

Organisation AND EMPLOYEES

Goals

- To establish long-term employment relationships, consistent with our status as a reliable and professional employer.
- To encourage relatively long-lasting service with the company in order to maximise the payback from investments in training, corporate culture and commitment.
- To maintain employees' pride in Sligro Food Group through intensive communication and by enabling them to share in the group's success.
- To create a safe and pleasant working environment in which employees from different backgrounds can all feel at home.
- To promote cooperation and partnership as a means of achieving targeted synergistic benefits for the group.
- To ensure we protect and promote important elements of our organisational culture, our 'Green Blood', such as strength in unity, pride without arrogance, a passion to be the best, cost awareness, a healthy belief in ourselves and a conscious choice for directness.
- To create a leadership style reflecting our organisational culture.
- To remain committed to an informal organisation, where short lines of communication and reporting help to achieve intelligent and rapid solutions in day-to-day activities.
- To continue promoting customer-oriented and customer-friendly practices as the standard for our employees.
- To anticipate the challenges in the marketplace and our ambitions for the future through a group-wide quality drive in the organisation.
- To consistently strive to improve employees' performance by providing structured and challenging opportunities for training and management development.

Corporate culture


This year we have included a more extensive series of key figures and statistics relating to our staff in this report, providing a more detailed picture of our organisation. This clearly shows what a people-centred business we are. Our staff have contact with our customers every single day. That may involve helping them to choose the right product, making a delivery or just a friendly word with a shopper. We firmly believe that our staff are a vital aspect of what makes our formats that bit different. That is clearly revealed in surveys. And it is something we cherish and are proud of.

The ultimate in customer focus and a tightknit and mutually loyal band of staff go hand-in-hand. How can you expect your staff to act in the customer's interests if, as employer, you cannot put yourself in the shoes of your employees? We look for staff who appreciate personal attention. For such people, it goes without saying that our customers deserve the same personal attention.





During the year under review we devoted attention in numerous ways to the elements of our corporate culture, our DNA, which we refer to as our 'Green Blood', identifying the following core values:

-  **Healthy belief in ourselves**
-  **Determination to be the best**
-  **Pride without arrogance**
-  **Cost awareness**
-  **Consciously direct**
-  **Combine strength**

This included pieces in our monthly staff magazine *slim* and at the annual 'Kick-Off' convention at which we present our plans to around 800 middle managers. The most important thing, however, is for management to espouse those qualities and to tackle anyone who fails to do so. We have translated the elements of our corporate culture into formalised competency profiles which we use in connection with staff recruitment and selection and in training programmes, for example for supervisors. At our new delivery centre in Venray, the key features of our corporate culture are prominently displayed in numerous places.

It is important that we keep a careful eye on the way we conduct ourselves as the organisation becomes larger and new people join. We are aware that organisational culture is not something one can take for granted, certainly in the case of a culture as pronounced as ours. That is why we deliberately initiated our programme to engender a corporate culture in the first place and we realise that it requires an ongoing effort.

Labour market

The poor state of the economy means that unemployment continues to rise, even if the trend has slowed recently. People are still worried about their jobs and are consequently concerned about income security.

We are pleased that we have proved to be a reliable employer for many years. However, even we obviously have to trim our workforce when necessary. Happily we are still able to do that using a flexible approach and by actively transferring people internally. We succeeded in integrating the Van Oers employees into the regional organisation because of our considerable capacity to absorb people and because we were all determined to make it happen. Obviously, a process of this kind also demands the necessary flexibility on the part of employees. And it is thanks to such flexibility that the merger of the former Maastricht and Haps delivery activities in Venray went so smoothly. In situations of this kind we operate according to a social plan, incorporating strict rules. The principle is always that transfers should be to the same type of work elsewhere in the Group. In the case of the Van Oers takeover, however, because we do not have our own transport department, this was accomplished through agreement with our carriers. It has been our experience that, with a little creativity and flexibility, we are generally able to arrive at a mutually satisfactory solution in such situations. We have every confidence that, working together, we shall once again make a good job of integrating Rooswinkel and Horeca Totaal Sluis. Over and over again in our experience, a fair, transparent and professional track record of past performance provides the best credentials for the future.



Talent

It continues to be a challenge to find suitably qualified (HBO and WO) talent. On the one hand, people can be somewhat fearful of giving up existing 'certainty' and embarking on a new adventure and, on the other hand, we are extremely critical when it comes to recruiting the right talent. We are looking for people with the necessary competencies but we are also looking for 'Green Blood'.

There is no problem finding young people for our supermarkets. Many businesses are closing their doors to part-timers whereas we positively welcome them. A part-time job gives young people both work experience and experience of life, such as shouldering responsibility, solving problems, dealing with customers in a professional manner, planning and organising. That is all experience that will stand them in good stead later on and the work provides them with a reasonable living at the same time. Steps on the part of politicians to restrict temporary employment contracts to a maximum period of two years do absolutely nothing to help this group of people. These are young people who gain a great deal of valuable experience and are generally not planning to make a career of the supermarket.

For our cash-and-carry stores we always have a very high response to job vacancies. There is a good explanation for this. A Sligro store is ideal if you like selling and genuinely appreciate having contact with customers. It is one of the few places in the food business where someone can be a true salesperson, quite apart from the opportunity to work full-time as well. The level of interest is particularly high among people currently working in the hospitality sector. The work appeals to a large group who are passionate about working with food but would prefer more conventional working hours.

Sickness absence

Our aim is to get the absence rate down to 3.5%, which is a very ambitious target. In 2013 we were still well above that figure, at 4%, despite an improvement of 0.2 of a percentage point. So there is still some work to be done. As the organisation grows, there is a greater need for a more specific approach to tackle absenteeism. In the last quarter of 2013 we implemented a new module of our E-HRM platform, enabling us to directly monitor every absence and take targeted action depending on the specific situation. The system also allows a situation in which someone is absent on sick leave to be classified according to the risk of extended absence and the extent to which that risk can be influenced. Absence due to mental health issues (generally not work-related) has a high risk of becoming a lengthy episode but it is certainly possible to influence the outcome in such cases by providing proper support quickly. To that end we work closely with a network of professionals and company doctors.

The system also supports the entire administrative process. It provides the work platform for company doctors, supervisors and case managers, allowing all of them access to the information they need, and are permitted to see. Only company doctors, for instance, have access to details of a person's health. Automated workflows are incorporated so that we are able to deal with the mountain of bureaucracy demanded by the body responsible for implementing employee insurance schemes in the Netherlands (UWV) in a more or less automated manner.

The new system enables us to carry out all sorts of activities in-house which previously required a professional services organisation. This means we are much more on the ball and have everything under our own control and responsibility (which we think is the right place to start from).



"Bread and me,
we belong
together!"

Corine van der Linden

More or less at the same time as the implementation of our new absence monitoring system we started using a different service provider to look after our remaining company doctors. It was a challenge to switch systems and service provider all at once but the process was completed almost without a hitch. On that basis alone we are easily recouping the costs of the new system.

Return to Work (Partially Disabled) Regulation

We would have liked to bring responsibility for looking after and paying employees not qualifying as permanently unfit for work entirely in-house as well. The government wants employers to assume the risk for persons coming under the Return to Work (Partially Disabled) Regulation (Dutch acronym WGA) but requires an unlimited guarantee in respect of the risk of insolvency of the employers. No such insurance product is available on the market on acceptable terms. In previous years we have taken out private cover for the WGA risk with three separate insurers. Unfortunately it has become apparent that the insurance companies have got themselves into a real mess and are withdrawing from the market in droves by demanding ludicrous premiums when policies come up for renewal. This has effectively forced us to return to the public sector system. That means we have to deal with the UWV to implement the insurance scheme again, which we have no choice but to accept. However, we shall continue to maintain a tight control on things ourselves as far as possible. The UWV may possess plenty of expertise regarding regulations, assessments and procedures but we doubt whether that expertise is always applied in the interests of the disabled employee and the employer who has to foot the bill. The formal work culture and attitude of public sector organisations generally does not sit easily with our entrepreneurial approach.

