

Improving life.



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ABOUT THIS REPORT

This Sustainability Report is a non-audited complement to the Annual Report for the financial year 2020/2021 that we have published on 15 June 2021. 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 Logistics Portugal) and subsidiaries in which the company has only minority shareholdings. Non-financial figures in the report refer to the financial year 2020/2021, 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 November 2020.

Regulated information – 14 September 2021
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Message from the co-CEOs

Business as usual is no longer an option. We are in a unique position to make a real difference in our industry.



“Food value chains are complex. If we want to make a real sustainable impact, we also need strong collaboration throughout this entire food value chain. We cannot take this path alone.”

Marc Zwaaneveld, co-CEO Greenyard

Dear readers, growers, customers, employees, business partners and shareholders,

Improving life.

Our purpose perfectly captures what Greenyard wants to achieve as a company. As a connecting partner we continuously strive to be a driving force towards healthier lifestyles and ever more sustainable food value chains.

The past year has shown the vulnerability of humanity and the interdependence between countries, companies, and people. It also illustrated the strength and the resilience of Greenyard’s connected food value chain. Our integrated business model is built on a solid and global network of dedicated growers and on close collaboration with engaged retailers, who have a strong focus on sustainability. Our passionate and skilled employees ensure that these both ends of the food value chain remain smoothly connected, every day again.

This unique way of working enables consumers to buy our healthy products all year round, in fresh, frozen or prepared form – across the globe.

Connecting fork to field

Matching demand with supply is vital in building increasingly sustainable food value chains. At Greenyard, contrary to classical supply driven approaches, we connect fork to field. Everything starts with the actual demand at the consumer side. By teaming up with our customers, we understand what people want to eat, how, where, and when. With these insights, we engage with our growers to build tailored

production plans. This way of working allows us to permanently optimise supply and to ensure the road from field to fork is always as short and efficient as possible.

We cannot do this alone. Food value chains are complex. They are global systems that can only be changed for the better when approached in a systematic way, and through joint efforts with all parties involved. If we want to make a real sustainable impact, we need strong collaboration throughout this entire food value chain.

That is why our new Sustainability Roadmap 2025 is built on three key pillars, connecting all parts of the food value chain.





“Greenyard is at the very heart of the transition towards healthier lifestyles, with products that form the basis for healthy and plant-based diets. This entails an undeniable responsibility to act as a driving force towards ever more sustainable food systems.”

Hein Deprez, co-CEO Greenyard

1 Building sustainable food supply chains - ensuring the highest environmental and social standards

Environmental and social compliance is mandatory for all our partners, and throughout the entire food value chain. Simply said: we commit to good and fair working conditions for all workers, whilst fostering nature. Concretely, we source our products from farmers who work according to our high standards of environmental and social sustainability. We want to lead by example, which is why we have stretched our target to have 100% of our growers certified by 2025. Not only in high-risk, but also in medium-risk countries. Furthermore, signing the new EU Code of Conduct for Responsible Food Business and Marketing Practices earlier this year, clearly amplified our ambition as a driver of positive change in the industry.

2 Improving our own environmental footprint - working towards a lower carbon and water footprint

The lockdowns during the COVID-19 pandemic influenced consumption patterns. Productions of additional volumes in our Prepared and Frozen divisions and the implementation of strict corona measures, resulted in lower energy efficiency compared to previous years. Despite this complex situation, we invested in several

innovative projects to improve our footprint. A new cooling tower at our Prepared division will save 50 million litres of drinking water per year; the new engine room at our Frozen division will bring significant energy savings in coming years. Additionally, multiple projects to reduce packaging materials have been implemented, and several other projects to save energy were launched. Reducing our own environmental footprint is, and will remain, a key priority for Greenyard.





3 *Teaming up with our customers - promoting healthy and sustainable food concepts*

Our integrated customer model based on long-term relationships is unique. It is crucial to achieving a more sustainable food value chain. This way of working enables us to jointly develop healthy and sustainable food concepts, making healthy food choices ever more accessible for consumers. It also allows us to create shorter and more efficient supply chains, to the benefit of everyone involved, from grower to consumer. This close collaboration is key if we want to realise our ambitious commitments.

Our Sustainability Roadmap 2025 allows us to further accelerate on this indispensable topic. It will also enable us to continuously explore areas where sustainability and economy go hand in hand. Less waste or lower use of energy automatically translates into a decreased cost. These are concrete opportunities. Thanks to our integrated business model, increased digitisation, and joint efforts, we

have the capability to further maximise these synergies. Simultaneously, the time is right to value the true cost for high quality products of nature, and a sustainable and responsible food value chain.

Challenges and dilemmas for our industry

Fruit and vegetables have a lower environmental footprint compared to other food categories. There is clear consensus that they are essential if we are to meet the world's rising demand for food, while respecting planetary boundaries. At the same time, our industry is also highly dependent on nature itself and the health of our planet, as well as on favourable climate conditions. Clearly, growing fruits and vegetables is a critical, yet fragile activity.





We do see a growing awareness for the impact of climate change, as well as for the challenge of feeding a growing world population. In parallel, we are obviously confronted with several dilemmas linked to the urgent transition towards more sustainable food value chains. Solving these dilemmas will inevitably lead to price increases; this we cannot ignore. It will enable growers to invest in various sustainability initiatives – safeguarding the invaluable source of healthy fruit and vegetables: our planet, with healthy soils and rich in biodiversity.

We need to accept that a more sustainable food value chain will simply require investments from our current generation.

Sustainability at the heart of our strategy

Sustainability is an integral part of our business strategy. With the new Sustainability Roadmap 2025 and our new set of commitments, we are now accelerating our sustainability journey.

We have not just stretched the commitments we have been working on over the past years, including climate change, water, zero waste and social responsibility. We added new ambitious targets. Today, these targets are already embedded in all our activities, ensuring sustainability is at the heart of everything we do. In parallel, several internal projects are being set up to help strengthen our governance structure, better measure our performance and manage our continuous improvement on Environment, Social & Governance (ESG) matters.

Embracing our responsibility

Greenyard is at the very core of the transition towards healthier lifestyles. Together with our customers, we bring a wide range of healthy and plant-based products to consumers, every day. We acknowledge, that our unique position right at the centre of the food value chain, does not only bring many opportunities. It also entails an undeniable responsibility to act as a driving force towards ever more sustainable food systems.

We embrace this, and we are confident our company-wide efforts will pay off. We will deliver on our promise to **improve life**: life of people through healthier lifestyles, life of our employees and life of our business partners. And, of course, life on earth, as we continuously take care of our planet.

Through the sustainability report you have at hand, we invite you to discover how we make this ambition tangible, through smart investments and impactful projects. It illustrates how we take up our responsibility to improve life of current and of future generations, and this on a day-to-day basis.

Hein Deprez, Marc Zwaaneveld
co-CEOs Greenyard





Greenyard's sustainability journey

It is our ambition to be a driving force in the much needed transition to healthier lifestyles and more sustainable food value chains.

Today's global food value chains are operating beyond planetary boundaries. We are rapidly depleting our planet and our natural resources and even jeopardising future food production. Continuing with business as usual is no longer an option. A major shift is needed, both in the way we consume and produce food. At Greenyard, we recognise this, and we embrace our responsibility to be part of a shift towards improved life. For people on this planet, and for the planet itself.

Healthier lifestyles

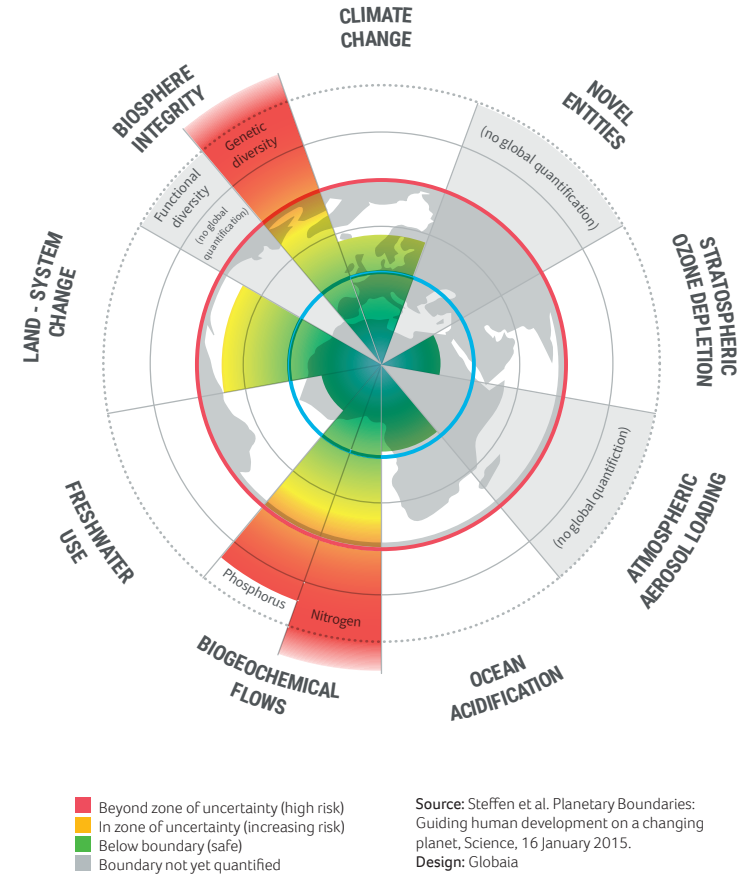
A major shift among consumers towards a more plant-based diet, with a much lower environmental impact, can help tackle climate change

Current agricultural practices will eventually destroy the valuable ecosystems they depend on. It is the great paradox of today's so-called efficient food systems.

while providing a sustainable solution to feeding the world's growing population with healthy food. Greenyard has been contributing to this transition for many years by promoting a higher consumption of fruit and vegetables.

Sustainable food value chains

But this is not enough. We will also need to invest in sustainable food value chains that benefit both people and planet. We need to move towards regenerative farming with a specific focus on biodiversity. This transition may sometimes feel like a step backwards from the hyper-efficient agricultural practices many farmers currently use.





Our purpose

At Greenyard, we want to be a driving force in the transition to healthier and more sustainable food supply chains. Our purpose is based on our position in three important areas.

1 We see it as our duty to pass on our planet and its fertile soils to future generations in the same, and preferably even better, condition than today. Our growers' livelihoods depend heavily on the availability of healthy soil, biodiversity, fresh water and the right climate conditions. They are directly affected by the consequences of global warming and the loss

of biodiversity. It is important that everyone recognises that these valuable ecosystems are under extreme pressure and have degraded over the past decades. Our key targets on climate action, water, (food) waste and packaging are designed around this belief and will help to improve our own footprint.

2 We value the hard work and natural resources that are required to grow our fruit and vegetables and recognise the need to minimise food waste. Within the total food supply chain from field to fork more than 30% of all food is wasted. This amounts to more than 1.3 billion tonnes globally. The integrated partnership model we have developed over the years



enables us to better match supply and demand and thus avoid food waste throughout the entire chain. It establishes a direct connection between the needs of end consumers and the production of our growers.

3 We recognise the complexity of social aspects in the global food supply chain. A large part of the global workforce is employed in agriculture – about 10% overall and in some rural areas even more than 30%. Many of them work for low wages, sometimes in difficult conditions. This puts them in a vulnerable position. The inability to earn a fair and viable wage forces farmers to try to maximise production and work against nature. This also applies to developed countries where arable land is expensive and farming is over-optimised, resulting in cropland that becomes less resilient. A poverty trap in which nature loses out. That is why we joined SIFAV (Sustainability Initiative Fruit and Vegetables) to work with customers and other stakeholders on this topic and why we decided to have 100% of our growers in high and medium risk countries certified on social responsibility.



To achieve a true sustainable solution, we need everyone in the food value chain, from start to finish and back. An absolute necessity to obtain a real, future-proof solution for this most difficult theme lies with consumers: they too will have to recognise the actual value of (fresh) produce and it is part of our responsibility to educate and convince them to pay an inclusive, true price for their products. Sustainability is a joint effort.

Joining forces

We can only realise this transition if we join forces with all the other links in the food value chain. The more people recognise the importance of the transition we need to make, the more we will achieve. Creating awareness and making the right choices when we buy our fruits and vegetables will be crucial. Only then will we be able to unlock the unparalleled potential of fruit and vegetables to create a healthier and more sustainable future for all.

Sustainability highlights 2020/2021



Greenyard Prepared upgrades cooling tower

Through smart re-use of clean cooling water, Greenyard Prepared will save 50 million litres of water per year at its site in Bree, Belgium. A significant step in a region where water stewardship is becoming more important.



Sustainable packaging for organic products

A new packing station allows Greenyard Fresh Italy and Organic Farmer Group to introduce new and sustainable packaging solutions for its organic products, including plastic-free packaging for kiwis and pears and cellulose nets for citrus fruits.



Bakker Barendrecht invests in new citrus line

Bakker Barendrecht installed a fully automated citrus line in its new distribution centre in the Netherlands. The line one of the most advanced of its kind in Europe, resulting in improved quality, higher efficiency and reduced waste.



Tackling water scarcity in Flanders

Greenyard is participating in the Smart WaterUse project to identify water risks in Flanders. The project will help Flemish companies to manage their water resources in a smarter, more sustainable way.



Greenyard Frozen builds new engine room

A new engine room in Comines, France allows Greenyard Frozen to increase its cooling capacity and double its production of frozen vegetables in France. The installation recovers 100% of the heat that would normally be lost.



Promoting pulses in a bid to reverse the protein balance by 2030

Greenyard engages in 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.

