on forecasting and real-time demand. There are many opportunities to remove inefficiencies in the chain, not just for ourselves, but also for our customers, our growers and everyone that wants to contribute to a more sustainable food value chain.”



## Risk management

Greenyard's financial, market and operational risks are addressed in our annual report. Within our overall Risk Management approach, we also recognise the risks more directly related to sustainability topics such as climate change risks, security of supply (availability of fresh produce) and availability of fresh water.

Many of these topics are interconnected. Climate change, for example, may lead to a risk on the availability of fresh produce if a certain region is hit by more extreme weather conditions. We are used to mitigating these types of risks with a broad and global network of growers, ensuring we are not dependent on a single source of supply. The integrated relationship with our customers is also a solid base to mitigate risks and find pragmatic solutions should we run into lower supplies or higher volumes due to unforeseen circumstances.

Within our double materiality assessment, we included the risk assessments performed by the risk management department together with our senior management. The responsible group audit manager actively took part in our materiality assessment bringing all relevant topics from our risk management programme to the table.

Next to material topics with environmental and ecological impact, we also tackled a number of social aspects including

talent attraction and employee development. We already addressed these topics in previous sustainability reports as we consider all people-related topics of material importance to build a sustainable business. We will continue to put focus on these topics.

One topic that we included in both our risk assessment and materiality assessment is less directly related to sustainability and that is cyber security. Since it is a topic that can have a real material impact on our business, it is an important element to monitor. To avoid the risk of cyber-attacks, we have a number specific mitigating actions in place, including extensive training of our employees.

Risk management, and the related sustainability topics, are managed within our business and fall under the responsibility of the respective managing directors. Risks are assessed on a regular basis by our risk management department who report to our Executive Leadership Team and the Board of Directors.

Robust risk management processes are crucial to ensure sustainable business practices. We assess and monitor strategic, operational, financial, climate, and nature-related risks. A detailed exploration of risk factors is available in our [2021-2022 Annual Report](#).





Assurance  
statement  
statutory  
auditor

**Deloitte.**



**Greenyard NV**

Independent assurance report on selected environmental, social and governance performance indicators published in the Sustainability Report 2021/2022 of Greenyard NV for the year ended 31 March 2022

**Greenyard NV**

Independent assurance report on selected environmental, social and governance performance indicators published in the Sustainability Report 2021/2022 of Greenyard Group NV for the year ended 31 March 2022

**Independent assurance report on selected environmental, social and governance performance indicators published in the Sustainability Report 2021/2022 of Greenyard NV for the year ended 31 March 2022**

To the board of directors

We have been engaged by Greenyard NV to conduct a limited assurance engagement on selected environmental, social and governance performance indicators ("the ESG KPI's") published in Greenyard NV's group Sustainability Report 2021/2022 (the "Sustainability Report") for the year ended 31 March 2022. In preparing the ESG KPI's as included in section "Data Labels" of the Sustainability Report, Greenyard NV applied the standards of the Global Reporting Initiative (GRI) and a set of own reporting criteria as disclosed in the Sustainability Report (Criteria). The ESG KPI's included in scope of the limited assurance are mentioned below and are identified with \*\* in the Sustainability Report:

Energy:

- Energy Intensity
- Total fuel consumption, by fuel type
- Total electricity consumption, by energy source

GHG:

- Scope 1 GHG emissions
- Scope 2 GHG emissions
- Scope 3 GHG emissions

Water:

- Volume of effluent water discharged, by destination
- Volume of freshwater consumption, by source
- Water intensity
- Share of grower base mapped for water risk

Waste:

- Overstock & by-products for human consumption (charity)
- Overstock & by-products for animal feed
- Volume of waste materials, by waste stream

Certification:

- Share of grower base certified for social compliance

Packaging:

- Volume of primary packaging, by material
- Primary packaging material that is recyclable

Sourcing:

- Volume share of organic products
- Volume share of Fair Trade products

Governance:

- Reported/registered breaches against the Greenyard Code of Conduct
- Lawsuits or fines for non-compliance with regulations related to wellbeing and social matters
- Lawsuits or fines for non-compliance with regulations regarding corruption and fraud



**Greenyard NV**  
Independent assurance report on selected environmental, social and governance performance indicators published in the Sustainability Report 2021/2022 of Greenyard Group NV for the year ended 31 March 2022

Based on our work done as described in this report, nothing has come to our attention that causes us to believe that the abovementioned selected ESG KPI's as published in Greenyard NV's group Sustainability Report 2021/2022, have not been prepared, in all material respects, in accordance with the applied criteria.