With effect from January 2014 we will be legally required to bear the cost from staff who leave the employment of the company because they are ill and even of those who subsequently fall ill within a period of 30 days of the termination of their contract of employment. Things cannot get much madder than that in our view! We shall be bearing the risk ourselves but keeping a very close eye on things. That is because we are afraid that the UWV, whose role is to flag such cases, will not act in time or comprehensively. We have the impression that little thought was given to the various problems involved when the decision was taken to make this group of sick ex-employees the financial responsibility of their ex-employer. The situation between an employer and an ex-employee can be complex. It may be a case of non-performance, a labour conflict or someone employed

on a temporary contract that was not made permanent because that person did not come up to scratch. We look upon it as one more challenge but see it mainly as the government simply shifting responsibility onto employers again. We would not have the slightest problem with accepting responsibility if we ourselves were the cause and were given the wherewithal to do something about it.

Diversity

The following graphs analyse our overall workforce into three categories:

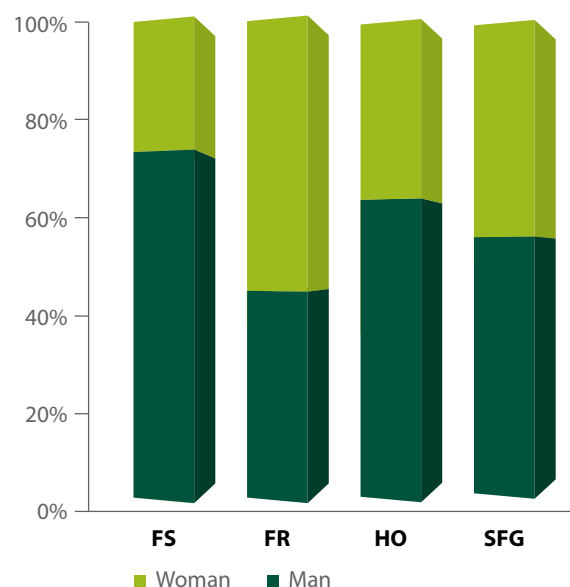
- The central headquarters
- Food retail
- Foodservice

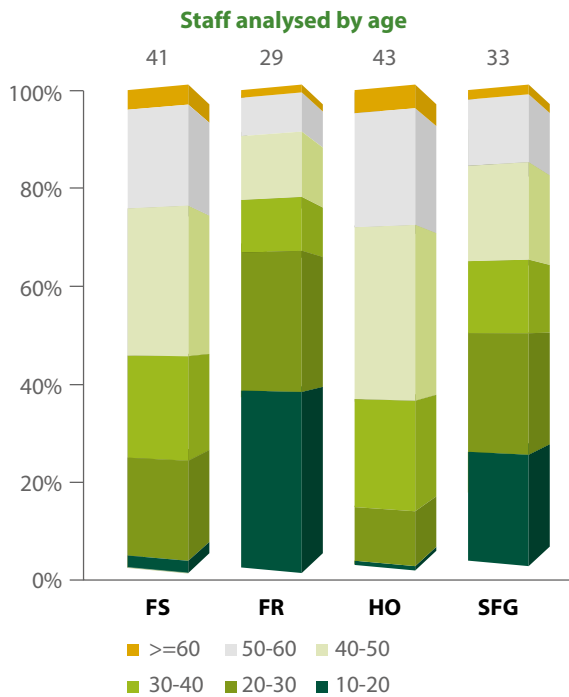
The age profile, gender, hours worked per week and necessary standard of education of these groups differ considerably.

Staff analysed by contract



Staff analysed by gender





From these graphs can be seen among other things that large numbers of young people working a small number of hours are employed in the supermarkets. These are mainly students, both girls and boys, working part-time to earn some money while still at school or college etc. In addition, many older women also worked part-time in a supermarket to fit around family commitments. This explains the preponderance of women in the food retail business plus the relatively strong representation of working a small number of hours per week. The foodservice business, on the other hand, involves a large number of jobs concerned with logistics operations, which are less appealing to women. The age profile for foodservice is fairly balanced. The nature of the work, however, means there are not many places for non-adults. It also largely dictates the necessary standard of education. Many jobs in a supermarket are manual whereas the foodservice activities require more highly qualified staff. Most foodservice employees are on full-time or near-full-time contracts.

The situation in our head office is totally different. Many jobs require secondary education qualifications or even graduates. This kind of job usually involves working full-time or on a substantial part-time contract. There is a clear trend towards increasingly high standards of education. Head office jobs are not really gender-specific but the type of organisation we are means that men are overrepresented.

We are attempting to give more jobs to women in two places within the organisation. We would like to see more women progressing onto the management teams of our

supermarkets, not least because most of our customers are women. In our head office, too, we are seeing the number of women in management positions increasing, which is something we welcome. In particular, when it comes to the Executive Board, it is made up of three men. In 2013, no vacancies arose on the Executive Board and there were no changes in the composition so the gender ratio remained unchanged. The Supervisory Board is, though, made up of three men and one woman and is therefore not far off the intended statutory target of at least 30% women. Both men and women must of course possess the right competencies and fit in with our corporate culture – our ‘Green Blood’. That remains the challenge but also the strength of our company.

Inclusivity

We have long had a policy of inclusivity within the organisation. In other words, everyone who wants to be part of the organisation and is prepared to make the effort is welcome. We try to remove any obstacles that are in the way. We have prayer rooms, we have halal Christmas hampers for those who want them, we offer basic education to those with reading difficulties and we try to find suitable jobs for staff who become partially disabled. We expect just one thing: that people have to make the effort if they want to be part of the organisation.

So far we have not had a targeted policy aimed at creating opportunities, for example, for certain groups in the labour market such as ethnic minorities or the disabled. However, these groups do find a place with us in various positions by virtue of our natural attitudes, corporate culture and CSR policy. We have a group which is actively engaged with ‘the multicultural Sligro society’ and our supermarkets represent ideal places to work for young people qualifying for assistance under the Disablement Assistance Act for Handicapped Young Persons (Dutch acronym: Wajong), for instance. We have around 150 disabled persons on our payroll, which we feel is doing well, given the composition of our workforce as a whole. This has come about voluntarily, not because we have to take on such people, but simply because it suits us to do so. And we relish the challenge of seeing what other scope there is for having a definite policy on these matters. The sweeping measures which the government plans to impose if its broad objectives are not achieved are typical of the government. It is not a policy but simply a mechanism for offloading responsibility.

Training

We are investing heavily in training. Last year there were almost 7,800 training session attendances, representing an expenditure of €1.5 million in addition to wage costs. The diversity of our workforce means we have to take a group-wide approach. Young people find it perfectly normal to follow an online course. That is the world they live in. We take advantage of that by, for example, offering our staff training modules in the form of e-learning programmes. That is also efficient. In our cash-and-carry stores we have staff who want to be salespersons on the shop floor. For them we have a specific in-house programme, geared to providing thorough training in the further development of professionalism. Here, too, of course we make use of the support that e-learning can provide. Developing professionalism is a different process, however, from teaching technical skills. It also demands a different didactic approach.

Over the years we have developed a complete training programme for almost all the disciplines in the wholesale business, from specialist salesperson to logistics expert. In many cases, this was done in partnership with regional training centres. However, we are being increasingly forced to abandon such partnerships because we are no longer able or willing to comply with the growing demands on the part of the government for the mandatory inclusion of certain subjects, for example, or concerning the minimum number of teaching hours. We know that there have been some unacceptable practices but we have always distanced ourselves from them. It is a pity these abuses are being combated with blunt instruments. We would prefer to see a customised approach, allowing us to genuinely offer people a second chance to obtain proper qualifications. A more facilitating rather than regulatory approach would be more than welcome. We have noted that intensive job training for our part-time staff in the supermarkets does not suit that target group. It either takes too much time, literally, or is beyond their ambition. We are currently looking into more suitable training options and plan to develop the first of this type of programme in 2014.

A tailor-made learning and personal development programme for a section of our highly educated staff has now been completed after two years. Through Sligro's Young Intelligence Think Tank, we have challenged more than twenty highly educated staff with an extensive programme of thought-provoking topics. The programme was delivered by trained teachers and internal and external specialists in all sorts of disciplines with the aim of

expanding knowledge and understanding. We have also challenged these individuals to push their own personal development. It has been good to see how some of this group dared to accept the challenges and how much effort they put in.

Safety

We believe it is important that staff should feel safe at work. We do not discriminate against people and we treat everyone with respect in a culture of openness. Deliberate directness for us means telling it like it is, saying what you think of people, but always with respect for the other. Reports of sexual harassment or objectionable behaviour on the part of superiors are always acted on.