Sustainability Initiative Fruit and Vegetables 2025

Five Greenyard Fresh companies take part in a collaborative sustainability strategy with a focus on significantly reducing the environmental footprint across the supply chain, addressing social responsibility and strengthening due diligence and transparency.



LCA maps environmental impact of packaging

Greenyard Frozen conducted a Life Cycle Assessment (LCA) to determine the environmental impact of its packaging options. It provides both internal product managers and external customers with objective data to make the best decision.



NATUUR & BOER

Better for Nature & Farmer

Greenyard's Bakker division plays a leading role in Albert Heijn's new Beter voor Natuur & Boer ('Better for Nature & Farmer') programme, which involves more than 200 growers in the Netherlands.



Greenyard at a glance



Training hours
9h



Work accidents
304
(3% decrease LFL)



80
nationalities



More than
94%
of revenues are F&V



37
product reformulations



More than
96,000
lab tests



168,638
tonnes CO₂-eq



2%
less energy per ton
processed product YoY



2%
less water per ton
processed product YoY



More than
98%
of packaging is recyclable



5%
organic
certified products



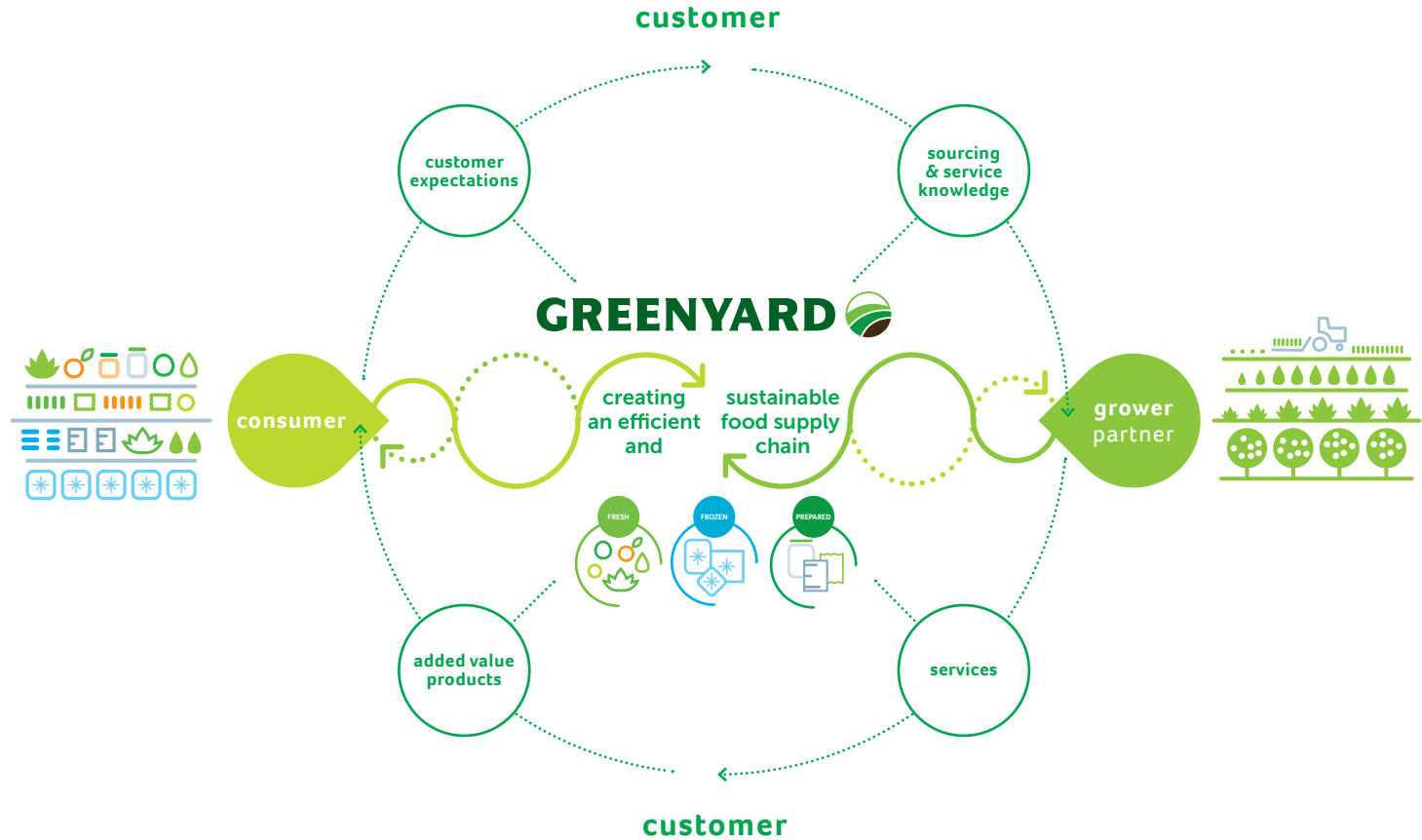
4%
fair trade
certified products



Connecting fork to field: Greenyard's integrated value chain

The power of Greenyard lies in the connections we make. Connecting the farms where the produce grows and the supermarkets or restaurants where consumers enjoy healthy fruits and vegetables. Because of our scale, and our solid and extensive network of dedicated growers and long-term relationships with customers, we can offer a comprehensive and well-designed range of high-quality products which reflects modern day demands and makes fruit and vegetables more accessible, more convenient, and more affordable for everyone.

This unique position in the food supply chain has enabled us to broaden our (service) portfolio, shifting from a traditional trading company to a company with high added-value services, from new product development through ripening to logistics and packaging, while ensuring the shortest possible food supply chain. And this to the benefit of all partners in that chain.



Sourcing - As close as possible, as far as necessary

At Greenyard, we source our fruit and vegetables from a worldwide network of growers and suppliers. We have built strong and long-term relationships with many of them, resulting in a steady supply of high-quality products for our customers. All frozen and prepared products come from fields within 100 kilometres of our

production plants. For those products that need to travel longer distances from field to market, we focus on the closest and the best growing regions. We source over 2,500,000 tonnes of fruit and vegetables from 90 countries, of which around 65% come from the EU.

Greenyard product mix (by revenue)



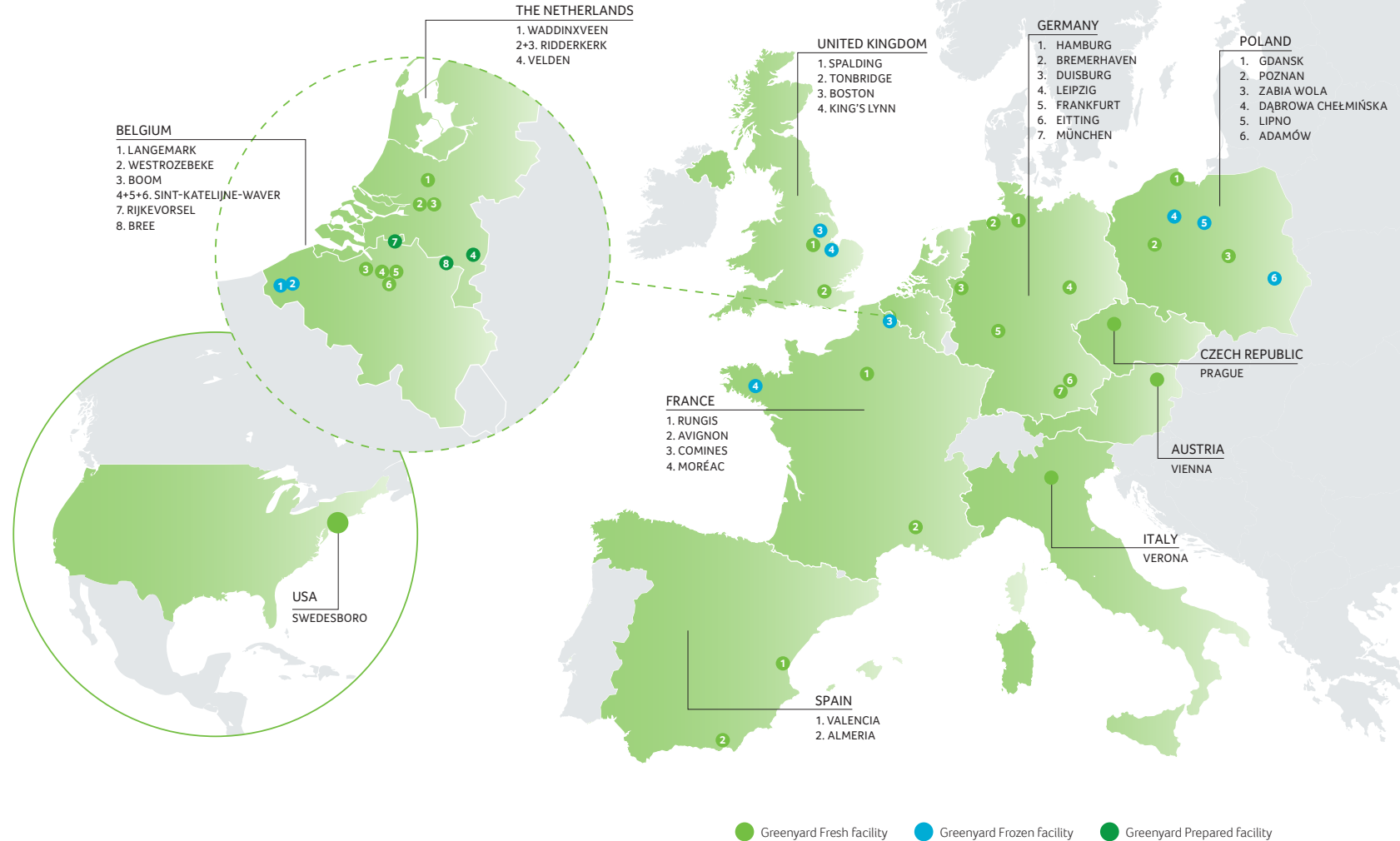
All frozen and prepared products come from fields within 100 kilometres of our production plants.

Operational footprint

At Greenyard, we have an extensive network of state-of-the-art distribution centres and processing facilities, spread across our core markets and our growing regions. By combining them with our sourcing and our technical expertise, we have developed the capacity to offer world-leading added-value services to our customers.

We collaborate closely with some of the world's largest retailers and food service companies, helping them to expand their offerings, 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.

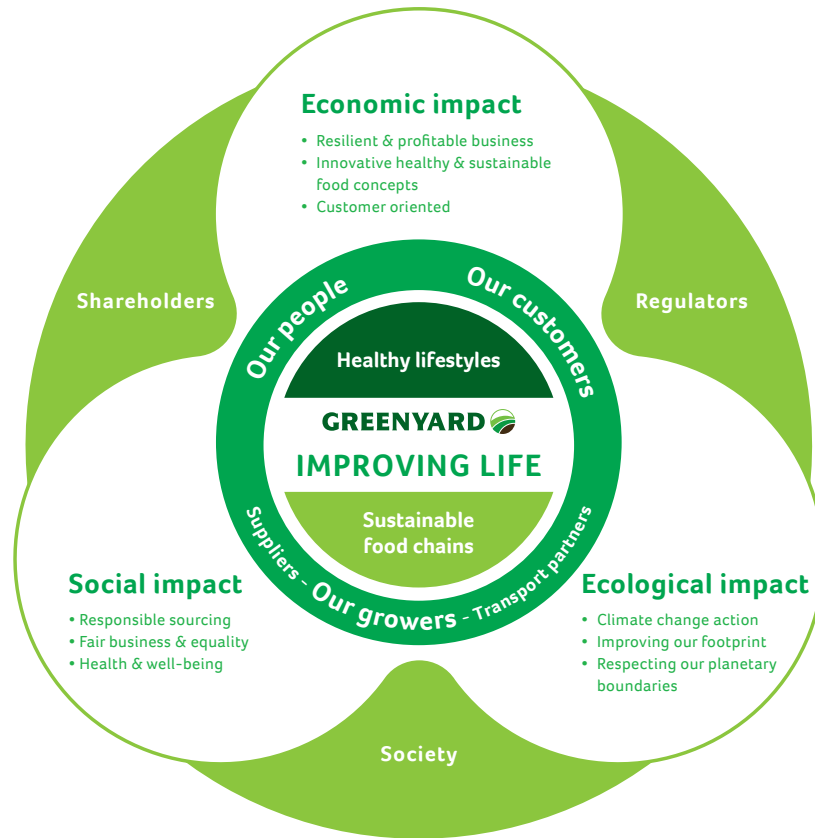
This unique way of working does not only allow us to optimally link supply with the actual consumer demand, it also enables us – together with our customers – to actively drive the shift towards healthier lifestyles and an increased consumption of fruit and vegetables. Always working towards an ever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



Our Sustainability Roadmap 2025

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.



1 Our sustainability model starts with our sustainable proposition in the market. Through a winning combination of inherently healthy products, made available in fresh, frozen and prepared form, we make it easier for everyone to enjoy the many benefits fruit and vegetables have to offer. At the same time, we support our growers in creating more sustainable food value chains that foster nature. As one of the world’s largest players in fruit and vegetables, we can make a real impact, even with small steps in the right direction.

CREATING MORE SUSTAINABLE FOOD VALUE CHAINS

Fruit and vegetables are a food category with a relatively low environmental impact. Nonetheless, our sector is currently operating beyond planetary boundaries. At Greenyard, we stimulate and support growers in their efforts to make more efficient use of scarce water and energy resources, and invest in cultivation methods that foster nature.

ENABLING HEALTHY LIFESTYLES

Fruit and vegetables are the foundation of any healthy diet, providing us with essential nutrients such as fibres, minerals and vitamins. Together with our customers, we make sure people to enjoy their many benefits by making our products accessible, convenient and affordable.