**Responsibility of the board of directors**

The board of directors of Greenyard NV is responsible for the preparation of the ESG KPI's and the references made to it presented in the Sustainability Report 2021/2022 as well as for the declaration that its reporting meets the requirements of the criteria.

This responsibility includes the selection and application of appropriate methods for the preparation of the ESG KPI's, for ensuring the reliability of the underlying information and for the use of assumptions and reasonable estimations. Furthermore, the board of directors is also responsible for the design, implementation and maintenance of systems and procedures relevant for the preparation of the ESG KPI's that is free from material misstatement, whether due to fraud or error.

**Nature and scope of our engagement**

Our responsibility is to express a conclusion on the ESG KPI's based on our procedures. We conducted our engagement in accordance with International Standard on Assurance Engagements ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB), in order to state whether anything had come to our attention that causes us to believe that the ESG KPI's have not been prepared, in all material respects, in accordance with the applicable criteria.

We apply International Standard on Quality Control 1 and, accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Applying these standards, our procedures are aimed at obtaining limited assurance on the fact that the ESG KPI's do not contain material misstatements. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our work was performed on the data gathered and retained in the reporting scope by Greenyard NV as mentioned above. Our conclusion covers therefore only the abovementioned ESG KPI's and not all information included in the Sustainability Report 2021/2022. The limited assurance on the selected KPI's was only performed on the ESG KPI's covering the period from 1 April 2021 till 31 March 2022.

The scope of our work included, amongst others the following procedures:

- obtaining an understanding of the company's business, including internal controls relevant to collection of the information used to prepare the ESG KPI's. This included discussions with the Company's management responsible for operational performance in the areas responsible for the data underlying the ESG KPI's;
- considering the risk of material misstatement of the ESG KPI's;
- performing analytical procedures; and
- examining, on a limited sample basis, internal and external supporting evidence and performing consistency checks on the consolidation of these ESG KPI's.

Our report is made solely to the Company's directors, as a body, in accordance with ISAE 3000. Our work has been undertaken so that we might state to the Company those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's directors as a body for our work, this report, or for the conclusions we have formed.

**Greenyard NV**  
Independent assurance report on selected environmental, social and governance performance indicators published in the Sustainability Report 2021/2022 of Greenyard Group NV for the year ended 31 March 2022

**Independence**

In conducting our engagement, we have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior, and with the Belgian legal and regulatory framework.

Signed at Gent.

**Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL**

Represented by



Kurt Dehoorne



Sofian Milad

**Deloitte.**

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## Data tables

By continuously measuring our performance, we are providing stakeholders with maximum transparency into the impact of our activities and the improvements we are making.

## Environmental impact

Scale of the organisation	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Total employees, by country	FTE	9,001	8,668	8,672
Austria	%	1.1	1.5	1.5
Belgium	%	29.7	30.9	32.2
Czech Republic	%	3.0	3.1	3.3
France	%	7.3	7.5	7.7
Germany	%	9.1	9.1	9.0
Italy	%	0.7	0.7	0.7
Netherlands	%	18.9	17.5	17.5
Poland	%	15.1	15.7	14.5
Spain	%	0.7	0.7	0.7
United Kingdom	%	10.8	9.5	9.4
United States	%	2.5	2.6	2.5
Overseas sales & sourcing offices	%	1.2	1.2	1.2