Another aspect of safety is actual, physical safety on the shop floor. That means using the right personal protective equipment, for example, and the right tools and equipment as well as complying with traffic rules in our distribution centres and lifting instructions. In our training efforts we devote considerable attention to safe working practices.

In order to tackle the subject of safety across the board, a steering group has been set up in which the operations managers from the various business units are represented. This steering group lays down the basic parameters of safety policy, which are then defined in detail in working groups made up of specialists in the subjects concerned.

During the year under review, it was made easier to report minor accidents. The nature and the frequency of such accidents can provide extra insight into trends and the risk of more serious accidents. It also raises awareness among the supervisory staff concerned. The result was an increase in reports of minor accidents. In 2013 we had 155 accident reports compared with 112 in 2012. Of these incidents, 53 led to time off work (2012: 32). There were four accidents resulting in hospitalisation. In appropriate cases, we obviously report such accidents to the Ministry of Social Affairs and Employment Inspector.

In 2013 we tightened up our policy with regard to the organisation of the in-house emergency response services. On each site, one member of the emergency response team received special training as risk manager and was made responsible for a number of additional duties relating to safety, such as checking of emergency exits, firefighting equipment and storage of hazardous chemicals. Annual refresher training will also be given.

There is a national downward trend in the number of raids on supermarkets and wholesale outlets. That has also been our experience and, in the year under review, there were just two attempted raids. Any such attempt is, of course, one too many because something like that can really upset staff. We have standing arrangements with professional support providers who can be called in at a moment's notice.

Works Council

The beginning of 2014 marks the end of the three-year term of the Works Council and there will be new elections. These will be held on the basis of the Sligro model, having due regard to the legal requirements. An example is the fact that we have only one representative body, which means that the Works Council mimics the organisational structure of the Group. We are after all one company whose marketing follows three different routes but with one integrated back office, as can be seen in the chart on page 20. All sections of the business are represented on the Works Council but the Works Council organises its duties by subject matter rather than by business section. In a company with 10,000 employees you cannot manage without worker representation. We are required to have a Works Council by law but we see that 'necessity' as a blessing. Input from employees, formalised via a Works Council and reinforced every day in consultative meetings or otherwise, enhances the quality of the company: 'Strength in partnership' as we refer to it in our corporate culture.

In the year under review, there were five scheduled Consultative Meetings. These meetings always begin with an exchange of information. The Executive Board reports to the Works Council in detail about what is going on in the company, both with respect to the various activities and regarding matters which directly affect staff. The Works Council reports in turn according to a rotational system.



"We can identify food trends before you see them in restaurants."

Daan Gelijsteen



In 2013, the business included the following items:

- Presentation of annual plans for foodservice and food retail in 2013.
- Progress with the integration of Van Oers.
- Suggestions put forward by the Works Council for reducing the distance driven in private cars on company business.
- The wage round for staff not covered by the CLA wage scales.
- The progress of plans concerning Corporate Social Responsibility within the Group.
- The progress of the CLA negotiations.
- The request for agreement on night working in the delivery service centres.
- The request for agreement on the internet protocol.
- The organisational changes to the Personnel & Organisation Department.
- The walking and cycling day organised by a Works Council committee.
- The Group's 2012 Annual Report and the company pension fund (representation of employees is organised via the Works Council).
- The SEPA project and associated problems.
- The new Works Council elections.
- Update on absentee rates and the Personnel & Organisation Department.
- Safety policy.
- The request for the Works Council's formal recommendations regarding the merger of the distribution centres in The Hague and Barendrecht on a new site.
- The disclosure of a major holding made to the Netherlands Authority for the Financial Markets (AFM) by Stichting Werknemersaandelen Sligro Food Group pursuant to the Major Holdings in Listed Companies Disclosure Act (WMZ). The employees jointly hold almost 4% of the share capital of the Group.
- The request for agreement relating to the new structure for company doctors.
- The wage costs standardisation exercise at food retail.
- The holidays policy.
- The request for agreement relating to the Group's risk manager policy.
- The organisation of the employee activities.
- Sligro Food Group Stimuleringsfonds sponsorship projects.
- The request for agreement relating to flexible working hours at the head office.
- An update on the construction activities.
- Changes in the governance model relating to the company pension fund's governing bodies.

The above list reveals that there was plenty to talk about.

Discussions were conducted in a particularly constructive manner and, thanks to the preparatory work carried out in committee, they were also productive. We should like to thank the existing Works Council for the pleasant and professional manner in which they have worked with us and hope that we may continue to build on that with the new Council. With 'Green Blood', that will certainly be the case.

Conditions of employment

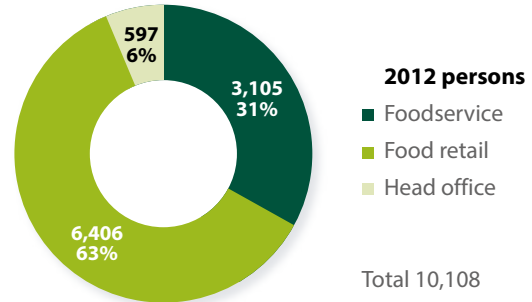
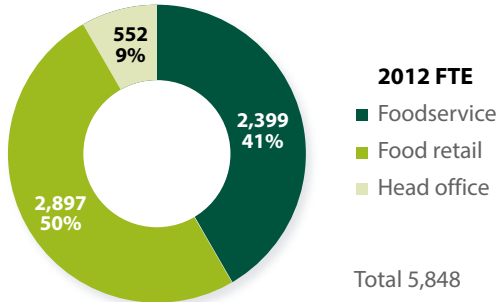
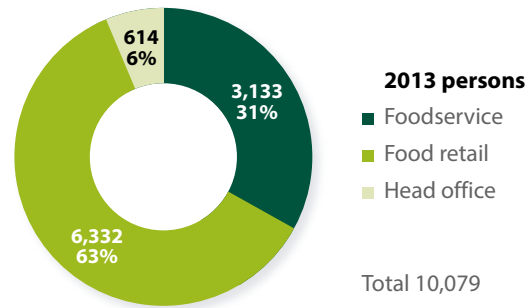
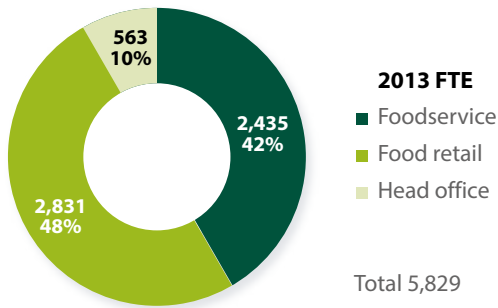
Our supermarket staff are covered by the Collective Labour Agreement for Large Food Retailers, and almost all other Sligro Food Group employees are covered by the Collective Labour Agreement for the Food Wholesale Sector. These two CLAs have in common that negotiations in recent years have been extremely tough or have failed to reach agreement altogether. There is close correspondence between the deliberations at local level in the separate industries and those at the heart of government in The Hague: slow, little in the way of innovative thinking and postponement of problems.

The wholesale sector CLA expired at the end of March 2012 and it was not until the end of December 2013 that agreement was reached with the unions (CNV and Unie), including a pay rise of 2%. The FNV union is keeping out of this sector. We hope that, without this the most traditional section of the union movement, it will be possible to introduce some changes in the future. In any event, this topic is back on the agenda.

The supermarket CLA ran from 1 April 2011 to 31 March 2013 and, since then, just as in the case of the wholesale CLA, there have been protracted, fruitless negotiations about changes. The employers therefore unilaterally agreed on a wage rise of 1.25% at the end of December 2013 so that employees are not the ones to suffer from the tedious decision-making process.

The graphs on the next page show the trends in the average number of employees. The average number of employees changed only slightly in 2013, which is not surprising in a year without any growth in volume. The takeover of Van Oers had the effect of increasing the average by 45 in 2013 and it should be borne in mind that the employees concerned only joined Sligro after the transfer of the revenue-generating business and that the Van Oers drivers were transferred to transport companies and not to Sligro. The graphs only show the numbers of actual Sligro employees. We also make use of temporary staff and Euroflex staff. This is partly the result of conscious choices we have made in our logistics activities and the need for flexibility

Employee numbers



and partly because there is no other way to attract staff of the quality we require. On the basis of a full year, 342 FTE jobs (2012: 319 FTE jobs) were filled in this manner.