2 We can only be successful if we connect and team up with all actors in the food value chain. Our “fork to field” approach and our integrated partnership model clearly differentiates us from competitors. As the connecting partner between our growers and our customers, we are in a unique position to match supply and demand, reducing waste in the chain and create sustainable food value chains that are beneficial to everyone involved.

Starting from the actual end consumer demand, we contract the volumes needed and plan the season with our dedicated growers. During the season, we are in constant contact with our customers to adjust our plans, as nature still has its own agenda.

Additionally, thanks to our global scale and our activities in fresh, frozen and prepared fruit and vegetables, we can offer growers solutions for larger parts of their harvests. Consumers in

different countries and regions have different expectations, and we gladly respond to them, minimising waste on the one hand, and optimising relationships with our growers on the other, while responding to the specific needs of consumers across the globe.

3 All choices we make on our journey towards healthier lifestyles and more sustainable food value chains comply with relevant regulations and have a positive economic, ecological and social impact. This makes our company a vital part of society and a sustainable investment for shareholders. Our sustainability roadmap enables us to take our strategy to the next level.

Sustainability is not just about a license to operate, but about becoming a driving force for fundamental change in our sector and a source of new business opportunities.

Sustainability pillars

Our Sustainability Roadmap helps us structure and manage our performance over the next five years, including the current financial year. The roadmap is based on three pillars that are crucial to create more sustainable food value chains.

- 1 Responsible and sustainable sourcing in compliance with environmental and social standards.
- 2 Improving the environmental footprint of our own operations.
- 3 Teaming up with customers to develop and promote healthy and sustainable food concepts.

The roadmap is supported by several internal programmes to further improve the measurement of sustainability KPIs, embed sustainability targets in our daily management and build a sustainability culture in our company.

Building on current commitments

The roadmap builds on the four key commitments we have been working on over the past years, including climate change, water, zero waste and social responsibility, and on the governance structure that has been put in place. It is a living document that helps us reach our targets and a guiding compass that keeps us moving in the right direction.

Our performance over the past year – which was impacted by increased volumes and additional measures due to COVID-19 – shows we are taking important steps in the right direction.

In this report you will find the stories behind our many projects and achievements.

2020/2021	
Climate action	<ul style="list-style-type: none"> • Calculation company carbon footprint done • Disclosure of efforts through CDP (B-) • Projects/investments to save energy in our operations (eg engine room Frozen Comines)
Water stewardship	<ul style="list-style-type: none"> • Water risk assessment done for 46% of our grower base • Disclosure to CDP (B-) Water security • Projects to save or reuse water in our operations (eg cooling tower Prepared Bree)
Zero Waste	<ul style="list-style-type: none"> • 98% recyclable consumer packaging • Participation in research projects (eg Circo pack) • Development LCA tool for packaging • Participation programs with customers to fight food waste
Responsible sourcing	<ul style="list-style-type: none"> • Insight in social compliance performance of our growers in High Risk countries (81%) • Training of growers (eg LatAm on Rain Forrest Alliance certification) • Active participation in Sustainable Initiative Fruits & Vegetables
Governance	<ul style="list-style-type: none"> • Formal sustainability governance structure in place / Sustainability ambassadors all entities • Set up of a Sustainability Roadmap 2025 • Good performance on ESG ratings • External readiness check on data collection

We support (a.o.)



Key commitments and targets for 2025

The Greenyard Sustainability Roadmap takes into account the diverse range of external views on sustainability in the food sector we have encountered over the years: 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.

The valuable input from our customers – who pay close attention to environmental, social and governance matters – helped us to select the most important topics. Finally, it is also informed by the results from the materiality assessment we have carried out.

It goes without saying that it has been created in close collaboration with our divisions, entities, and sustainability ambassadors. The approach has been discussed at Board level and is endorsed by Greenyard's Board members and top management. Updates on the progress will be an integral part of business updates given to the Board by our management.

All input has been used to add new targets and stretch our previous commitments to make our sustainability efforts more tangible and specific. The new set of targets will be embedded across our activities during the current financial year to ensure sustainability is at the heart of everything we do.



Climate change – adaptation and mitigation

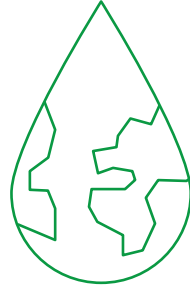


We will realise a **50% reduction** of scope 1* and scope 2* CO₂ emissions by 2025 compared to 2019

We will realise a **70% reduction** in CO₂ emissions by 2030, on track to become carbon neutral by 2050.

We will stimulate and incentivise our suppliers (scope 3*) to implement a **Science Based Targets approach** on climate change.

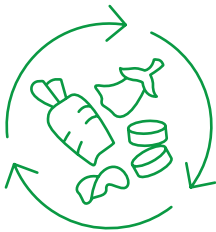
Lower the water footprint of fruits and vegetables



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%** (extra) by 2025.

Minimise food waste



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

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

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).

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

Ensure responsible and sustainable sourcing



We will grow to **100% certification on social compliance** of our grower base located in high and medium risk origins by 2025.

*scope 1: direct emissions / scope 2: indirect emissions – owned / scope 3: indirect emissions – not owned

Responsible & Sustainable Sourcing
 Ensuring a sustainable food supply chain (environmental & social) and compliance of our growers & suppliers

Improve our environmental footprint
 Aim for zero-waste & carbon neutral (internal and with suppliers) / reduce water intensity / 100% recyclable packaging

Team up with customers on ESG topics
 Create awareness at consumer level / develop & promote healthy & sustainable food concepts / ensure resilient revenues / build upon partnerships / innovation & new business opportunities



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



Minimise food waste, create awareness on the need to transform our food system.



Promote sustained, inclusive and **sustainable economic growth**, full and productive employment and decent work for all.



Reduce our foot print and build a resilient food supply chain while fostering nature respecting planetary boundaries.



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



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.



Materiality assessment

Based on conversations with internal and external stakeholders and experts, we have reviewed the main topics in our roadmap. Along with our own internal materiality assessment, they confirmed the topics we are already working on are the right ones at this moment. The assessment also demonstrated more attention to biodiversity is required the coming years. We have not yet set specific targets for this domain, as we are currently developing our position and our vision.

In the coming year, we will perform a broader materiality analysis, considering the latest information on the EU Taxonomy and guidance of a new EU Corporate Sustainable Reporting Directive (EU-CSR). It will include a dual materiality approach, taking into account how sustainability issues affect our business and our own impact on people and the environment. The set-up of our current report already reflects this way of thinking.

We discuss various sustainability topics on a regular basis with our customers. Our shareholders, investors and financial partners show great interest in our sustainability performance as well. For regulators and policymakers, especially in the EU, the sustainability performance of companies in the food sector has always been important. We welcome the growing attention for the sustainability of our company, as we believe it is an integral of our business and a defining factor for our future success.



Our contribution to the United Nations Sustainable Development Goals

Improving life perfectly encapsulates our ambition to be a driving force in the transition towards healthier lifestyles and a more sustainable food supply chain.

We believe we can truly add value to society with our undeniably healthy products. By making fruit and vegetables more available and affordable, we improve people's well-being and enable healthier lifestyles, with the added benefit of reduced healthcare costs. By ensuring that our fruit and vegetables are produced in a sustainable way, that nature is fostered and that all stakeholders involved in the food value chain are respected, we generate a positive impact for everyone in that chain.

This does not make us an NGO. We certainly encounter dilemmas in doing our business, but it is a sound and sustainable foundation on which we can continue to build. As a global player, we recognise that anything we do has an impact and we strive to be a purpose-driven company, a connecting force in the food value chain.

On the one hand, we connect with our global network of dedicated growers – with whom we often have long-term relationships – and provide them with a solid basis on which to run their business. On the other hand, we connect with our customers to collaborate on environmental, social and governance themes and to promote healthier lifestyles. Our long-term integrated relationships with customers provide the necessary trust and confidence to move towards more sustainable or even regenerative food value chains.



ENVIRONMENTAL. Our main targets are focused on improving our own footprint. We aim to reduce our energy use, minimise food waste, optimise the water footprint of our products and increase the sustainability of our packaging. We use a science-based targets approach and reach out to our suppliers to reduce their environmental footprint in a similar way.

SUSTAINABLE DEVELOPMENT GOALS



***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.*

Our business model contains many elements that contribute to solving global issues. But we still have a long way to go and can only be successful if we embark on this journey together with all our partners in the food value chain. Together, we must realise that we are only borrowing our planet from future generations and that we must try to hand it over without any debt.

Sustainability is often limited to environmental impact, but in our view, economy, ecology

and social impact are intertwined. That is why we have adopted the UN's 17 Sustainable Development Goals (SDGs) as a guiding compass and selected four of them to focus on.

The SDGs are a clear call to action and seek to mobilise global efforts around a common set of goals and targets. We believe the SDGs can help government, business and civil society to work together to end poverty, hunger, environmental pollution, climate change and create a life of dignity and opportunity for all.

***SOCIAL.** 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 work with suppliers who ensure compliance with social laws and regulations and who are committed to improving this performance.*

SDGs in focus

SDG 2 – Zero Hunger



We want to make fruit and vegetables more accessible, convenient and affordable, so everyone can enjoy their many benefits. SDG 2 may be strongly focused on the situation in developing countries, but we believe our efforts in our home markets actively contribute to this SDG, especially when working towards a food value chain that is more sustainable in all respects.

In this respect, Goal 2.4 is most relevant to our business: *By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.* This corresponds to the way we want to do business. Our business model, based on a “fork to

field” approach, supports this goal. Through close collaboration with our worldwide network of growers, we are creating more sustainable food value chains with a focus on both environmental and social aspects.

In the coming years we want to further develop our vision on biodiversity and regenerative farming and make our ambitions more explicit. Today, we already support various efforts in this domain, but we intend to add it as an integral part of our strategy in a joint effort with our connected customers and growers.

SDG 3 – Good health and well-being



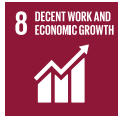
By promoting healthy lifestyles and more plant-based diets, we actively support SDG 3. Too many people still rely on unhealthy diets which contain too much saturated fat, sugar and salt,

causing severe health problems and reducing life expectancy and quality. By simply eating more fruit and vegetables, many people will be able to develop a healthier lifestyle. This will also result in lower healthcare costs for society, especially when we consider the many diseases that can be directly attributed to poor nutrition.

In this respect, we feel it would be appropriate to add specific targets to SDG 3 to stimulate the move towards more plant-based diets and plant-based nutrition. In addition, plant-based nutrition has a much lower environmental footprint and will allow us to build food systems that operate within planetary boundaries.



SDG 8 – *Decent work and economic growth*



A responsible and sustainable food supply chain can be explained in simple terms as fair and good working conditions for all workers in the chain, while fostering nature. SDG 8 focuses on the topic of working conditions. We emphasise the importance of social compliance and responsible sourcing, reflected in our target to have 100% of our growers in high and medium risk countries certified by 2025. It is also directly linked to our participation in SIFAV 2025 (Sustainability Initiative Fruit and Vegetables) where improving working conditions is a specific topic to work on with all partners in the value chain.

Fair and good working conditions, along with more specific topics like the exclusion of child labour, are covered in our internal Code of Conduct, in which we clearly state a zero-tolerance policy for anyone working for or with Greenyard. The UN Global Compact guidelines serve as a guiding compass in this respect. Next to our efforts on the certifications of our growers and SIFAV, we are issuing a Supplier Code of Conduct



before the end of 2021, which standardises already existing social compliance agreements and will become the basis for any future contracts with growers or suppliers.

SDG 12 – Responsible consumption and production



This SDG is all about building resilient and sustainable food supply chains. While we fully endorse the environmental aspects within this SDG, we also pay specific attention to social compliance and responsible sourcing (cfr. SDG 8).

One specific sub-target 12.3 is especially relevant for Greenyard and its retail customers: “By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.”

To this end, we team up with our customers to extend the shelf life of our products, to optimise our packaging by making it fully recyclable and



to minimise the use of packaging without compromising food safety or shelf life. Many of our innovations – our meal kits in particular – provide optimal portioning of vegetables to prepare a healthy dinner. The same applies to the products of our Frozen division which enable long-term preservation and smart portioning.

But there is still a lot of work to be done. On the consumer side, about 30% of food still ends up as waste in developed countries. Raising awareness on the optimal storage of food, the benefits of seasonal produce and the amount of ingredients that are needed for meals, is something that needs to be addressed. In our part

of the chain, food waste is much more limited and well below 5%, including the waste at the retailer. This is especially true for retailers who have fully adopted our “fork to field” approach.



SDG 13 – Climate Action



As a major supplier of fruit and vegetables, we depend more than any other sector on the availability of healthy soil, biodiversity, fresh water and the right climate conditions. The consequences of climate change such as extreme drought, water scarcity or damage to the crops caused by heavy rainfall or storms, have a significant impact on the availability of our products.

Although fruit and vegetables have a relatively low environmental impact compared to other food products, it is only natural that we take action through mitigation and adaptation. We do this by promoting a shift towards more plant-based diets. In addition, we focus on optimising our own environmental footprint (scope 1 and 2) and stimulate our suppliers (scope 3) to follow in our footsteps. We defined clear targets to reduce our carbon footprint (scope 1 and 2) by 50% by 2025. We committed ourselves to implement Science Based Targets in the current financial year to fully align our long-term

targets and actions with the Paris Agreement, which aims for a maximum global temperature increase of 1.5 degrees and a significant reduction of carbon emissions.