Climate action**	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Scope 1 GHG emissions	Ton CO <sub>2</sub> -eq	81,440	72,377	71,688
Scope 2 GHG emissions – Location based	Ton CO <sub>2</sub> -eq	87,081	83,343	81,168
Scope 2 GHG emissions – Market based*	Ton CO <sub>2</sub> -eq	64,455	61,095	55,775
Scope 3 GHG emissions <sup>1</sup>	Ton CO <sub>2</sub> -eq	-	-	3,096,319
Total fuel consumption, by fuel type*	MWh	389,439	333,380	317,432
Natural gas	%	81.0	77.8	77.4
Fuel oil for transport	%	18.6	21.8	22.1
Fuel oil for heating	%	0.4	0.4	0.4
Total electricity consumption, by energy source	MWh	306,144	296,099	306,119
Non-renewable energy from a variety of fuel sources	%	90	90	89
Renewable energy self-generated or purchased*	%	10	10	11
Energy-intensity Long Fresh segment	MWh/ton	0.74	0.75	0.73

<sup>1</sup> Capital goods, employee commuting, processing of sold products, end of life treatment of sold products and investments are excluded due to their negligible share of emissions.

\* Restated 2020/2021 figures / \*\* KPIs in scope of the limited assurance assignment by the statutory auditor for the year 2021/2022



**Environmental impact**

<b>Water stewardship**</b>	<b>Unit</b>	<b>2020/2021 reported</b>	<b>2020/2021 like-for-like</b>	<b>2021/2022</b>
Volume of freshwater consumption, by source	Million m <sup>3</sup>	4.783	4.083	4.161
Municipal water	%	46	52	52
Groundwater	%	53	47	47
Rainwater	%	1	1	1
Water intensity Long Fresh segment*	m <sup>3</sup> /ton	6.35	6.20	6.46
Volume of effluent water discharged, by destination	Million m <sup>3</sup>	4.066	3.486	3.348
Surface water	%	78	91	92
Third party	%	22	9	8

**Zero waste\* / \*\***

Volume of food donated to charities	Ton	2,112	2,112	3,344
Volume of by-products and waste materials, by stream	Ton	196,444	195,266	196,318
Waste to be reused	%	59.2	59.6	61.6
Waste for recycling	%	37.2	36.9	35.4
Waste for energy recovery	%	3.3	3.2	2.8
Landfill or incineration without energy recovery	%	0.3	0.3	0.3
Volume of hazardous waste	Ton	107	106	173

**Circular packaging\* / \*\***

	<b>Unit</b>	<b>2020/2021 reported</b>	<b>2020/2021 like-for-like</b>	<b>2021/2022</b>
Volume of primary packaging, by material	Ton	83,878	65,782	67,678
Glass	%	51.8	60.4	53.2
Metal	%	27.8	13.7	15.0
Plastic	%	16.1	20.3	23.0
Cardboard	%	4.4	5.5	8.8
Wood	%	0.02	0.02	0.01
Primary packaging material that is recyclable <sup>2</sup>	%	98.9	98.6	98.8

<sup>2</sup> The assumptions to determine the recyclability of packaging may vary per country based on the information available.

**Sustainable agriculture**

Volume share of organic products Fresh segment*	%	5.4	5.4	7.3
Volume share of organic products Long Fresh segment	%	3.6	3.6	4.4

\* Restated 2020/2021 figures / \*\* KPIs in scope of the limited assurance assignment by the statutory auditor for the year 2021/2022

## Social impact

Responsible sourcing**	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Share of grower base in high and medium risk origins certified for social compliance	%	-	-	77
Volume share of Fair Trade products Fresh segment*	%	3.6	3.6	3.8

### Health & nutrition

Value share of fruit & vegetable products	%	94.4	94.2	93.8
Reformulated products introduced with reduced salt or sugar levels	Number	37	27	22

### Diversity & inclusion

Gender distribution amongst employees				
Female	%	34	39	39
Male	%	66	61	61
Gender distribution amongst management				
Female	%	23	23	22
Male	%	77	77	28

	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Age distribution amongst employees				
≤20	%	1	1	1
21-30	%	17	16	16
31-40	%	26	26	27
41-50	%	28	29	28
51-60	%	23	23	23
61-70	%	5	5	5
Employee workplace				
Office employee	%	23	23	20
Warehouse/operations employee	%	77	77	80
Own vs third-party employees				
Own employees	%	67	67	68
Third-party employees	%	33	33	32
Share of employees covered by collective bargaining agreements	%	62	63	63