Pensions and pension funds

Detailed information on the pension schemes available to Sligro Food Group employees can be found in note 5c on page 107 of the financial statements. Some of these schemes, primarily for our supermarket staff and professions such as butchers, are operated by the industry-wide pension funds. In most other cases, pensions are provided by the company pension fund, Stichting Pensioenfond. Sligro Food Group. In all cases, Sligro Food Group has no obligations other than to pay contributions. These contributions must be sufficient to cover the costs, as required by the Nederlandsche Bank (the Dutch central bank), which is responsible for supervision. This requirement is met. A top-up scheme, based on defined contributions, has been agreed with an insurance company to cover amounts above the maximum pensionable salary (up to an additional €102,000). The industry-wide pension funds concerned currently have a limited reserve deficit and are not currently awarding any annual increases. The company pension fund substantially improved its funding ratio in 2013 from 111% to 122%. Three years ago we decided in response to a request from the pension fund board of trustees to institute additional recovery measures to strengthen the financial situation in conjunction with the Works Council. The Group made a one-off payment of €6 million and the employees have paid in a total of an extra €3 million over the past three years. Those members with deferred pensions would make their contribution by forgoing increases as and when they may again be awarded.

Now, three years later, we can report success. The pension fund has comfortably cleared its reserve deficit and, moreover, increased the rights of contributing members by 1%. Deferred pensioners did not receive any increase and future increases on deferred pensions will be subject to a 5% cut.

Staff participation

For many years Sligro Food Group has had a profit-sharing scheme for its employees. This is based on the Group's profit as a percentage of revenue, with a floor of 2.8%. Amounts paid out under the scheme are converted into Sligro Food Group shares that are blocked for four years. It is partly as a result of this scheme that employees now hold approximately 1.7 million shares.

In 2013, the profit amounted to 2.7% of revenue, which is below the minimum figure of 2.8%. Nevertheless, we have set aside €1.5 million as a share of the profits for this group of employees because we believe very much in staff participation. In 2014 we shall be attempting in consultation with the Works Council to find a way of coming up with a better solution for facilitating staff participation within the system of conditions of employment. Tax effects mean that the existing scheme has become excessively skewed with respect to the ratio between 'value' for the employee and costs to the Group, and a further increase in tax has been announced for 2015.

Full details of our profit-sharing scheme can be found at www.sligrofoodgroup.com, where you can see how we communicate our approach and how important the issue is to our employees.

Corporate Social RESPONSIBILITY

It has been our practice for some years to cover both our financial results and our sustainability performance in our annual report. Corporate social responsibility has become a permanent section of the annual report, in which we provide information on our vision, our approach and the practical issues we have addressed in 2013. We also report on progress towards our sustainability targets up to 2020.

Our vision of CSR; how we operate

At Sligro Food Group, corporate social responsibility and commercial returns go hand in hand. The advantage of this approach is that CSR stays high on our agenda, even in tough economic times, or rather in today's new reality. For us, corporate social responsibility is simply a key element of professional and sustainable business practices. That may well have to do with our position as a listed family business because, as a family business, we want to do things properly and treat our environment with due respect.

We measure the added value of Sligro Food Group by more than financial performance alone. As well as financial results, issues relating to safety (including food safety), energy, the environment and society also play an important role for us.

MVO Nederland (the Dutch CSR platform) defines CSR as 'an integrated business vision in which the business creates value at the economic (Profit), environmental (Planet) and social (People) levels'. We recognise our vision in MVO Nederland's definition.

In 2013 we again made good progress in defining and achieving our CSR objectives. We have found that our intrinsic motivation, namely our sincere desire to help in shaping the world we leave to the generations to follow, can go hand in hand with the pursuit of quantifiable targets. We believe that this combination is important, because setting targets alone should not be an end in itself: what is ultimately important is the concrete and effective action we take to bring about improvement.

About this report

In this section we report on the results achieved and the most significant developments in the field of corporate social responsibility (CSR) in 2013. The figures concerning staff are given in the chapter headed 'Organisation and employees' of this report. The report has been prepared in accordance with the Global Reporting Initiative (GRI) guidelines and qualifies as level C (self-declared). Sligro seeks to improve the transparency and relevance of the annual report with the help of the GRI guidelines and the Transparency Benchmark criteria. The GRI table can be found on page 146 of this report. The topics covered in this CSR report have been nominated by the experts on the CSR Steering Group. The content of the report also reflects questions, responses and feedback from stakeholders such as consumers, employees and shareholders and discusses developments in the sector, such as legislation and standards. The report's main target groups are our employees, customers, consumers in general, shareholders, suppliers and potential employees.

The report and the related GRI table can also be found on our corporate website. Please address any questions, comments or suggestions to: mvo@sligro.nl.



“It’s nice when a customer comes back a week later and thanks you for your advice on the best cheese.”

Tim Dozy



“I’ve been working in delivery for 40 years. It suits me fine.”

Wilhelm Straatman

Implementation in the organisation

We have been working with a CSR Steering Group for some years. The composition of this Steering Group has been matched to the core themes which we have formulated for Sligro Food Group and for which the members bear ultimate responsibility for their respective areas within Sligro Food Group. The CSR Steering Group as a whole makes policy choices and the individual members implement them operationally within their respective areas. The CSR Steering Group is chaired by the chairman of Sligro Food Group’s Executive Board. Progress towards our sustainability targets was a regular item on the agendas of the meetings of the Works Council, Executive Board and Supervisory Board in 2013 and regular presentations on that subject were given at those meetings. Reports on our activities in the field of sustainability are also given in ‘sliM’, our monthly staff magazine.

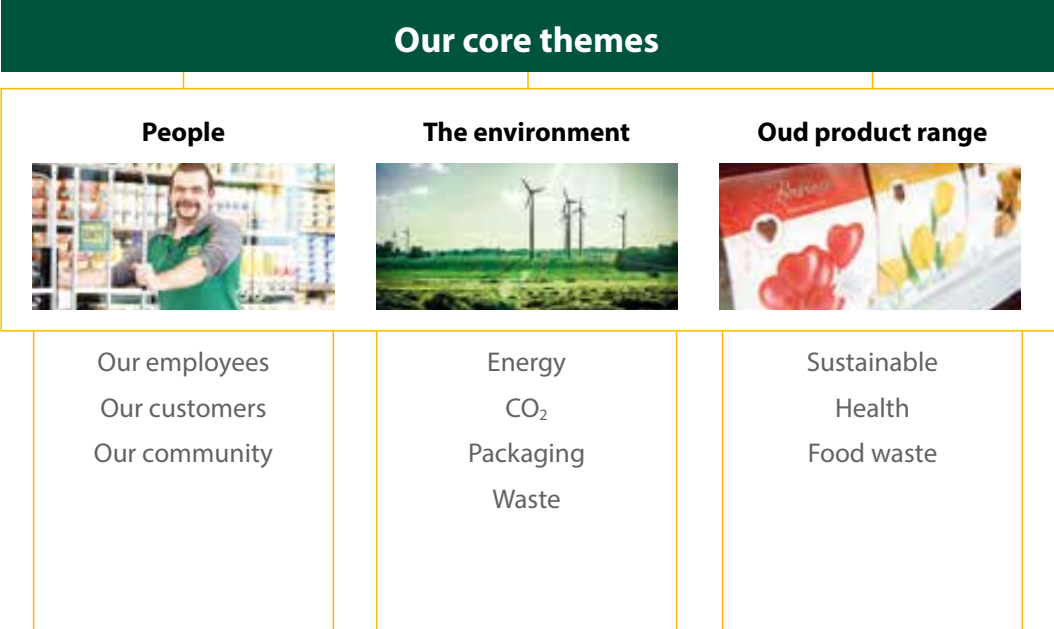
Stakeholder dialogue

Making clear choices and setting targets have resulted in more frequent and more intensive stakeholder dialogue. This dialogue is now more closely concerned with our sustainability policy, at all levels and within various bodies, with shareholders, employees, suppliers, customers, sector organisations, public authorities, NGOs, people living in the vicinity of our locations and students. The dialogue ranges, for example, from practical coordination of sustainability policy with customers such as Albron to stimulating discussions with and presentations to ZLTO (the Southern Netherlands Agriculture and Horticulture Organisation) on the marketing of sustainable meat. We are open to dialogue.

Sligro Food Group is an active member of the Dutch Central Food Retail Association (Centraal Bureau Levensmiddelenhandel or CBL) and we perform a number of management and committee functions, including those relating to sustainability.