We are confident that this approach will be supported by our growers. Moreover, by making their efforts more visible, we aim for them to get the extra credits they deserve for building more sustainable food supply chains and providing consumers worldwide with healthy fruit and vegetables.



Although fruit and vegetables have a relatively low environmental impact compared to other food products, it is only natural that we take action through mitigation and adaptation.



Building sustainable food supply chains

We are committed to building sustainable food supply chains through long-term partnerships with our growers. We support them in their efforts to apply the highest environmental and social standards.

Giving back to nature

Regenerative farming safeguards future food production



ir. Wijnand Sukkel
Senior Onderzoeker AgroEcologie

Biodiversity is disappearing from our planet at an increasingly rapid rate. “Current agricultural practices are jeopardising future food production. We need to develop new technologies and methods to make the transition to regenerative farming that restores biodiversity and gives back to nature”, says Wijnand Sukkel, who is an expert in soil and works as an agro-ecologist at the Wageningen University and Research Center (WUR) in the Netherlands. One of the main research areas he is working on today is the “Farm of the Future” where new ways of regenerative farming are tested with all knowledge of the WUR on our current optimised and extremely efficient ways of farming as a background.

Why is biodiversity so important to us?

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.

Why are current agricultural practices endangering our future?

In many ways, our current systems of food production – characterised by monocultures, mass mechanisation and the use of fertilisers and pesticides – have been necessary and successful. They have enabled us to provide the world’s growing population with affordable food. But today they are overexploiting our natural resources and endangering our future food production.



Current modes of food production are one of the main causes of the worldwide decrease in biodiversity. They are depleting our planet and our natural resources at an ever-increasing rate and contributing to the causes of global warming.

How can we overcome these challenges?

It is necessary to develop food production methods that give back to nature by restoring and even increasing biodiversity while using less resources. At the same time, we need to adapt our agricultural practices to the extreme weather conditions that are becoming more frequent. But the main challenge is to combine these goals with sufficient income for farmers and affordable food for consumers.

The good news is that this can be done. In Lelystad, WUR is working on the farm of the future. The difference is immediately visible. Different crops are spread across the fields, while the field's edges, ditches and roadsides are in full bloom. The landscape is less monotonous and trees, bushes and flowers are re-appearing. But we are also introducing new technologies: large



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It is necessary to develop food production methods that give back to nature by restoring and even increasing biodiversity while using less resources.

agricultural machines have been replaced by smaller, autonomous machines. Especially for farming in countries like the Netherlands this may become even more important, as finding the right workforce is also becoming increasingly difficult.

What can Greenyard do to help?

The transition to regenerative farming is not an easy one. It requires much effort and investments in new knowledge and technology. Every link in the chain will need to take major steps. Farmers face the biggest challenge, as they will have to make major changes in their way of working, but they cannot do this alone. They depend on the prices they get for their produce and the know-how and the technology at their disposal.

A company such as Greenyard can connect both ends of the value chain, by teaming up with customers and farmers. If we want to get this really going, we need to support this transition by rewarding the pioneers who are willing to stick their necks out, by offering them better prices, favourable conditions or incentives based on eco-performance. Governments and business also have an important responsibility to raise awareness of the implications of our current food production. We often take the food on our plate for granted, without realising the hard work and the many resources it took to produce them.



Greenyard sustainable agriculture

A matter of trust and commitment

Diego Verdesia, responsible for Sustainability, Agriculture and Projects at Greenyard, has been working with Latin American farmers for almost two decades. “The commitment of these growers to make their production more sustainable is huge. As a connecting partner in the industry, it is our mission to help them overcome any challenges they face on their path.”



*Diego Verdesia
Sustainability, Agriculture and
Projects, Greenyard Fresh*

“When I first started out, the main project was supporting growers – of mostly bananas – from Ecuador to implement social and environmental better farming practices”, says Diego Verdesia, who is covering the important sourcing region of Latin America. “Today, our aim is to ensure that the produce we bring to Europe is fully certified in a wide variety of protocols aiming for a sustainable agriculture, satisfying customers’ requirements, such as Rainforest

Alliance, GlobalG.A.P., BRC-Food Safety, etc. and complies with strict social and environmental standards.”

Overcome barriers

There are many challenges to overcome, depending on the local context and even the location of the individual farm. “One farmer

Working with these farmers and helping them improve their activities and their lives on a daily basis is truly a wonderful job.

may have direct access to water, while his next-door neighbour does not. In some regions it's about using crop protection, in some farms it's about improving working conditions. In 2020, a lot of attention was paid to reducing the spread of COVID-19 among workers through social distancing strategies."

"Many of these farms are family-owned, led by experienced farmers who have learned on the job from one generation to the next", says Diego Verdesia. "But setting up a management system is a completely different matter. It is my job to translate the complexities and the very technical language of certification into a common language that they understand. It's too easy to say that certification is their problem, and not ours."

"The key is to make them see the benefits to their activities. At first, they may wonder what's the use of keeping track of fuel consumption or measuring rainfall. But once they understand the implications, they are fully committed. Let's not forget that they depend on nature for their livelihood and understand that it is in their own interest as farmers to protect nature and make careful use of the available resources."

Recognition is needed

Over the years, Diego Verdesia has witnessed the impact of these continuous efforts in the field. "The differences between certified and non-certified farms are really huge and immediately visible. But it is important that the markets recognise these efforts as well. How else can we explain to farmers they need to invest in sustainability if we do not reward them with fairer prices? We also need to educate consumers and explain what they are paying for. I believe this is one of our biggest challenges for the near future."



Responsible and sustainable sourcing

Food supply chains have become more complex and longer as the physical distance from field to fork has increased. We explicitly acknowledge our responsibility for our supply chains and the social and environmental issues that may arise from them. Greenyard actively focuses on social standards, responsibility, transparency and traceability, in close collaboration with growers and suppliers.

Our approach

Greenyard sources more than 2.5 million tonnes of fruit and vegetables worldwide each year. 22% of our volumes originated from risk countries and regions (Amfori BSCI classification), driven largely by overseas volumes from the Fresh division. We attach great importance to ensuring social standards throughout our entire value chain. We have established the explicit ambition to only conduct business with suppliers who can vouch for their compliance with

international and national employment legislation, particularly in risk regions. We ask our suppliers to assure social compliance using assessment tools and certification schemes (GRASP, SEDEX, Rainforest Alliance, ETI, SA8000).

Our progress

Greenyard has committed to having 100% of its grower base in risk regions certified for social compliance. At present, about 81% of our grower base in these regions is certified. Fair Trade volumes have also grown steadily and represent about 4% of Greenyard Fresh volumes. Elsewhere, volumes of organic products are growing steadily and represent more than 5% of Greenyard Fresh volumes and more than 3% of Greenyard Prepared and Frozen volumes.

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, water use) of priority products by 2025, while taking the first steps in improv-

ing living wages and income for farmers, and implementing robust supply chain due diligence policies. In Mali, we continued our engagement in an Integrated Development Partnership to advance the growing of fresh mangos along with German development agency GIZ and other partners.



Future plans

We plan to extend the scope of origins for which we require assurance on social standards in line with the ambition of SIFAV 2025. As such, we aim to have 100% of our grower base in both high and medium risk countries (SIFAV classification) certified by 2025.

Ahead of regulatory developments in terms of supplier due diligence, Greenyard is also developing a Supplier Code of Conduct at group level highlighting our expectations towards suppliers in terms of environment, social and governance matters.

In the coming years, we plan to further develop our vision on biodiversity and make our ambitions more explicit in the area of sustainable sourcing as well. Beyond good agricultural practices covered in our Quality and Safety policies, we are already promoting more sustainable farming practices. We do so by educating our growers and supporting them to work more efficiently.





Organic Farmer Group

Taking Italy's organic produce to the next level

"The establishment of the Organic Farmer Group (OFG) has allowed us to strengthen our ties with some of Italy's best organic fruit growers. Together, we are creating shorter, more efficient and more transparent supply chains, to the benefit of both consumers and growers", says Giovanni Glioti, Quality Manager at Greenyard Fresh Italy.

Organic fruit and vegetables are an important growth market. The number of people consciously choosing healthy and sustainable products is increasing rapidly. Italy has been at the forefront of this evolution and is today one of the world's largest exporters of organic produce.

Focus on what they do best

In 2019, nine Italian producers joined forces to establish the OFG, led by Greenyard Fresh Italy. The aim is to further develop organic production for international markets and improve quality and production standards.

"The OFG allows producers to focus on what they do best and enjoy most: growing some of the best fruit under the Italian sun. They no longer have to worry about aspects such as warehousing, packaging, labelling and production planning, which is centralised and taken care of by the Group", explains Giovanni Glioti.

But there is much more to it than that. As a connecting partner between growers and retailers, Greenyard also makes sure that the demand of end consumers in stores and production on the field are much better matched. "Transparency in the supply chain is key", says Giovanni Glioti. "It is our mission to translate our customers' requirements – both in terms of volume and quality – to our growers. It allows us to create significant added value for both parties and reduce food waste."

Visibility for consumers

The initiative has already convinced many growers of kiwi, stone fruit and pears to produce exclusively for Greenyard. "We plan to further expand the number of growers over time, increase volumes and add more categories", says Giovanni Glioti.

"The Organic Farmer Group ensures our producers can focus on what they do best and enjoy most: growing some of the best fruit under the Italian sun."

Giovanni Glioti, Quality Manager at Greenyard Fresh Italy

"We are also investing in training for farmers to help them meet certification goals. Regular visits to the farms allow us to experience their challenges at first-hand. Finally, we also want to make our farmers' efforts more visible to consumers by including information about the origin of the products on our packaging."



Our growers

Greenyard USA/Seald Sweet fully supports Hunt Bros' sustainability initiatives to reduce the use of water. Automated waterwells, along with tensiometers and weather stations in the groves, allows us to track and monitor the amount of water in the soil and irrigate precisely when the trees need it.



Greenyard Fresh Germany collaborates with Fruta Rica – its supplier of bananas in Ecuador – to develop joint training programs and R&D projects. These initiatives enable to improve the efficiency and the sustainability of the agricultural practices of our growers.



Holbeach Marsh Co-operative (HMC) in the UK is a co-operative of over 30 forward-looking growers, who jointly invest in innovative technologies and methods to improve harvest yield, reduce fuel consumption and enhance soil health. The growers are located close to our plant in King's Lynn, which enhances the freshness and quality of our products, while reducing their environmental footprint.



BND was established in 1997 as the first growers' association for industrial vegetables in Belgium. Today, they unite about 280 Belgian, Dutch and German growers. Working with BND ensures our produce is immediately processed after harvesting, the best guarantee for healthy, tasty and sustainable products.



Today's consumers want their food to be both healthy and sustainable. That's why they go for organic products. The cooperation of Greenyard Fresh Italy with the Organic Farmer Group has opened up the international market for our great products and ensures Italian growers are at the forefront of this evolution.

- Fresh: 2,500 growers & suppliers
- Frozen & Prepared: 2,500 growers
- 60-65% from EU
- 90 countries
- 34,000 ha



Having Mouton Citrus as citrus supplier enables Greenyard USA/Seald Sweet to cooperate with a grower in South Africa that makes a difference in its local communities. We believe in creating a workplace where people are given opportunities to nurture their talent and develop their leadership qualities.



Better for Nature & Farmer

Dutch retailer Albert Heijn supports and promotes sustainable agriculture through its *Beter voor Natuur & Boer* ('Better for Nature & Farmer') programme. The programme involves more than 200 fruit and vegetables growers in the Netherlands, all of them long-term partners of the retailer. Greenyard's Bakker division plays a leading role in the program's implementation.

"Albert Heijn has always relied on long-term, strategic partnerships with its growers, based on mutual trust and close collaboration", says

Janneke Goudswaard, Sustainability Coordinator for Greenyard's Bakker division. "Some farmers have been working for the retailer for many decades."

The *Beter voor Natuur en Boer* programme now uses the same principles to support multiple sustainability initiatives among its growers, with a focus on soil and crop protection, biodiversity and green energy. The programme has been developed in close consultation with the growers themselves, ensuring all measures and targets are feasible and will have the right impact. It also includes compensations for some of the investments made by the farmers. An accompanying national media campaign and on-pack communication creates maximum awareness among consumers. This programme shows the importance of connecting all involved parties in the food value chain: bundling forces will directly contribute to a more sustainable route-to-market for fruit and vegetables.



A place to be(e)

Today, 35% of global agricultural land and more than 75% of the world's food crops depend on animal pollination. However, bees and other pollinators are increasingly threatened by human activities. Several Greenyard companies have taken or joined initiatives to help bee populations thrive again.

In 2018, Greenyard Prepared and the international growers' association BND have collaborated to build a bee network on the sites of Greenyard growers. To date, 60 bee hotels – with adjoining meadow fields and staging areas – have been installed, with another 22 planned by the end of 2021.

Greenyard Fresh Germany joined Hektar Nektar's *Projekt 2028*, which aims to increase the bee population by 10% within 10 years' time. To accomplish this, they transfer bee colonies to

dedicated *Projekt 2028* beekeepers. The project has been very successful: in the last three years, the bee population in Austria and Germany has increased by at least 20 million bees.

Greenyard Fresh Spain supports the *Operation Pollinator* in the Spanish province of Almeria. The goal of this project is to restore pollinator populations within agricultural and other landscapes by assuring essential habitats.





Sharing our expertise

Mali is the perfect sourcing location for mangos. The climate provides optimal natural conditions for abundant harvests. Moreover, 80% of the workforce in Mali is active in the agricultural sector, which exports as much as 575,000 tonnes of produce per year.