\* Restated 2020/2021 figures / \*\* KPIs in scope of the limited assurance assignment by the statutory auditor for the year 2021/2022

## Social impact

Employee development	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Average hours of training per employee	Hours	9.4	8.4	13.1
Number of employees receiving training	Number	-	-	4,921

Health, safety and wellbeing*	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Work-related accidents with lost time	Number	327	316	295
Frequency rate Long Fresh segment	Number	35	35	48
Severity rate Long Fresh segment	Number	1.06	1.09	1.59

## Economic impact &amp; Governance

Governance	Unit	2020/2021 reported	2020/2021 like-for-like	2021/2022
Reported/registered breaches against the Greenyard Code of Conduct**	Number	0	0	0
Lawsuits or fines for non-compliance with regulations related to wellbeing and social matters**	Number	0	0	0
Lawsuits or fines for non-compliance with regulations regarding corruption and fraud**	Number	0	0	0
Facilities certified on social compliance	Number	-	-	6

## Food safety, quality and traceability

Facilities operating to an international food safety system	%	100	100	100
Audit days carried out by certification bodies	Days	272	257	260
Analyses on products	Number	66,732	66,716	65,027
Analyses on equipment and facilities	Number	29,311	28,906	28,703

\* Restated 2020/2021 figures / \*\* KPIs in scope of the limited assurance assignment by the statutory auditor for the year 2021/2022





# GRI context index

## General Disclosures

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102-2	Activities, brands, products and services	- The Greenyard approach, <a href="#">p.10-13</a> - Greenyard Annual Report 2021/2022, <a href="#">p.54-57</a>
102-3	Location of headquarters	About Greenyard, <a href="#">p.68</a>
102-4	Location of operations	Operational footprint, <a href="#">p.13</a>
102-5	Ownership and legal form	About Greenyard, <a href="#">p.68</a>
102-6	Markets served	The Greenyard approach, <a href="#">p.10-13</a>
102-7	Scale of the organization	- About Greenyard, <a href="#">p.68</a> - Greenyard Annual Report 2021/2022, <a href="#">p.54-57</a> - Data tables, <a href="#">p.58-61</a>
102-8	Information on employees and other workers	Data tables, <a href="#">p.58, 60-61</a>
102-9	Supply chain	The Greenyard approach, <a href="#">p.10-13</a>
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102-13	Membership of associations	Stakeholder engagement, <a href="#">p.21</a>

### 2. Strategy

102-14	Statement from senior decision-maker	Sustainability at the heart of our company, <a href="#">p.3-6</a>
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### 3. Ethics and Integrity

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### 4. Governance

102-18	Governance structure	
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### 5. Stakeholder engagement

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### 6. Reporting practice

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102-46	Defining report content and topic boundaries	- About this report, <a href="#">p.2</a> - Double Materiality Assessment, <a href="#">p.17</a> - Governance, <a href="#">p.47</a>
102-47	List of material topics	Double Materiality Assessment, <a href="#">p.17</a>
102-48	Restatements of information	Data tables, <a href="#">p.57</a>
102-49	Changes in reporting	There are no significant changes compared to the previous reporting period.
102-50	Reporting period	About this report, <a href="#">p.2</a>
102-51	Date of most recent report	About this report, <a href="#">p.2</a>
102-52	Reporting cycle	About this report, <a href="#">p.2</a>
102-53	Contact point for questions regarding the report	sustainability@greenyard.group
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### GRI 204: PROCUREMENT PRACTICES 2016 (Material topic : Responsible sourcing)