Core themes, ambitions and targets

Sligro's CSR policy focuses on three core themes which we believe cover the areas in which our major opportunities and challenges lie and for which we bear the greatest and most obvious responsibilities for reporting in the chain: people, the environment and the product range. We have formulated qualitative and quantitative ambitions for each of these themes.



Ambitions and targets

The ambitions that relate to these core themes are:

People

We want to offer our employees and their families a challenging, inspiring and safe working environment. We want to play an active and responsible role in the community in which we are directly or indirectly involved.

Respect for all stakeholders is part of our CSR policy. One way in which this respect is expressed is in transparent communication with customers, about products and about resolving problems. Customer satisfaction for us is a measure of the extent to which customers perceive Sligro as treating its customers well. We have therefore set ourselves the goal of sustained improvement in our Net Promotor Score (NPS).

The environment

We aim to play a pioneering role, in which our respect for the environment drives us constantly to undertake bold but sensible innovation, keeping social and economic return in balance while remaining aware of our stewardship responsibilities.

As a measure of the success of our efforts, we have calculated our CO₂ emissions. To relate our CO₂ emissions to the growth of our business in the coming years, we express these as a percentage of sales. We are aiming to reduce our CO₂ emissions as a percentage of sales by 20% between 2010 and 2020 (simply expressed as 20-20).

Our product range

It is our responsibility to assist and motivate our customers to make sustainable and healthy choices.

With our unique eerlijk & heerlijk (literally 'honest and delicious') concept, which we launched in 2010, we are expressly putting our sustainable product range on the map. We aim to grow our eerlijk & heerlijk product range by 10% a year from now until 2015.



Developments and progress by core theme

People

Our employees

We are very well aware that our employees are the key to our success, in terms not only of production capacity but also of behaviour, depth of involvement, creativity and entrepreneurship. This annual report therefore focuses closely on our employees (starting on page 41), discussing business culture, vitality and other elements of our ambitions in that area. That section also includes the figures for our staff. We believe that, because employee satisfaction and customer satisfaction are closely linked, culture is one of the most robust, sustainable and distinctive success factors for any business, which is why we devote so much time and attention to it.

Our customers

Respect for all stakeholders is part of our CSR policy. One way in which this respect is expressed is in transparent communication with customers, about products and about resolving problems. Customer satisfaction for us is a measure of the extent to which customers perceive Sligro as treating its customers well.

Customer Satisfaction

Foodservice

One of our targets last year was to measure our NPS (net promoter score) on a continuous basis. In the second half of 2013, Sligro commissioned an NPS survey with a view to measuring Sligro's performance and benchmarking it with that of its competitors. This was a more extensive survey than that conducted in 2012, when we measured only satisfaction among our own customers. The survey found that Sligro achieved the highest score of all the national wholesalers. Sligro scored well mainly among customers in the 'classic catering' and 'convenience cater-

ing' segments. We found this gratifying, because these segments are part of our primary target group.

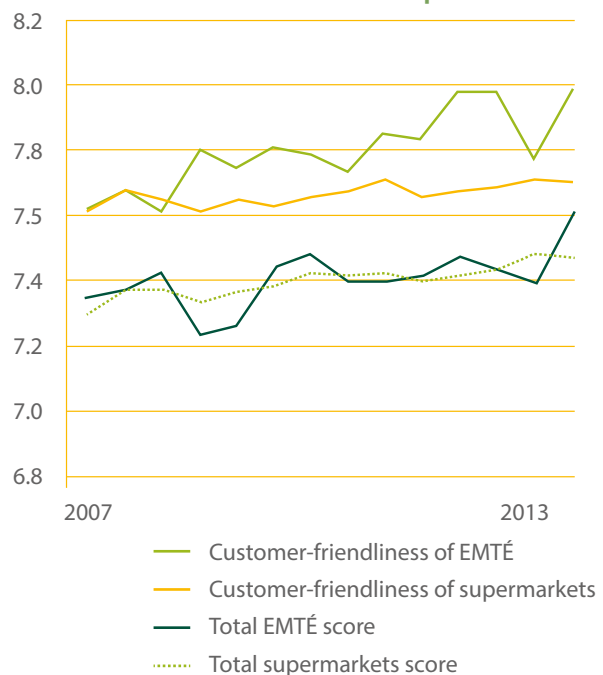
Three opinions are particularly important for a good NPS. These are: 'provides the service I expect from a wholesaler', 'runs good promotional and price campaigns' and 'offers a good price/quality ratio'. Sligro scored highest, except for the statement 'runs good promotional and price campaigns'. This is one of the areas we shall address in developing and rolling out the new generation of our format, which is known internally as 'Sligro 3.0'.

Customer Satisfaction

Food Retail

We measure customer satisfaction with EMTÉ using the Net Promotor Score. We also use the annual GfK summer and Christmas reports to see how EMTÉ scores compared with other supermarket formats.

GfK summer and Christmas reports

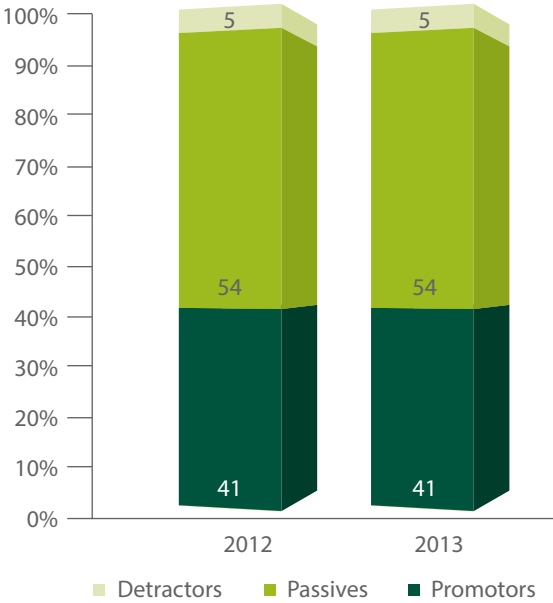


In GfK's 2013 Fresh Produce Report, EMTÉ was chosen by customers as the Dutch supermarket with both the best butchery department and the best bakery department. EMTÉ was named as the most customer-friendly supermarket in the Netherlands in a customer survey by Market-Response in 2012. EMTÉ again achieved a high rating in the same survey in 2013, taking third place. We have also been using a mystery shopper survey for several years, achieving a steady improvement in our overall score:

- 2010: 7.87
- 2011: 7.99
- 2012: 8.06
- 2013: 8.14

Although the Net Promotor Score we achieved in the 2013 mystery shopper survey was identical to that for the previous year, there was a significant difference in the size of the sample: the NPS was based on 1,909 customers in 2012 but 10,008 in 2013. The large increase in the number of participating customers means that the rating is of far greater value than the year before, because the latest survey included more primary customers of other supermarket formats.

EMTÉ Net Promotor Score



Society

Sligro Food Group Stimulus Fund

The Sligro Food Group Stimulus Fund supports volunteer projects by Sligro Food Group employees. These are employees who have genuinely set up a campaign or project themselves and are actively working on it. The fund has been created to support social involvement by employees.

Koen van Antwerpen, who works Saturdays in the Returns Sorting Centre at the Veghel distribution centre, applied to the Stimulus Fund for help in building ecological toilets for Pronoei schools in Chicon (Peru). These are schools for children aged 4 and 5 whose parents cannot afford tuition or educational materials for them. Because the government provides no financial assistance for these schools, most of them have no sanitary facilities. There are at present 17 primary schools with no toilets. With the contribution made by the Stimulus Fund, Koen and a small team of Peruvian construction workers have built an ecological toilet, so the children now have proper hygienic sanitary facilities.



Liliane Fund



We have been working closely with the Liliane Fund for many years. With our employees and customers, we try to support the work of the Liliane Fund in all kinds of ways.

After jointly evaluating our cooperation in 2013, we decided to look for a new project, preferably in one of the regions where both we and the Liliane Fund are already active, in our case as a buyer of commodities. The objective was to involve one of our local suppliers in a form of local assistance. The result was a new cooperative project in Sri Lanka between the Liliane Fund, Sligro Food Group and Bogawanta-lawa, the local producer of our Alex Meijer tea products. Together we have set ourselves a target of providing jobs for 100 handicapped young people with our tea supplier, thus making them less dependent on community support.