Besides boosting the local economy, Greenyard also improves the well-being of all people involved in the supply chain. Together

with GIZ – the German association for international cooperation – and other partners, we provide technical training sessions including ethical and environmental aspects for local mango growers.

“These trainings are based on a holistic approach and touch upon a wide variety of relevant topics: from management systems and market requirements to pruning techniques and the use of organic fertiliser”, says



Ursula Wermund, who leads the project for Greenyard Fresh Germany.

“The trainings are given in the local language (Bambara) and are supported by videos and other visual aids to reach as many farmers as possible. The results are impressive: an average productivity increase of 30%, improved quality leading to higher gross margins for farmers and the creation of additional jobs within the industry.”

Commitment to Sustainability Initiative Fruit and Vegetables (SIFAV)

Early 2021, Greenyard increased its involvement in SIFAV as they launched their new collaborative sustainability strategy for 2025.

SIFAV’s new ambitions focus on significantly reducing the environmental footprint across the supply chain, addressing social sustainability topics such as improving incomes and working conditions and strengthening due diligence reporting and transparency. These ambitions touch upon each of the priority areas which are at the heart of Greenyard’s sustainability strategy: climate action, water stewardship, zero waste and responsible sourcing.

Five Greenyard Fresh companies are involved: Bakker Belgium, Bakker Barendrecht, Fresh Solutions, Greenyard Fresh Belgium and Greenyard Fresh Germany. They will assist in the joint development of sustainability policies, approaches, and tools equipping SIFAV Partners with practical support to work towards the targets. Examples are a Sustainability Risk Tool to understand and prioritise risks in a diverse fruit and vegetable portfolio and an Environmental Footprint Index to calculate the actual footprint of a product.





Improving our footprint

Fruit and vegetables have a relatively low impact when compared to other food categories. Nevertheless, we continue to work hard on reducing our environmental footprint throughout our operations.

Climate action

Fruit and vegetables have an exceptionally low carbon footprint compared to other food categories. Nonetheless, we are constantly striving to reduce our greenhouse gas emissions along the value chain. Our ambitions in this domain are invigorated as we witness the consequences of climate change first-handed, with more frequent droughts and extreme weather events affecting growers all over the world.

Our approach

We measure our corporate carbon footprint annually by calculating our total Scope 1,

Scope 2 and Scope 3 emissions. 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 but 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 and reported in line with the GHG-Protocol. The insights are used to set annual reduction targets and identify key initiatives to achieve them.

Our progress

Greenyard has committed to reduce its Scope 1 and 2 greenhouse gas emissions by 50% by the end of 2025 compared to 2019. This year, our total greenhouse gas emissions remained

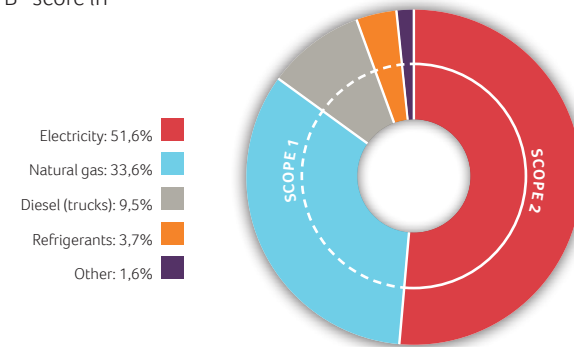
stable (-0,23%) despite the exceptional sales growth (+10%) and the energy-intensive Frozen and Prepared divisions being confronted with stockpiling of frozen and canned products during subsequent lockdowns. In addition, energy use is the prime source of greenhouse gas emissions in our operations. The energy intensity for processed products decreased by 2% due to efficiencies in production.

For better transparency, we have been disclosing our climate-related risks and impact under the terms of the CDP (climate change) since 2020. We were pleased to achieve a B- score in our first year of participation.

Scope 1 & 2 emissions (tonne CO₂-eq.) by division



by source





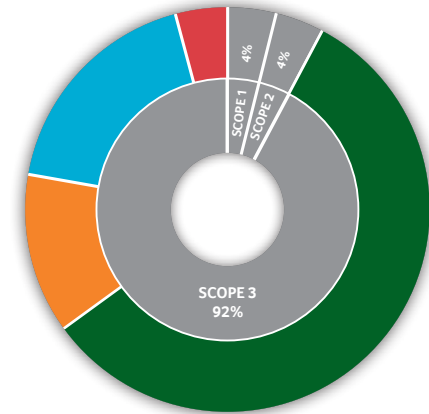
Future plans

We are committed to set carbon reduction targets in line with limiting the global temperature increase to 1.5°C. Next to our initial reduction target of 50% by 2025, we plan a 70% reduction target by 2030 on our way to become carbon neutral by 2050. In terms of our Scope 3 emissions, we will continue to stimulate our supplier base to adopt science-based targets. We aim to submit our proposals to the Science Based Targets initiative (SBTi) in the fall of 2021. In line with our plans to implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we will also conduct a climate-related scenario analysis to further refine our strategy.

We will continue our efforts to decrease our emissions in line with our current commitments, plan to firmly increase our renewable energy use and actively invest in alternative energy sources such as solar panels and biomass production. This year, 12% of our electricity consumption came from renewable sources.

- Purchased fruit and vegetables: 57%
- Packaging: 13%
- Inbound transport: 18%
- Outbound transport: 4%

Scope 1, 2 & 3 emissions (in tonne CO₂-eq.)



Water stewardship

Fresh water is a vital resource for growing fruit and vegetables. It is also a crucial element in our production processes at Greenyard Prepared and Frozen, where we use it 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.

And even if fruit and vegetables have a relatively low water footprint compared to many other food categories, we are very conscious of the value of fresh and good quality water and strive to reduce consumption and mitigate risks every way we can – not only in our own operations, but all through the value chain.

Our approach

Greenyard regularly reviews water-related risks for all its processing sites, using the WWF Water Risk Filter. About 3% of Greenyard water with-

drawals are from areas with a moderate depletion risk. The site depends for 90% on municipal (drinking) water and 10% on groundwater. Other sites are located in areas with very limited or low depletion risk.

At Greenyard, we are committed to reduce our water consumption every year. Key metric is the water intensity of our processed products. We also measure water consumption and water discharge at all of our sites. The insights are used to set annual reduction targets and identify key initiatives to achieve them. Constant monitoring ensures the quality of water effluent discharge is always in line with the standards of local regulations and permits.

We acknowledge our responsibility to safeguard sustainable water use throughout our supply chain. 24% of fruit and vegetable volumes sourced by Greenyard originate from countries with a water depletion score >3 (WWF Water Risk Filter). The proportion remains stable in line



with the product basket in which we offer our customers year-round sourcing from diverse origins. We seek to support growers to work more efficiently and assist with certification where needed.

Our progress

This year, Greenyard consumed 4.78 million m³ water in our own operations, an increase of 6% largely caused by the exceptional sales growth (10%) and the water-intensive Frozen and Prepared divisions being confronted with stockpiling of frozen and canned products during subsequent lockdowns. Nevertheless, water intensity in these divisions decreased by 2%, mainly as a result of water-efficiency improvements in our processes and investments to reuse water. Relatively clean waterflows are

treated and cleaned in a controlled loop which enables us to reuse it in specific parts of our processes.

Greenyard has committed to map the water risk for its entire grower base by 2025. This year the focus was on the Frozen and Prepared divisions, along with a major Fresh business entity. Together they represent 46% of our sourced volumes. We expect to map the water risk for 80 to 90% of our sourced volumes by 2022 to reach 100% by 2025.

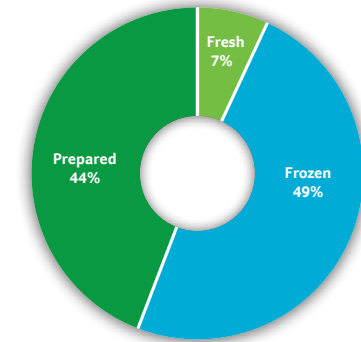
For better transparency, we have been disclosing our water-related risks and impact under the terms of the CDP (water security) since 2020. We were pleased to achieve a B- score in our first year of participation.

Future plans

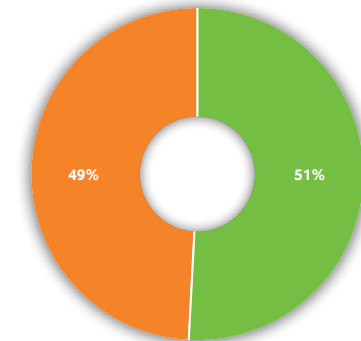
Beyond our commitment to map the water risk for our entire grower base by 2025, we aim to further reduce the water-intensity in our processing sites through continued water-efficiency investments and increased wastewater treatment. We aim to further reduce water-intensity in our Frozen and Prepared divisions by 10% by 2025 (compared to 2019).

At the processing site which is located in an area with water stress, trials are ongoing with a view to install an innovative wastewater treatment plant which would allow the reuse of processing water flows and reduce the need for water withdrawals.

Water consumption (m³) by division



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



- Low risk (≤ 2,33)
- Medium risk (> 2,33 and < 3,66)
- High risk (≥ 3,66)

Zero waste

Our growers depend on nature to grow fruit and vegetables and we truly understand the natural value of our products like no other. We see it as our duty to manage all of our – mostly natural – resources in a responsible manner. We are committed to reduce waste to an absolute minimum in all our activities, from the processing of fruit and vegetables to the use of packaging materials. As a food producer, we also have a major impact on preventing food waste, both during production and at the consumer end.

Our approach

Greenyard generates around 200,000 tonnes of by-products and waste each year. The lion's share originates from processing activities in our Frozen and Prepared divisions, including washing and steam peeling of carrots, pulses

and peas. The majority of this by-product flow is used today as animal feed. Another important source of food losses originates from limited shelf life and quality issues in the Fresh division. These represent the focus areas to reduce our waste streams.

The first and most important strategy to minimise waste is our “fork to field” strategy, which continuously matches customer demand with supply through – among others – planned production of our growers. This unique and fully integrated customer model ensures a low amount of food waste in all parts of the value chain.

We also have implemented an effective waste management system in our operations, focused on valorising and closing “waste” loops. There are five levels of action.



Our waste management system



PREVENT

The first step is always to prevent waste. We continuously review our processes in this light. Packaging is only used when necessary to improve shelf life and to prevent food waste. Our frozen and prepared products ensure fruit and vegetables can be stored for longer periods, while new technologies extend the shelf-life of fresh produce.

REDUCE

Waste that cannot not be prevented is kept to an absolute minimum. Quality checks and process improvements continuously reduce the amount of waste generated during production. We aim to deliver our products to the consumer just-in-time, avoiding fresh produce from spoiling in the aisles of supermarkets.

REUSE

Waste generated in our operations is reused wherever possible. Plant-based waste is often used as the basis for animal feed. Any food surpluses that are still good for consumption are offered to food banks and charities.

RECYCLE

Fruit and vegetables that cannot be used as animal feed go to a digester or composting installation. Standard waste flows that are generated at our locations mainly come from transport packaging (e.g. cardboard, paper, plastics and wood) and are collected for recycling.

We aim to have 100% of the consumer packaging we purchase recyclable by 2025. Much of the packaging we use is made of steel and glass, both perfectly and almost indefinitely recyclable. Our efforts mainly focus on plastic packaging and especially on multi-layer packaging to reach the last hurdle in recyclability.

RECOVER

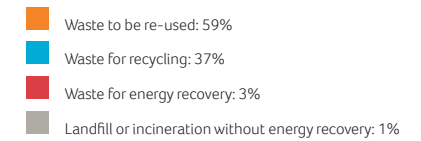
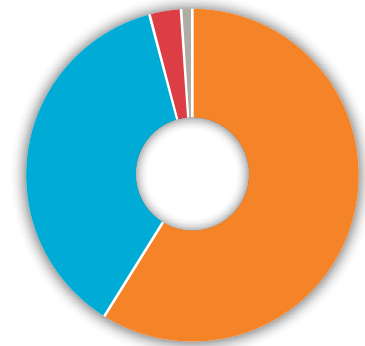
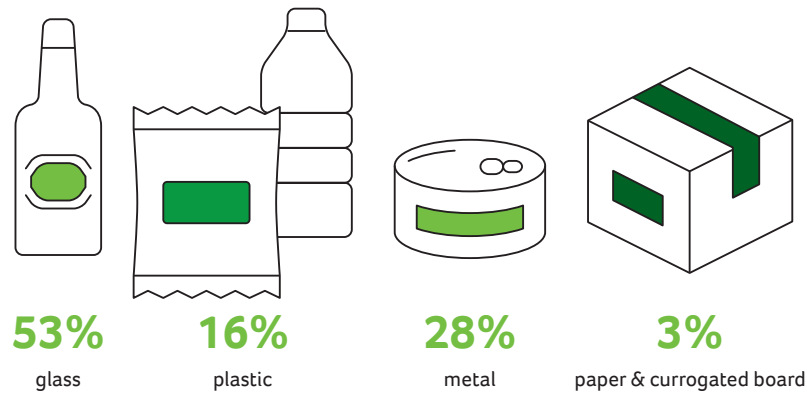
Only when no other options are available, the remaining waste is collected and used for energy recovery.



Our progress

This year, we used about 82.860 tonnes of consumer packaging for our products, representing a 3% increase caused by increased volumes in our Frozen and Prepared divisions. 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 have increased the share of recyclable consumer packaging to 98.9%.

To further optimise the environmental footprint of our packaging, the Frozen division developed a Life Cycle Assessment (LCA) tool to assess the impact of various packaging options and enable customers to make informed choices. The tool will be rolled out in other divisions as well. Elsewhere, the Circopack research project is entering its final year, in which we are evaluating and implementing alternative packaging concepts for our fresh convenience range as part the Industrial User Group.