204	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> <li>- Sustainability model, <a href="#">p.15</a></li> <li>- Double Materiality Assessment, <a href="#">p.17</a></li> <li>- The Greenyard approach, <a href="#">p.10-13</a></li> <li>- Responsible sourcing, <a href="#">p.38-39</a></li> </ul> <p>103-2:</p> <ul style="list-style-type: none"> <li>- Sustainability roadmap and ambitions, <a href="#">p.18-19</a></li> <li>- Sustainable agriculture, <a href="#">p.33-34</a></li> <li>- Responsible sourcing, <a href="#">p.38-39</a></li> </ul> <p>103-3:</p> <ul style="list-style-type: none"> <li>- Responsible sourcing, <a href="#">p.38-39</a></li> <li>- Data tables, <a href="#">p.60</a></li> </ul>
Own indicator	Share of grower base certified for social compliance	<ul style="list-style-type: none"> <li>- Responsible sourcing, <a href="#">p.38-39</a></li> <li>- Data tables, <a href="#">p.60</a></li> </ul>
Own indicator	Volume share of Fair Trade products Fresh segment	<ul style="list-style-type: none"> <li>- Responsible sourcing, <a href="#">p.38-39</a></li> <li>- Data tables, <a href="#">p.60</a></li> </ul>

### GRI 301: MATERIALS 2016 (Material topic: Waste management)

301	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> <li>- Sustainability model, <a href="#">p.15</a></li> <li>- Double Materiality Assessment, <a href="#">p.17</a></li> <li>- Food waste and circular economy, <a href="#">p.29-30</a></li> </ul> <p>103-2:</p> <ul style="list-style-type: none"> <li>- Sustainability roadmap and ambitions, <a href="#">p.18-19</a></li> <li>- Food waste and circular economy, <a href="#">p.29-30</a></li> <li>- Circular packaging, <a href="#">p.31-32</a></li> </ul> <p>103-3:</p> <ul style="list-style-type: none"> <li>- Food waste and circular economy, <a href="#">p.29-30</a></li> <li>- Data tables, <a href="#">p.59</a></li> </ul>
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> <li>- Food waste and circular economy, <a href="#">p.29-30</a></li> <li>- Data tables, <a href="#">p.59</a></li> </ul>
Own indicator	Primary packaging material that is recyclable	Data tables, <a href="#">p.59</a>

### GRI 302: ENERGY 2016 (Material topic: Energy & emissions)

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302-1	Energy consumption within the organization	- Climate change and footprint reduction, <a href="#">p.24-26</a> - Data tables, <a href="#">p.58</a>
302-3	Energy intensity	- Climate change and footprint reduction, <a href="#">p.24-26</a> - Data tables, <a href="#">p.58</a>

### GRI 303: WATER and EFFLUENTS 2018 (material topic: Water management)

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303-1	Management approach disclosures: Interactions with water as a shared resource	Water stewardship, <a href="#">p.27-28</a>
303-2	Management approach disclosures: Management of water discharge-related impacts	Water stewardship, <a href="#">p.27-28</a>
Own indicator	Volume of freshwater consumption, by source	Data tables, <a href="#">p.59</a>
Own indicator	Water intensity Long Fresh segment	Data tables, <a href="#">p.59</a>
Own indicator	Volume of effluent water discharged Long Fresh segment	Data tables, <a href="#">p.59</a>
Own indicator	Overall water risk Greenyard volumes	Water stewardship, <a href="#">p.27-28</a>

### GRI 305: EMISSIONS 2016 (Material topic: Energy & emissions)

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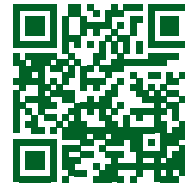
## About Greenyard

Greenyard (Euronext Brussels: GREEN) is a global market leader of fresh, frozen and prepared fruit & vegetables, flowers and plants. Counting Europe's leading retailers amongst its customer base, Greenyard provides efficient and sustainable solutions to customers and suppliers through best-in-class products, market leading innovation, operational excellence and outstanding service. Our vision is to make lives healthier by helping people enjoy fruit & vegetables at any moment, easy, fast and pleasurable, whilst fostering nature.

With more than 9,000 employees operating in 19 countries worldwide, Greenyard identifies its people and key customer and supplier relationships as the key assets which enable it to deliver goods and services worth approx. € 4,4 billion per annum.

In case you have any questions, please contact:

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*for a healthier future*