KiKa 2013 building-block campaign



In March, KiKa (the children's cancer charity) launched a national campaign to support the building of a new specialist hospital to treat children with cancer, the Princess Maxima Centre, which will become the largest child cancer treatment centre in Europe. KiKa's large-scale campaign in support of the Princess Maxima Centre, under the name 'Do Your Bit', is based on the sale of small building blocks symbolising the construction of the hospital. We have participated in this campaign in several ways, both as a company and more particularly in conjunction with our employees and customers. The campaign has so far raised €42,000.



Villa Pardoes



In addition to the regular support by our 'Plaza food for all' franchise format, our cooperation with Villa Pardoes, a special holiday home for children with life-threatening diseases, was given an extra boost in 2013. In October, Villa Pardoes celebrated its 121/2-year anniversary and to mark the occasion it organised a big party for all its stakeholders. Together with Smeding, one of our Fresh Partners, and our customer Vitam Catering, we provided the buffets and drinks.

Tender Loving Care



Van Hoeckel (our business unit specialising in the institutional market) and its employees have been actively involved in the Verwenzorg (approximately Tender Loving Care) project. The object is to provide patient care for the chronically ill, not by ensuring proper medical care but by improving their quality of life, for example by giving them personal attention. Large groups of people with a chronic illness, such as those living in homes for the elderly, are not able to organise celebrations, do the things they enjoy or simply arrange a nice day out for themselves because they are dependent on others. That is where Tender Loving Care comes in. For Van Hoeckel, TLC means providing voluntary support staff and propagating the message. In this way, our colleagues are directly and personally involved in ensuring the well-being of our customers' patients. This often involves small everyday things, such as a visit to the local market, a garden centre or an evening out. Their initiatives and activities also encourage other Sligro Food Group employees to do similar things. Staff of the central Finance department, for example, chose to supplement their regular team outing with TLC by helping De Wellen, a care home in Oss, to prepare the evening meal and organising a bingo evening for all the residents.



DoSocial



Van Hoeckel is one of the founder members of DoSocial, a new foundation formed by several organisations which are directly or indirectly involved in care. Together they have one single overarching objective: structural improvement in the social well-being of the elderly and/or people needing help. On 5 September 2013, the foundation was launched with a major event in Vianen (attended by over 250 people). Many organisations involved in care, from suppliers to service providers, joined DoSocial as partners last year. The idea is that each partner should contribute to the achievement of social initiatives, mainly by providing time, manpower, skills and/or expertise. And, of course, they also make a financial contribution, but that is not the primary objective. What is important is the strength that comes from working together. One party may provide plants, another may give time and manpower to plant them and yet another may provide screens. Together they can create a splendid garden for a care home, where the residents themselves can be active and which gives them a place to enjoy the fresh air.

DoSocial has set up a 'Social Store Cupboard' to which requests for social help can be submitted and the supporters can offer what they have to give, thus bringing together demand and supply. Requests have to meet a number of important conditions. They must relate to a group of elderly people or people requiring long-term care and an activity which achieves a structural improvement in their well-being in the care context. DoSocial will support four social initiatives in 2014 and at least ten smaller (local) activities will work to widen the group of partners implementing these initiatives. Through its activities, Van Hoeckel is able to bring about change in a market which is clearly asking for change and in which the well-being of customers is suffering from the pressure on healthcare costs. At the same time, this shows what pleasure can be given by something as simple as a garden, a library or an excursion. www.dosocial.nl

Christmas hampers and good causes

Selling special Christmas hampers to support good causes has become a tradition at Sligro. In 2013 we supported the Liliane Fund, Hulphond Nederland (the Dutch assistance dog's charity), KiKa (the children's cancer charity) and the National Fund for the Elderly. Each fund or good cause is linked to a specific Christmas hamper and a fixed donation is made to the good cause for each hamper sold. In 2013,



this campaign raised almost €53,000 in total for the four good causes.

Food Bank

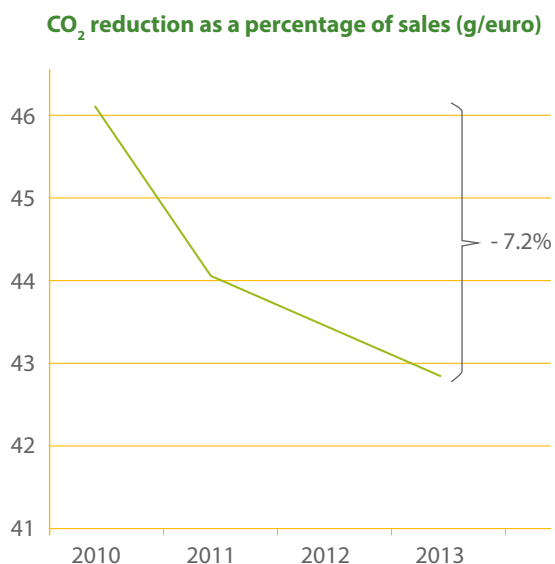
In the Sligro logistic model, all unsalable items from all locations are returned to the central distribution centre in Veghel, where they are sorted into usable and unusable items. Usable products that are suitable for its purposes are collected weekly by Veghel Food Bank. This scheme was extended in 2013 to include the 's-Hertogenbosch Food Bank.

Environment

We aim to play a pioneering role, in which our respect for the environment drives us constantly to undertake bold but sensible innovation, keeping social and economic return in balance while remaining aware of our stewardship responsibilities.

As a measure of the success of our efforts, we calculate our CO₂ emissions as a percentage of sales. We are aiming to reduce our CO₂ emissions as a percentage of sales by 20% between 2010 and 2020.

Progress so far has been as follows:



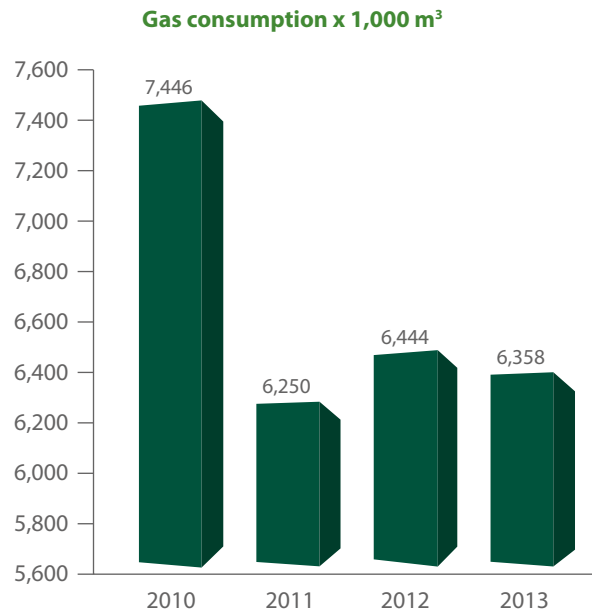
We have defined three priority areas within the overarching theme of 'the environment':

- Energy
- Logistics
- Waste

Energy

We have learned in recent years that using heat recovered from refrigeration equipment to heat our buildings creates interesting opportunities. The trials with 'no gas' buildings at various Sligro locations and EMTÉ supermarkets in 2013 have been extended and improved. With the experience and knowledge we have gained, we plan to apply this technology wherever possible. It is already contributing to a reduction in our gas consumption and CO₂ emissions, but the results will be more visible in 2014. This is a good instance of improved sustainability being in balance with cost saving.

The absolute consumption figures show that gas consumed has fallen by around 100,000 m³ compared with 2012, but consumption fell far more in relative terms because 2013 was much colder than 2012, making a difference of almost 7%.



Adjusted for degree-days, i.e. if 2012 had been just as cold as 2013, gas consumption in 2012 would have been around 6,870,000 m³ (2,902 degree-days in 2012 as against 3,094 in 2013). With actual gas consumption in 2013 of 6,357,000 m³, there was thus a saving of over 500,000 m³ of gas compared with 2012. This saving was achieved by investing last year in optimising the existing central heating installations. 'Remote-control' systems were fitted at around 20 locations, enabling the temperature in the different spaces to be set and optimised remotely. We plan to deploy this optimisation technology more widely in 2014.

Electricity consumption in MWh



Electricity consumption was almost 1% lower in 2013 compared with 2012, despite expansion of the sales floor area at various cash & carry locations which translated into extra consumption. The floor area of the Sligro delivery-service centre in Gilze was also extended. We built a brand-new Sligro delivery-service centre in Venray which has very low electricity consumption, partly thanks to LED line lighting.