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. In terms of packaging volumes, we are developing a reduction target without lowering the shelf-life of our products.

Sustainable packaging

Life Cycle Assessment provides objective data



Helena Gheysen, Sustainability
Coordinator Greenyard Frozen

“Making the right packaging decisions is no easy matter, as many elements determine whether a packaging is sustainable. Our Life Cycle Assessment (LCA) enables us to take each of these elements into account and provide our customers with objective data”, says Helena Gheysen, Sustainability Coordinator for the Greenyard Frozen division.



Nigel Terry, Managing Director
Greenyard Frozen UK and Commercial
Director for the Frozen division

“Packaging has become an increasingly important and sometimes even controversial topic among consumers”, notes Nigel Terry, Managing Director of Greenyard Frozen UK and Commercial Director for the Frozen division. “Retailers have been quick to respond and have worked hard in the last few years to reduce the amount of packaging they use and even abandoning certain materials entirely.”



No black and white answers

However, assessing the environmental impact of different packaging materials is no simple black-and-white matter. “There are many aspects that determine whether a material is sustainable”, explains Helena Gheysen. “Everybody immediately thinks in terms of CO₂ emissions, but there are many other factors to consider. At Greenyard, we consider several aspects of the entire life cycle: from the extraction of raw materials to the recyclability at the end

of the life cycle. Additionally, we also ensure that the packaging fits with the high quality standards for our products as well as customer expectations.”

Making the right packaging decisions is never a black-and-white choice, as many elements determine whether a packaging is sustainable.



Packaging has become an increasingly important and sometimes even controversial topic among consumers.

To conduct a Life Cycle Assessment of four different packaging types – all of them mono-material and fully recyclable and including polyethylene, bio-based plastics, cardboard and paper – Greenyard Frozen engaged with a specialised partner. Both plastic packaging solutions came out as the best choice with bio-based plastics slightly better, but also more expensive.

“For our organic range products, we decided to evolve towards bio-based plastic packaging, in line with the positioning of this product range. Compared to cardboard packaging, less material is needed to adequately protect the product. This means that we can transport more products per box, while also reducing emissions during transport. Production processes of paper

and cardboard are also more water-intensive”, says Helena Gheysen.

“It shows this is not a black and white story and sometimes plastics really are the better choice, for the product and for nature. Of course, the life cycle of packaging does not end in-store. Consumers also play an important role: they have to sort their packaging post-consumption to successfully close the cycle. We do not only want our packaging to be recyclable in theory, but also in practice.”

Helping customers make the right decision

“The Life Cycle Assessment has given us valuable insight into the impact of our packaging. It also allows us to advise customers in this complicated matter, as the final choice lies with them. The data from our Life Cycle Assessment helps them make that decision, based on actual facts, and not just perception”, concludes Helena Gheysen.



Improving sustainability on a daily basis

Becoming a truly sustainable business is all about continuous improvement in every domain, harvesting low-hanging fruits and planting the seeds for more difficult changes.

These changes always start with people who are enthusiastic, curious, open and willing to learn every aspect of a process. In this report we are giving them the opportunity to share their experiences and tell the story from their perspective. Some of them have only recently joined Greenyard, others have been with us for many years, taking their new colleagues along in the wonderful world of fruit and vegetables. We all share the same guiding compass and the ambition to work in a more sustainable way, while safeguarding the quality of our products and meeting the expectations of our customers.

Packaging that adds real value

Packaging is a rapidly evolving domain in terms of regulation, innovation, marketing and cus-

tomers demands. Until a couple of years ago, most of our products were still packed in simple flow-packs. Today, there is a wide range of packaging types available tailored to the preservation needs for each product – from the minimal banderols for bananas to modified atmosphere packaging for lettuce. We have developed extensive packaging expertise over the years and a lot of practical experience on how to improve shelf life.

“Many efforts are being made to further reduce (plastic) packaging, and we clearly support this trend. We have been testing many new packaging options over the past years. However, there is no point in eliminating packaging if it causes the product to go to waste. This means less packaging is not our only target, as we do not want to compromise on the quality or the shelf-life of our products. We work closely with suppliers, customers, colleagues from other divisions and research institutes to follow up on the latest trends, while Life Cycle Assessments help us



make the right choices together with our customers.” – *Merel Noorts, Product Manager*

The battle against food waste

With thousands of tons of fruit and vegetables going in and out of our warehouses every day, we need to know exactly what we have in stock, what the remaining shelf life, origin and quality is and what the expected requirements of our customers are. We know how much effort has been put in growing our fruit and vegetables and want to prevent food waste wherever we can. We also do this for our convenience plant at Greenyard Fresh Belgium which has 11 production lines to wash, cut, slice, and pack different types of vegetables.

“We investigate every opportunity to reduce waste to an absolute minimum in every step: how can we optimise the product flow between different machines? Can we automate parts of the process to minimise waste? Can we find alternative usages for the stems of broccoli, leek and celery? It all starts with observing and measuring all parts of the process. Recently, we started to weigh exactly how much is wasted in every step of our production lines. Measuring waste not only gives us an indication of how much is being wasted, but it also gives us a good basis to define KPIs for improvement, and it helps to raise awareness among our colleagues if you can show them the facts.” – *Ann-Sophie Paesen, Continuous Improvement Engineer*



The best available quality throughout the season

Fruit and vegetables are products of nature. Unlike food produced in an industrial environment, their quality depends on factors beyond our control. Available volumes, the size of the produce and even the colour can vary throughout the season. This makes quality control a challenging and delicate task.

“It is our job to make customers more aware of these challenges and to manage their expectations. Recently, we have started to use dynamic specifications to define the quality of our produce, which correspond to the way the products evolve during the season. In this way, we can supply our customers with the best available – and agreed – quality, at any time of the year. This way of working helps to have a common language and to avoid food waste.” – *Dominiek Hauman, Quality Manager*

Cooling tower upgrade saves 50 million litres of water per year

Smart re-use of clean cooling water leads to a significant reduction in water consumption at the Greenyard Prepared site in Bree, Belgium. Following an upgrade of the cooling tower, the company will save 50 million litres of water per year.



At the Greenyard Prepared division, we focus consistently on making our production processes more sustainable. Limiting water consumption is an important part of this, and various steps have already been taken in recent years. Modernising and optimising the cooling tower is the latest initiative and an excellent example of innovation that can save significant amounts of water.

“The final step of processing vegetables is appertisation – heat treatment – and pasteurisation. Vegetables in jars and tins are first heated to 120°C, before being cooled to 40°C. Greenyard Prepared can now reuse the water from the cooling process”, explains project manager Guido Corstjens. “And that means we need to pump up less groundwater. This is an important step, as sustainable water management and stewardship are increasingly important issues in countries such as Belgium and the Netherlands.”



First step on the road to e-mobility

“Transport is an major factor in the CO₂ footprint of our company”, says Coen Boutesteijn, trainee at Bakker Barendrecht. “That is why we have set up a research project to find out how we can evolve towards zero-emission transport.”

Bakker Barendrecht is continuously working on reducing its greenhouse gas emissions. “We’re maximising the use of energy from renewable sources throughout the entire company”, says Coen Boutesteijn. “In terms of transport, we maximise the load factor of our trucks through optimal planning and we’re using in-land shipping wherever possible.”

“In 2021, we looked into the possibilities and implications of using electric vehicles for our transport. It’s about much more than just replacing diesel with electricity. Many other elements need to be taken into consideration as well: what happens if the trucks get stuck in traffic? How can we use smart charging? How do we interact with our solar panels?”

The project made it clear that electric transport is not the right solution for long distances at this point. “There might be some potential for our operations in Belgium, where distances are much shorter because of the central location of our distribution centre. However, the learnings from the project have been very valuable and will help us prepare for the future of our mobility.”

New engine room for Greenyard Frozen

Greenyard Frozen built a new engine room to replace the six existing engine rooms at its site in Comines, France. “With a small team, on a small site, during COVID-19, we succeeded in just a few months with this innovative eco-energy project”, says Operations Director Nicolas Fromentin.

The new engine room will allow Greenyard Frozen to increase its cooling capacity and double its production of frozen vegetables in France. The facility reaches lower temperatures (as low as -40°C) and recovers 100% of the heat that would normally be lost.



“The cold air is distributed to the freezing tunnels and cold rooms, some 100,000 cubic metres of them, which store products at -20°C. The system also produces ice-cold water to cool vegetables as they leave our production lines, while keeping all areas where vegetables are handled to 6°C”, says Nicolas Fromentin.

The thermal energy indirectly produced by the process will be used to preheat water for steaming and bleaching processes, as well as for the floor heating system of the storage rooms and for defrosting cooling elements. It will also be used in the water treatment plant, so that bacteria can easily break down organic matter.

Tackling water scarcity in Flanders

Water is a vital resource in fruit and vegetable production, but it is also becoming an increasingly scarce commodity. To help tackle this dilemma, Greenyard is participating in the Smart WaterUse project to identify water risks in Flanders.

The urgent need for initiatives to mitigate water scarcity was demonstrated in a recent study report published by the World Resource Institute: Belgium ranks amongst countries with the higher water stress. In terms of risk, the situation in the region of Flanders is even more acute due to the region’s greater population density and higher water consumption for agriculture and industry.

These findings prompted Flanders Food to launch the Smart WaterUse project in 2020. “The objective is to help Flemish companies

assess and address their water and drought-related risks and manage their water resources in a smarter, more sustainable way”, explains Frédéric Rosseneu, Business Development Manager and coordinator of research activities at Greenyard.



Greenyard is currently testing a prototype of the Water Barometer, an online tool developed by project partner VITO. “Users gain insight into their water management, the risks of their existing water resources and the alternative water resources near their sites at a glance”, explains Frédéric Rosseneu. “Based on this data, the tool suggests specific measures that can improve water management.”



Teaming up with customers

Greenyard's unique business model is based on close collaboration with customers. Together, we develop healthy and sustainable food concepts and we create ever shorter and more efficient supply chains.

Supporting healthy lifestyles

At Greenyard, we do everything to provide our customers with the best quality food and to minimise food waste. We define food waste as food that was intended for human consumption but that is not used for that purpose. In our targets we sharpen this to minimise avoidable food waste as some wastage will be unavoidable due to quality or food safety aspects on which we will never compromise.

Our unique “fork to field” integrated customer model is the best way to prevent food waste. It means we constantly match our customers’ demand with our growers’ supply and production capacity. The proof of our model can be seen in the low food waste percentage at store level among customers who use a fully integrated approach, meaning that we make sure their stocks in fruit and vegetables are always at the right level. These models require a lot of trust and become successful not only because

of our way of working, but also because of the people on both sides really teaming up to provide healthy fruit and vegetables to consumers.

The consumer is still a part of the chain where we must improve in terms of food waste. Especially in Europe and the USA, the largest amount of food waste originates at home, where consumers do not store the products properly or simply do not use them timely. Since the consumption of fruit and vegetables is still far too low in all markets where we deliver our products, we cannot say people buy too much. It is good to see that retailers and governments are trying to raise awareness about eating healthier products and avoiding food waste, as there is still a lot of room for improvement in this area.

Our unique “fork to field” integrated customer model is the best way to prevent food waste.



Moerman's Ladder

Moerman's Ladder is the most widely used model regarding minimising food waste in The Netherlands and Belgium. It is a more specific way of looking at "waste" for the agro-food sector and goes beyond the well-known Lansink Ladder.

Food that is close to the end of its shelf life or that is threatened to be wasted, can be processed in several ways. Most important is to valorise these product flows as much as possible and strive for the highest environmental value. This is not always the best option economically, as it will sometimes require extra efforts to save the food from going to waste. We will pay extra attention on this topic within our current roadmap, and team up with our customers how we can further

minimise food waste and maximise valorisation as food for human consumption.

First of all we promote our integrated customer model, focusing on building an efficient, agile food supply chain with a very low food waste percentage at retail store level, which benefits both our customer and nature. But still there will always be food at risk of being wasted and not all our customers are yet taking advantage of our fully integrated model.

By preventing food waste and reusing it as human food (e.g. food banks), food loss is completely avoided. Overstock or products that may not fully meet specific quality criteria of our customers, but are still good for consumption are delivered to food banks and processed into other food products. When already branded

with customer specific packaging, this has to be removed in most cases.

Moerman's Ladder indicates how much value can still be extracted from food that is lost and is a tool we use to improve on our performance. Within our operations in Frozen and Prepared, we have a vast amount of by-product flows (e.g. peelings from carrots / cut-aways to have the same size and quality etc.) that are today mostly used as animal feed. We have projects to investigate other options to look into the way we can make these options more economically feasible or find the right partners to do so.

Future plans

We are introducing specific targets to reduce food waste in our operations. We will reduce any avoidable food waste by 25% in 2025 and by 50% in 2030 and valorise all residual streams and by-product flows of our food production by 2025.



Focus on creativity and innovation



Bernd Lambrechts,
R&D Director Greenyard Prepared

“If we want to convince people to add more fruit and vegetables to their menu, we need creativity and innovation to develop products that taste great, look good and are affordable”, says Bernd Lambrechts, R&D Director at Greenyard Prepared.

Bernd Lambrechts leads the R&D team at Greenyard Prepared, which consists of 10 people. “We are like the cookbook of Greenyard Prepared. We are responsible for the management and development of all our recipes and products. We initiate about 450 to 500 new projects every year, that’s more than two new projects for each working day. These projects may vary from a small change in the recipe of an existing product to the development of entirely new concepts.”