Electricity savings were achieved by optimising control of a number of refrigeration and deep-freeze installations and fitting covers to freezer cabinets at ten existing Sligro cash & carry wholesalers. We also carried out work at many of our EMTÉ locations to comply with the energy covenant for supermarkets. We shall continue with these latter two projects in 2014.

Logistics

Sligro outsources its entire transport function. We work closely with our transport operators to minimise the environmental impact of our logistics operation.

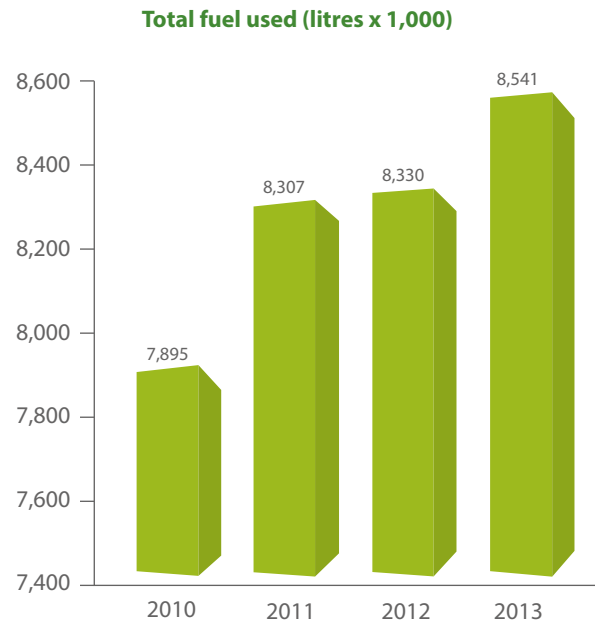
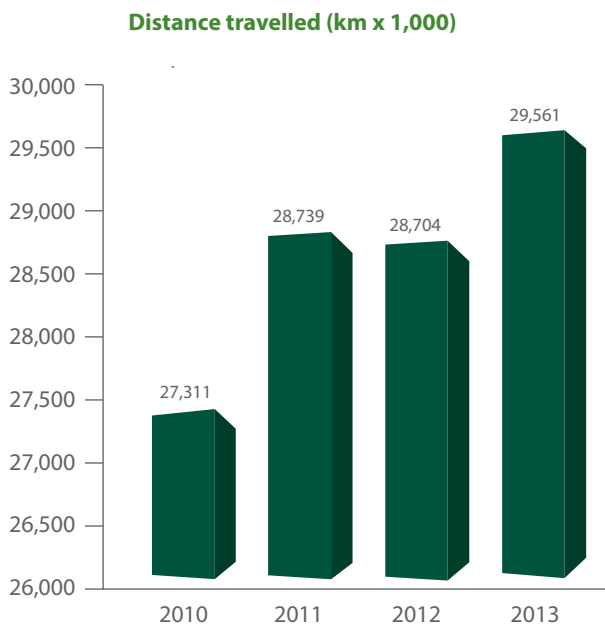
To reduce the CO₂ emissions from our transport operations, we are working simultaneously to reduce the number of kilometres travelled per euro of sales and the CO₂ emissions per kilometre, in the latter case partly by using alternative fuels.

In that context, we participate in projects investigating various experimental technologies, ranging from all-electric goods vehicles to the use of alternative fuels such as CNG and LNG, with a view to potentially making a substantial reduction in CO₂ emissions. These are long-term

experiments and it is not yet clear where they will lead. Another way of reducing the number of kilometres travelled is to make our vehicles longer and higher, in the form of LZVs (longer and heavier tractor-trailer combinations) and double-deckers. We thought last year that there was little opportunity to expand our fleet of LZVs and double-deckers, but we were able to make further progress in this area in 2013.

One LZV was added to our fleet at the Veghel distribution centre, one City Double-Decker was added at the Putten retail distribution centre and Sligro's Venray delivery-service centre took delivery of the first B-Double Eco combination of two City trailers, pulled by one tractor unit, to cover the longest part of the route. The trailers are separated at the destination and each is then taken on its own delivery route.

The first ten Euro6 delivery vehicles, which minimise harmful emissions, entered service in 2013. These vehicles are also fitted with the quietest refrigeration systems, which also reduce noise nuisance to a minimum.



The number of kilometres travelled has increased in absolute terms, but has fallen sharply in relative terms. Transport volume carried by the Sligro delivery service increased by 15.3% in 2013 compared with 2012, due to the inclusion of all Van Oers sales, organic growth and changes in the sales mix. This growth has made it possible to deploy larger vehicles, as discussed above. The delivery routes have also been rationalised, so the net growth in kilometres travelled was only 9%.

Waste

CO₂ effect of waste processing

In response to a question by VBDO (the Dutch Association of Investors for Sustainable Development) at the General Meeting of Shareholders in 2013, we have sought a uniform calculation method and evidence for the total reduction in our CO₂ emissions as a result of waste processing. In conjunction with our waste processor Van Kaathoven, a project was launched to find a CO₂ calculation system for Sligro Food Group.

It became clear from this project that the CO₂ emissions from our waste stream are entirely dependent on the way in which our waste is processed by third parties. We have influence over the quantity and proper separation of waste, but the waste processor then determines, by its choice of processing route, what CO₂ emissions our waste produces. The waste sector does not yet have a uniform CO₂ conversion factor for the various waste streams. We are disappointed that the waste sector is unable to devise a uniform method of calculating the CO₂ emissions from waste.

For that reason, we publish the CO₂ reduction we achieve by offering our separated waste for processing instead of the figures for unseparated and residual waste.

CO₂ reduction in the chain due to waste separation

2010:	3,133 tonnes
2011:	3,395 tonnes
2012:	3,700 tonnes
2013:	3,668 tonnes

These figures include all tonnages for the various waste streams: outdated products, category 3 waste, swill, glass, paper, card, foil and cooking oil. This reduction in CO₂ emissions is calculated on the basis of the 2013 conversion factors for each waste stream provided by Van Ganswinkel. The CO₂ factors used have been calculated under the responsibility of the TNO Research Institute, in accordance with ISO 14040/14044 procedures and guidelines. This approach has been approved inter alia by the LCA (Life Cycle Assessment) platform of the European Commission.

The stated CO₂ reduction is the reduction for the entire chain. This is because some materials can be reused after waste separation, which means a significant reduction in CO₂ emissions when they are made into new products. This is because recovering such secondary raw materials uses less energy than burning them and extracting and processing primary raw materials. This CO₂ saving in the

chain is not part of our 2020 target for our 'in house' CO₂ emissions (transport and gas and electricity consumption).

Our product range



eerlijk & heerlijk

It is our responsibility to assist and motivate our customers to make sustainable choices, which is why we developed our eerlijk & heerlijk (literally 'honest and delicious') concept. eerlijk & heerlijk can be seen as an umbrella brand under which all sustainably produced items in Sligro Food Group's product range are sold. These are built on four pillars:



Our objective is to offer the widest possible choice of sustainable products. No distinction is therefore made in the eerlijk & heerlijk range between 'A' brands and Sligro Food Group's exclusive brands.

We supplement the four pillars with products holding carefully selected certifications, which guarantee that they actually make a sustainable contribution to the aims of the relevant pillar. We currently include products with the following certifications in the eerlijk & heerlijk range:

Organic

- ✔ European organic logo
- ✔ EKO (and all variants in different countries, such as Agriculture Biologique, Bio-Siegel, USDA Organic)
- ✔ Demeter

Fair trade

- ✔ Fairtrade Max Havelaar
- ✔ UTZ Certified

Sustainable

- ✔ ASC
- ✔ MSC
- ✔ Naturland
- ✔ 'Beter Leven' quality label
- ✔ Label Rouge
- ✔ Rainforest Alliance
- ✔ 'Milieukeur'

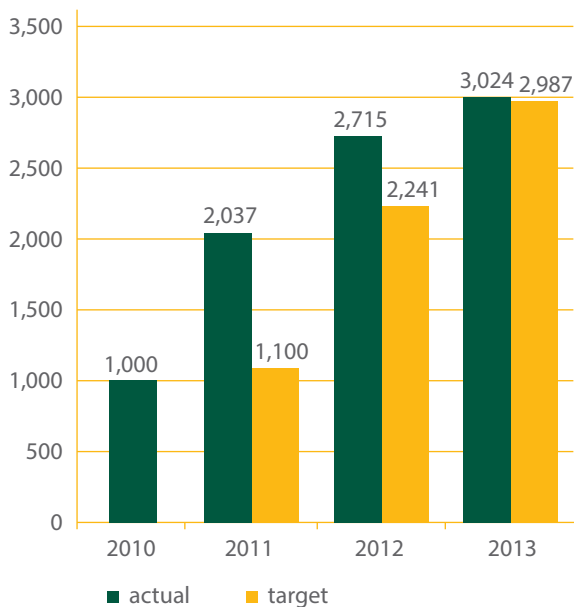
The website www.eerlijk-heerlijk.nl provides more information on the concept, which helps our customers make sustainable choices.



→ eerlijk & heerlijk promotional film

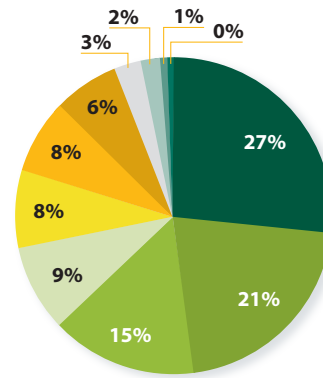
The eerlijk & heerlijk product range is still growing. We aim to grow this range by 10% a year up to the end of 2015. We shall announce our 2020 target in 2015; we do not consider it realistic to look so far ahead at this stage.

Number of eerlijk & heerlijk products in our range:



The number of products bearing the Beter Leven and UTZ Certified marks in particular grew strongly last year. The number of products for each certificate was as follows:

Shares per certificate



- European organic logo
- UTZ
- 'Beter Leven' certificate
- EKO
- Other
- Fairtrade
- MSC
- Environmental certificate
- Rainforest Alliance
- ASC
- Label Rouge

Healthy range



The 'healthy eating' tick mark ('Ik-Kies-Bewust' or IKB – literally 'I make informed choices') is widely accepted in the sector as an indicator of healthier products. In 2013 we made a start on screening our own-brand product range with a view to obtaining IKB certification where possible, if necessary with some recipe changes.

Number of different IKB products we carry:

2012: 813

2013: 885

There are also a further 318 items which meet the IKB criteria and for which we can apply for certification. If approved, they can be added to our range as IKB products. These 318 items are not included in the above totals.

Health-related activities involving customers

With Breakpoint, the healthy school canteen format, Sligro is helping schools to reverse the trend towards an unhealthy lifestyle among young people and help them to adopt a healthy lifestyle.

2012: 27 Breakpoint locations

2013: 37 Breakpoint locations 36 at school, 1 at work

2015 target: 75 Breakpoint locations

Food waste

We engaged in a number of activities in 2013 to reduce food waste, focusing primarily on meat, meat products, cheese, fruit and vegetables and bakery. In the meat products and cheese departments, wastage was reduced, particularly in the semi-self-service product range, by 3% compared with 2012 by making changes to packaging, the product range and the organisation of the supply chain. We did not meet the 25% target we had set our-



selves, but we reduced wastage in the fruit and vegetable category by 20% compared with 2012 by revising the product range, allocating display space relative to customer flow and making changes to packaging units, exceeding our target of 10% by a wide margin. Wastage of meat was reduced by 4% by investing in a packaging unit in the central butchery department which extends the shelf life in the supply chain by three days. This has reduced the above-average wastage rate in our stores using the meat counter concept.

The most striking improvement in wastage was in the bakery department, where a reduction of over 25% was achieved by adjusting the product range. The total wastage of products in our EMTÉ supermarkets was reduced by over 15%.

BSCI

In August 2010 we joined the Business Social Compliance Initiative (BSCI), a non-profit organisation committed to the improvement of working conditions in countries that BSCI has defined as risk countries. To achieve this, the members and their suppliers have to formulate a plan for improvement leading to compliance with the standards of the International Labor Organisation (ILO).

As well as our three core themes – 'People', 'Environment' and 'Product range' – for each of which we have defined our qualitative and quantitative ambitions for 2020, many other sustainability-related activities were undertaken within Sligro Food Group in 2013 which were of a more one-off or short-term nature. They are certainly worth mentioning here, because they give a good insight into the broad scope of our sustainability-related efforts:

Breem certification for Venray delivery-service centre

Close attention was paid to energy-saving when Sligro's Venray delivery-service centre was built. Several technologies were employed to create the most energy-neutral possible structure. For example, the heat generated by the various refrigeration installations was used for space heating and the refrigeration equipment 'runs' on natural coolant media. Smart LED lighting was also fitted in the deep-freeze, refrigeration and dry goods sections which only comes on where there is a person present. If the person moves away, the lighting dims automatically. This project is being monitored structurally to record how our first deployment of this concept performs. The plan is to continue developing the system and see whether it can replace traditional fluorescent lighting at other Sligro Food Group locations. Together with the other construction techniques employed and material choices made,



→ Website BSCI

BSCI does not offer certification, but works to promote a process of improvement through monitoring, training, capacity expansion, lobbying and cooperation. Further information can be found at www.bsci-intl.org.

BSCI sets its members a target of two-thirds of their suppliers in risk countries taking part in the improvement programme and achieving a 'good' or 'in need of improvement' audit result within 5.5 years of joining the organisation.

Percentage of suppliers in risk countries as defined by BSCI with a 'good' or 'in need of improvement' audit result:

- 2010: 20%
- 2012: 41%
- 2013: 47%

these energy-saving measures have enabled us to obtain a BREEAM certification of 'GOOD' (2 stars). The new Sligro delivery-service centre in Lansingerland should qualify for BREEAM 3 (VERY GOOD) certification, making further progress towards sustainability.



EMTÉ BoekenBakkers competition promotes children's talent

In 2013, for the second year in succession, EMTÉ organised the largest children's book-writing competition in the Netherlands, in which over 1,200 children aged up to 12 took part. Eight children had their winning stories 'baked' into books, assisted by a Dutch celebrity, a children's author and a professional illustrator.

Because it is at the heart of the community, its customers include many families with children and, in particular, it has close links with local schools and community life, EMTÉ seeks to stimulate the reading (silently or aloud) of children's books via a savings campaign. Giving children an opportunity to take part in the writing competition further stimulates their creativity. Reading (silently or aloud) one of the books from the BoekenBakkers series for 15 minutes a day helps children to develop their language skills, according to the Reading & Writing Foundation which made a major contribution to this campaign. The books are saved for by parents, grandparents and schools. A savings campaign for books was therefore a conscious choice as a way of helping to improve literacy and language skills among Dutch children. A low-threshold savings campaign was chosen deliberately so that the books would reach as many children as possible. With more than a million BoekenBakkers books saved for, the campaign was a massive success.



Veghel-Uden truck run

The annual Truck Run was held in the Uden-Veghel region on Sunday, 29 September. It was an event in which 500 trucks drove through the region blowing their horns, with a 'passenger' on board to keep the driver under control. This event is specially organised and for them it is a high

point of the year. They traditionally stop for lunch at the Sligro Events Hall in Veghel. Lunch is provided by Sligro and is prepared with great care and served by a group of Sligro volunteers who do everything to make it an unforgettable occasion for the participants. It's typical of what we call our 'green DNA': strength in unity, determined to be the best and proud without showing off!

Sligro's ranking in the Ministry of Economic Affairs, Agriculture & Innovation transparency benchmark

Our annual report is also rated in the transparency benchmark of the Ministry of Economic Affairs, Agriculture & Innovation. Although this does not measure our actual sustainability performance and only rates our report on the degree of transparency, this benchmark does give us information on how our transparency compares with that of other companies. We paid special attention to this aspect when compiling our 2012 annual report, with the result that in 2013 we were placed 97th in the transparency benchmark with a score of 138 points out of 200. This puts us 'among the leaders', which is an improvement compared with 2012 when we came 124th with a score of 99 points, but this position is still not satisfactory.

Head office printer project

In early 2013 we embarked on a project to replace all our printers and copiers, which we see as a way of both saving costs and improving our sustainability. The aim of this replacement project is to install fewer and more energy-efficient printers. Energy consumption is also being reduced by using energy-saving settings on the machines we install. Over 700 existing machines will be replaced by 490 new units, reducing the number of machines by 30%. The new printers are being set as standard to print double-sided in black and white, which is expected to yield a 20% saving in paper and lower toner and energy consumption. These savings will be measured more accurately in 2014.