Seduce consumers with great products

“Everybody knows that there is still a lot of room for improvement when it comes to the consumption of fruit and vegetables. If we want to convince consumers, we need to offer them products that not only taste great, but are also easy to prepare, while preserving maximum nutritional value. Although there are still a lot



of misconceptions about prepared fruit and vegetables, most of them come straight from fields that are close to our production plants, which means they are both healthy – field-fresh and bursting with nutrients – and good for the environment.”

Providing the healthiest products is always top of mind. “We have been working with our customers to reduce salt and added sugar for many years and have been developing organic and vegan ranges for many of our products.

We are like the cookbook of Greenyard Prepared. We are responsible for the management and development of all our recipes and products.



As technology improves, we're also shortening heat treatments, preserving more of the flavour, natural colour and nutritional value."

Helping customers achieve their ambitions

In recent years, private label products have undergone a major evolution. "The A-brands used to be the reference, which we then copied, preferably with better taste, healthier and cheaper. Now we see that retailers are at the forefront of innovation. They regularly introduce new and ground-breaking products, from new soups or ready-made meals to entirely new food concepts like bean dishes or vegetable spreads. They count on our expertise to play a proactive role in this evolution and to help them realise their ambitions in this domain."

Packaging is another way of making our products more convenient and more attractive. "The traditional glass jars are still there, of course,

but our stand-up pouches for soups and sauces give them a new and fresh look on the shelves, while saving time in preparation."

Collaboration is key

Close collaboration is at the heart of everything we do. "We have a very short link with our customers: we exchange ideas for new products, we organise tastings and we work together on the development until we get it exactly right. But we also share our expertise within the company. Our collaboration with Greenyard Fresh in the development of meal kits is a good example of this. The Fresh team comes to us with their ideas and, based on the ingredients and the chosen theme, we develop the sauces

that go into the kit. It's always a great feeling to see a great idea transform into a successful product. We then know that we have directly contributed to a healthy food experience for consumers."



Battling food waste and helping the most vulnerable

Greenyard makes a lot of effort to prevent fruit and vegetables from ending up as waste. Several of our entities have set up structural collaborations with food charities, ensuring that unsold surplus produce goes to the most vulnerable in our society.



Greenyard Frozen UK has been working with FareShare for many years to redistribute excess stock to a network of frontline charities, including homeless hostels, lunch clubs for the elderly and community centres. “Frozen vegetables are very valuable to charities”, says Laura Dixon, Customer Service Manager at Greenyard Frozen UK. “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 cooks.”



**GROENTE
& FRUIT
BRIGADE**
VOOR VOEDSELBANKEN

In the Netherlands, Bakker Barendrecht has joined forces with The Fruit and Vegetable Brigade, a voluntary organisation linked to the Dutch foodbank association, whose mission it is to combat food waste by preserving fresh fruit and vegetables and delivering them to food banks. The collaboration means Bakker Barendrecht can step up its supply to regional food banks and, with The Fruit and Vegetable Brigade’s distribution network, makes it possible for more food bank clients to enjoy fresh fruit and vegetables.



Michaël Sels, head dietician
Antwerp University Hospital (UZA)

Go for more!

Michaël Sels is the head dietician at the Antwerp University Hospital (UZA). He also has a cooking show on the Belgian TV channel Njam, in which he introduces new recipes that inspire viewers to eat more plant-based foods. We talked to him about why it is so important to eat more fruit and vegetables, and why it is sometimes difficult to add them to our menu.

Why we should eat more plant-based food

As people become more health-conscious, we see a proliferation of diet hypes, from intermittent fasting to juice-based diets. But really, the easiest way to a healthier diet for anyone is to add more plant-based foods to your daily intake. It's the one diet that you will be able to maintain for your entire life, from your childhood into your old age.

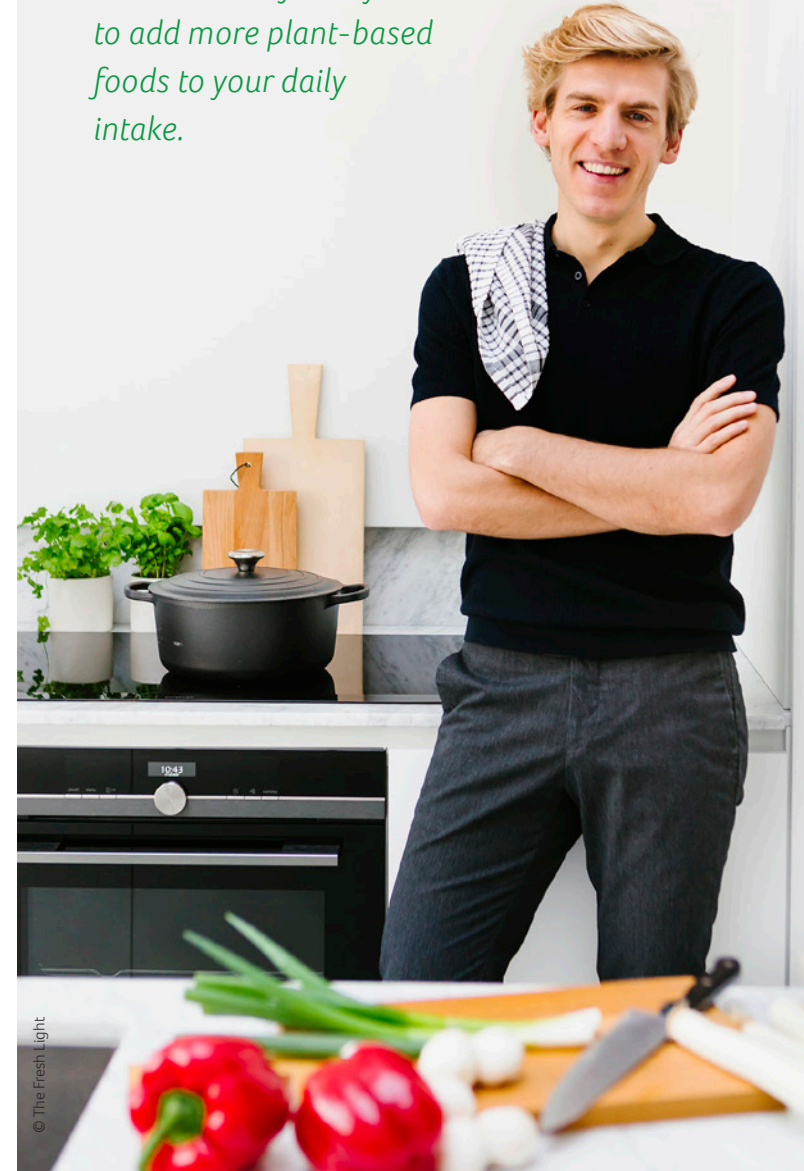
It is no secret that plant-based foods – like vegetables and fruit – contain a wealth of nutrients that are beneficial to our health and well-being, including vitamins, minerals and fibres. By putting more of them on your menu it will help to prevent diseases and will add many healthy years

to your life. It will also enable you to control consumption of meat and other food categories that are less beneficial. Last but not least, it's also the right thing to do for our planet, as it lowers our environmental footprint.

Why we do not eat enough fruit and vegetables

Sadly, we live in an obesogenic environment. Everything is designed for maximum comfort and minimum effort. When it comes to food, we are surrounded by advertising for processed food products that in most cases contain too much sugar and fat than is good for us. Portions are getting bigger and everywhere we go we can buy

The easiest way to a healthier diet for anyone is to add more plant-based foods to your daily intake.





unhealthy snacks and soda drinks but fresh fruit and vegetables are a lot harder to find.

So it comes as no surprise that in most Western countries the consumption of fruit and vegetables is far below daily recommended intakes, which amount to 400 gram of vegetables and at least two pieces of fruit. It is estimated that worldwide we only consume about two-thirds of that recommended amount. In Belgium, less

than 5% of the population reaches that number when it comes to vegetables, and less than 10% eats enough fruit.

What we can do about it

Eating is more than just putting nutrients in your body. It's an integral part of our social life and deeply ingrained into our cultural habits. We need to inspire people to put more plant-based foods on the menu in every way we can. One way of doing this is to increase the number of eating moments. Why not include fruit and vegetables into our breakfast or aperitif? Or use them as the basis for cakes, wraps, pizza crusts or sandwich spreads? As a side effect, this will also allow us to use residual streams which otherwise go to waste.

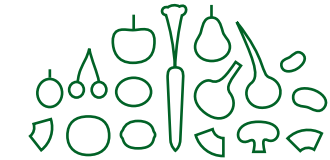
Convenience is another important issue. Traditional cooking methods usually take up a lot of our time. Introducing new and alternative ways to prepare them, can provide people with healthy food while giving them back some time to do other things. We need to find ways to fit fruit and vegetables into our on-the-go lifestyle

and make them as easy to consume as other snackable foods. How can we add them to the lunchbox of our children? How can we eat them during lunch break at work?

What Greenyard can do to help

We need to involve every actor in society if we want to realise this transition to healthier and more sustainable eating habits: consumers, retailers, growers, politicians, the media, etc. A company like Greenyard is certainly in a unique position to make a difference, as they can help us to find creative solutions to promote the consumption of fruit and vegetables and increase their visibility.

The industry can make things easier for consumers by developing pre-cut, pre-assembled and ready-to-eat solutions that save time during preparation. By including recipes on the packaging, we can help people discover new ways of using them in their meals. Introducing new varieties, colours, shapes and sizes can turn fruit and vegetables into a more attractive proposition for consumers.



400 g / day

The World Health Organization (WHO) and the Food and Agriculture Organization (FAO) recommend a minimum consumption of 400 grams of fruit and vegetables per person per day. This diet would help to prevent chronic diseases such as heart disease, cancer, diabetes and obesity, as well as to prevent and alleviate several micronutrient deficiencies, especially in less developed countries. In 2017, some 3.9 million deaths worldwide were attributable to not eating enough fruit and vegetables. Insufficient intake of fruit and vegetables is estimated to cause around 14 % of deaths from gastro-intestinal cancer worldwide, about 11 % of those due to ischemic heart disease, and about 9 % of those caused by stroke. Low fruit and vegetable intake is among the top 10 selected risk factors for global mortality.

Source: United Nations General Assembly – 2021 the International Year of Fruits and Vegetables.

Innovating for a healthier future

When Bakker Barendrecht invested in a brand new, state-of-the-art distribution centre in the Netherlands, it went all the way, also installing a fully automated citrus line.

“The new line is one of the most advanced installations of its kind in Europe and takes our citrus supply chain, quality control and processing to a whole new level”, says Maarten Van Hamburg, Managing Director at Bakker Barendrecht.

With more than 150 fully integrated machines, the new citrus line automates the entire process – from initial quality control to packaging. At the start, the quality

of the fruit is checked via infrared lasers and cameras. All that data is then sent to the Manufacturing Executing System (MES) software and provides valuable feedback for the growers. The next steps are also fully automated: the citrus fruits are sorted, packed in crates, put onto pallets and then loaded in trucks.

Besides automation, the new citrus line offers several other advantages: improved quality, higher efficiency, lower costs and reduced waste. This is fully in line with Greenyard’s sustainability commitments. Maarten: “We don’t just innovate for the sake of it – we innovate to build a better and healthier future for our customers and consumers.”



Closer to the markets we serve

Over the years, Greenyard Frozen has developed an extended range of convenience products. Three new coating lines will enable our company to further expand our offering and bring production closer to the markets that are being served.

“Coating is the process of adding sauce or seasoning that stick to the ingredients”, Valentijn Verhaeghe, Business Unit Manager of Convenience at Greenyard Frozen, explains. “Until now we had only one coating line, located in Langemark, Belgium. We used it for every type of coating: gratins, bakes, cauliflower rice, vegetable mixes and ready-made meals.”

As demand for convenience products is increasing, additional capacity was needed. “We decided to take a different approach and



invest in three new coating lines, each of them strategically located close to the markets we serve.”

Poland was selected as the first location, as a new mixing line was already being installed there. The line has been operational since March 2021 and is a great success. “A second coating line is under construction in Comines, France, which will focus on *poilées*, a ready-to-use mix of vegetables as elements of quick and healthy meals. Finally, we are also investing in a new line in the UK which is exclusively dedicated to the British market and will produce our cauliflower cheese.”



Solid foundations

Sustainability is an integral part of our business. Strong governance and clear policies ensure it is embedded in our daily activities.

Governance

Strong governance is the backbone to drive the execution of our sustainability roadmap and 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 Director who reports directly to the co-CEOs and is responsible for the day-to-day management of our group sustainability roadmap.

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.

As part of living our values, we have set up a network of Sustainability Ambassadors across our company. These are employees who promote sustainability throughout the company by initiating, coordinating and carrying out activities in our local subsidiaries and entities. The focus is on driving and supporting the execution of the sustainability roadmap, sharing initiatives and expertise across the Group and inspiring colleagues.



To ensure compliance with the sustainability strategy and communicate expectations widely, we have set up a number of policies to clarify our approach. Internal Subject Matter Experts are responsible for drafting policies, which are then approved by the Sustainability Committee before being signed-off by the co-CEOs. 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. We plan to have our annual sustainability report and key performance indicators externally verified starting next financial year. To support this goal, a readiness assessment was carried out by our statutory auditor in preparation of this report.

In addition to this report, Greenyard discloses information about its environmental, social and

governance performance to specialist ESG rating agencies including CDP, Ecovadis, Gaïa Rating, MSCI, Refinitiv, Sustainalytics and Vigeo Eiris. Greenyard is also among 350 keystone companies which will be covered in the Food & Agri benchmark by the World Benchmarking Alliance from this year.

Greenyard achieved B- for both CDP Climate change and CDP Water security in 2020. In January 2021, Greenyard received an ESG Risk Rating of 32.7 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 35th percentile in the food products industry assessed by Sustainalytics.* As of 2021 Greenyard also received an MSCI ESG Rating of A.**



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Diversity & ethical business behaviour

Through our [Code of Conduct](#), we have a set of rules outlining the unified social norms and responsibilities for all Greenyard operations and applicable to all our employees. The Code of Conduct 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. It explains and details the commitment in the areas of diversity, human rights, fair employment, fraud, anti-corruption, environment, health and safety and privacy. We operate with a zero-tolerance for non-compliance in regard to these core elements of our Code of Conduct.

Every person working at Greenyard is subject to the Code. The company has made specific efforts to reach all employees by translating it into 12 languages. To help employees understand the principles, a user-friendly e-learning tool has been created and rolled out throughout the company, starting in 2020. The e-learning is mandatory for all Greenyard employees, who

receive a certificate when they successfully complete the test.

Employees and stakeholders are encouraged to internally report any illegal, dishonest or wrongful conduct in a work-related context. To facilitate reporting, a clear and easily available whistleblowing policy has been established. The anonymity of reporting employees is guaranteed at all times.

Greenyard's Code of Conduct is currently being reviewed to take into account regulatory developments in terms of supplier due diligence. At the same time, a Supplier Code of Conduct is being developed which highlights our expectations towards suppliers and growers in terms of environment, social and governance matters. Both policy documents will be released in this financial year and will include the extension of the [whistleblowing policy](#) to external stakeholders.





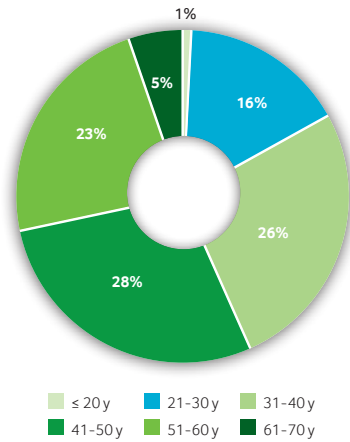
Greenyard is also among the pioneering companies that signed up to the *EU Code of Conduct on Responsible Food Business and Marketing Practices*. The Code includes a set of seven aspirational objectives, each with specific targets and a list of indicative, tangible and measurable

actions that will enable our industry to make healthy and sustainable food choices easier.

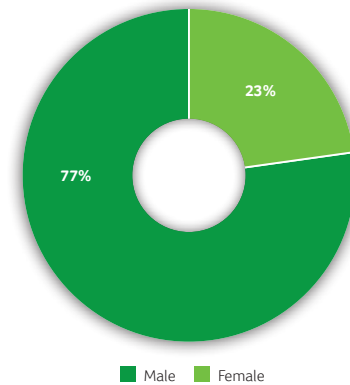
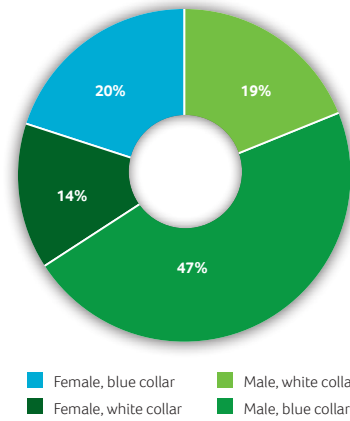
Greenyard respects diversity in all its forms – nationality, religion, culture, language, age, gender and sexual preference – and ensures equal opportunities for all its employees. The

company focuses on the evolution towards a gender balance at all levels and retaining older, experienced employees by providing a supportive work environment. As a global player in fruit and vegetables Greenyard’s workforce is socially diverse with more than 80 different nationalities working in the various divisions.

Diversity of our employees



Diversity of our management



Food safety, quality & traceability

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

We have implemented 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 consumers use 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 90,000 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 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 and fair-trade products are supplied through a chain of custody scheme, which guarantees that they have been sourced in a fully sustainable way.



Indicator	2019	2020/2021
Number of tests conducted on products	77,295	66,732
Number of tests conducted on equipment and facilities	22,164	29,311
Number of IFS-certified facilities	27	26
Number of BRC-certified facilities	14	13
Number of FSSC 22000-certified facilities	2	3
Number of ISO 9001-certified facilities	2	3
Number of Primus GFS-certified facilities	1	1
Number of audit days carried out by certification bodies	-	272

Employee health, safety & well-being

The hard work and commitment of our approximately 9,000 employees across the globe make Greenyard the thriving company it is today. Creating a safe and healthy working environment for everyone is a top priority. We want to create a safe harbour for our broad and diverse workforce: those working in our offices, warehouses or factories in Europe and the USA or those working remotely in the countries across the globe where we source our products from. A full breakdown can be found in the data tables of this report.

All Greenyard sites have Employee Health & Safety policies in place considering the context of the location and the activities. Group coordination has been initiated since last year, with a view to share best practices between local subsidiaries, and ultimately leading to a unified Group Health, Safety & Well-being Policy.

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 rate in our sites.

Despite increased activities and added pressure on our sites due to increased consumer demand during the pandemic, we have reduced the number of injuries to 304 work accidents with lost time, a 3% 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.





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.

Scale of the organisation

	Unit	2019	2020-21
Total employees, by country	FTE	ca. 9,000	
Austria	%	1	1
Belgium	%	26	30
Czech Republic	%	3	3
France	%	7	7
Germany	%	9	9
Italy	%	1	1
Netherlands	%	18	19
Poland	%	16	15
Portugal	%	3	0
Spain	%	1	1
United Kingdom	%	12	11
United States	%	2	2
Overseas sales & sourcing offices	%	1	1

Note: As from this year Greenyard aligned its non-financial figures with its financial year. In previous years, non-financial figures covered the calendar year. Whilst not allowing for strict year-on-year comparisons, the data offer fair insights in the developments of our KPIs.

Sustainable food supply chains

Responsible sourcing

	Unit	2019	2020-21
Share of grower base certified for social compliance	%	78	81
Volume share of Fair Trade products Fresh segment	%	3.7	3.7
Volume share of organic products Fresh segment	%	8.2	5.5
Volume share of organic products Long Fresh segment	%	3.8	3.6

Improving our footprint

Climate action

	Unit	2019	2020-21
Scope 1 GHG emissions	Ton CO ₂ -eq	77,903	81,440
Scope 2 GHG emissions – Location based	Ton CO ₂ -eq	91,004	87,081
Scope 2 GHG emissions – Market based	Ton CO ₂ -eq	-	62,686
Total fuel consumption, by fuel type	MWh	346,265	388,499
Natural gas	%	82.9	81.2
Fuel oil for transport	%	16.9	12.5
Other sources	%	0.2	0.3
Total electricity consumption, by energy source	MWh	308,419	306,144
Non-renewable energy from a variety of fuel sources	%	90	88
Renewable energy self-generated or purchased	%	10	12
Energy-intensity Long Fresh segment	MWh/ton	0.76	0.73

Water stewardship

	Unit	2019	2020-21
Volume of freshwater consumption, by source	Million m ³	4.490	4.783
Municipal water	%	46	46
Groundwater	%	53	53
Rainwater	%	1	1
Water intensity Long Fresh segment	m ³ /ton	6.52	6.31
Volume of effluent water discharged, by destination	Million m ³	-	4.066
Surface water	%	-	78
Third party	%	-	22

Zero waste

	Unit	2019	2020-21
Volume of food donated to charities	Ton	1,648	2,112
Volume of waste materials, by waste stream	Ton	200,771	197,309
Waste to be re-used	%	61.1	58.9
Waste for recycling	%	35.2	37.3
Waste for energy recovery	%	2.2	2.9
Landfill or incineration without energy recovery	%	1.5	0.9
Volume of hazardous waste	Ton	-	107
Volume of primary packaging, by material	Ton	79,211	82,859
Glass	%	49.3	52.4
Metal	%	31.8	28.1
Plastic	%	14.6	16.1
Cardboard	%	3.6	3.4
Wood	%	0.7	0.02
Primary packaging material that is recyclable	%	98	99

Supporting healthy lifestyles

	Unit	2019	2020-21
Value share of fruit & vegetable products	%	94.3	94.6
Reformulated products introduced with reduced salt or sugar levels	Number	60	37

Solid foundations

Diversity & ethical business behaviour

	Unit	2019	2020-21
Gender distribution amongst employees			
Female	%	35	34
Male	%	65	66
Gender distribution amongst management			
Female	%	27	23
Male	%	73	77
Age distribution amongst employees			
≤20	%	1	1
21-30	%	17	16
31-40	%	27	26
41-50	%	28	28
51-60	%	21	23
61-70	%	5	5
Employee workplace			
Office employee	%	22	23
Warehouse/operations employee	%	78	77
Own vs third-party employees			
Own employees	%	70	67
Third-party employees	%	30	33
Share of employees covered by collective bargaining agreements		65	62

	Unit	2019	2020-21
Reported/registered breaches against the Greenyard Code of Conduct	Number	0	0
Lawsuits or fines for non-compliance with regulations related to wellbeing and social matters	Number	0	0
Lawsuits or fines for non-compliance with regulations regarding corruption and fraud	Number	0	0

Food safety, Quality and Traceability

	Unit	2019	2020-21
Facilities operating to an international food safety system	%	100	100
Audit days carried out by certification bodies	Days	-	272
Analyses on products	Number	77,295	66,732
Analyses on equipment and facilities	Number	22,164	29,311

Employee Health, Safety and Well-being

	Unit	2019	2020-21
Work-related accidents with lost time	Number	344	304
Frequency rate Long Fresh segment*	Number	20	25
Severity rate Long Fresh segment*	Number	0.55	0.95
Average hours of training per employee	Hours	11.1	9.4

* Data for the Fresh segment will be made available as from next edition.



GRI content index

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102-3	Location of headquarters	About Greenyard
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102-49	Changes in reporting	There are no significant changes compared to the previous reporting period.

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102-52	Reporting cycle	About this report
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Specific Disclosures

GRI 204: PROCUREMENT PRACTICES 2016 (Material topic : Responsible sourcing)

204	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> - Sustainability model, p.17 - Sustainability pillars, p.19 - Materiality assessment, p.25 - Greenyard's integrated value chain, p.14-16 - Responsible and sustainable sourcing, p.38-39 <p>103-2:</p> <ul style="list-style-type: none"> - Greenyard's Integrated value chain, p.8-11 - Key commitments and targets for 2025, p.20 - Greenyard sustainable agriculture, p.36-37 - Responsible and sustainable sourcing, p.38-39 <p>103-3:</p> <ul style="list-style-type: none"> - Greenyard at a glance, p.7 - Responsible and sustainable sourcing, p.38-39 - Data tables, p.75
Own indicator	Share of grower base certified for social compliance	<ul style="list-style-type: none"> - Responsible and sustainable sourcing, p.38-39 - Data tables, p.75
Own indicator	Volume share of Fair Trade products Fresh segment	<ul style="list-style-type: none"> - Responsible and sustainable sourcing, p.38-39 - Data tables, p.75

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

301	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> - Sustainability model, p.17 - Sustainability pillars, p.19 - Materiality assessment, p.25 - Zero waste, p.49-51 <p>103-2:</p> <ul style="list-style-type: none"> - Key commitments and targets for 2025, p.20 - Zero waste, p.49-51 - Sustainable packaging, p.52-53 - Moerman's ladder, p.60 <p>103-3:</p> <ul style="list-style-type: none"> - Zero waste, p.49-51 - Data tables, p.76
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> - Zero waste, p.49-51 - Data tables, p.76
Own indicator	Primary packaging material that is recyclable	Data tables, p.76

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

302	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> - Sustainability model, p.17 - Sustainability pillars, p.19 - Materiality assessment, p.25 - Climate action, p.45-46 <p>103-2:</p> <ul style="list-style-type: none"> - Key commitments and targets for 2025, p.20 - Climate action, p.45-46 <p>103-3:</p> <ul style="list-style-type: none"> - Climate action, p.45-46 - Data tables, p.76
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> - Climate action, p.45-46 - Data tables, p.76
302-3	Energy intensity	<ul style="list-style-type: none"> - Climate action, p.45-46 - Data tables, p.76

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

303	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> - Sustainability model, p.17 - Sustainability pillars, p.19 - Materiality assessment, p.25 - Water stewardship, p.47-48 <p>103-2:</p> <ul style="list-style-type: none"> - Key commitments and targets for 2025, p.20 - Water stewardship, p.47-48 <p>103-3:</p> <ul style="list-style-type: none"> - Water stewardship, p.47-48 - Data tables, p.76
303-1	Management approach disclosures: Interactions with water as a shared resource	Water stewardship, p.47-48
303-2	Management approach disclosures: Management of water discharge-related impacts	Water stewardship, p.47-48
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GRI 305: EMISSIONS 2016 (Material topic: Energy & emissions)

305	Management approach disclosures	<p>103-1:</p> <ul style="list-style-type: none"> - Sustainability model, p.17 - Sustainability pillars, p.19 - Materiality assessment, p.25 - Climate action, p.45-46 <p>103-2:</p> <ul style="list-style-type: none"> - Key commitments and targets for 2025, p.20 - Climate action, p.45-46 <p>103-3:</p> <ul style="list-style-type: none"> - Climate action, p.45-46 - Data tables, p.76
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	- Climate action, p.45-46 - Data tables, p.76
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	- Climate action, p.45-46 - Data tables, p.76
305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	- Climate action, p.45-46



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.

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for a healthier future