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Zwanenberg



Seven Zwanenberg themes for
Corporate Social Responsibility

Space to **excel** and to **innovate**

Edition 2016

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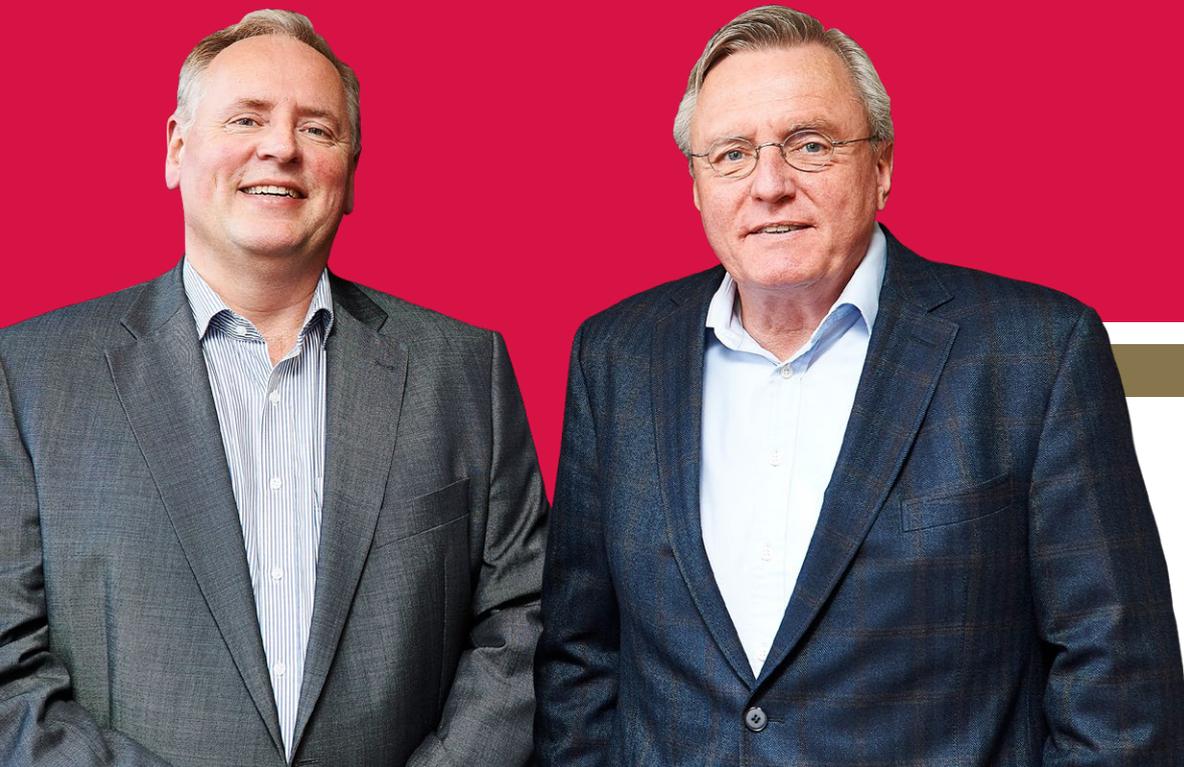
*'CSR means optimum care
for people, the environment
and the market, in their
interrelationships.'*

Zwanenberg Food Group (ZFG) processes and sells food products, including meat, meat products and cheese, in various types of packaging and for various domestic and foreign markets. Our company produces meat products and specialities for the Benelux market and exports preserved meats to more than 100 countries worldwide.

Zwanenberg has its own production companies in the Netherlands, the UK and the USA and its own sales offices in various countries. Furthermore, ZFG operates all over the world with independent agents and distributors.

It is a good thing that the requirements for the production of food products are becoming stricter and stricter in the areas of food safety, animal welfare and the environment, but also as regards, for example, working conditions and ethical entrepreneurship. In this way companies are encouraged to act in a professional and socially responsible way. This also creates a 'level playing field' with space to excel and to innovate.

The Management of the Zwanenberg Food Group
Aldo van der Laan
Ronald Lotgerink





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WE DISTINGUISH **7** CSRTHEMES, NAMELY:



Health and wellness:

consumers are entitled to honest and healthy products which fit into the 'Food Guide Pyramid' and which are produced in a sustainable way with high-quality ingredients.



Animal welfare:

animal welfare is high on the agenda for us and our suppliers.



Supply chain management:

Zwanenberg wishes to promote sustainability in all links in the chain.



Climate and the environment:

Zwanenberg conducts an active policy to reduce CO2 emissions from its factories.



Social accountability:

Zwanenberg conducts a pro-active CSR policy and accounts for its actions.



Ethical trading:

the integrity of our staff and business partners is of crucial importance, both in the Netherlands and elsewhere.



Sustainable profit:

making a profit is a necessary condition to be able to continue to invest in innovative processes and products, and therefore a precondition for the continuity of our business.

Health and welfare

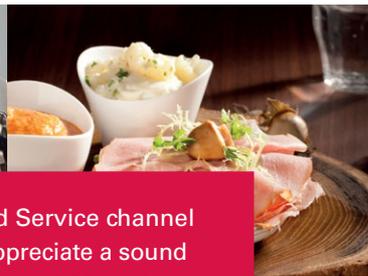


Eating meat means enjoyment within a balanced diet. Meat is in particular an important source of proteins, iron, vitamin B12 and minerals. Zwanenberg has built up significant expertise in the areas of raw materials, ingredients and end products. Zwanenberg makes meat products that reflect changing consumer preferences.



“By using high pressure and other technologies, we develop innovative products with a longer shelf life. These innovative processes also require less energy and water consumption.”

Thea Smit-Dekker
Manager New Product Development



Safe and responsible

Consumers are entitled to safe, affordable and above all delicious products from Zwanenberg. Meat is not only very tasty but also fits in perfectly in a certain lifestyle. Zwanenberg pays attention to communication about this and other aspects of meat. ZFG fulfils all the requirements in the area of food safety (including HACCP, BRC).

Meat and health

ZFG is highly pro-active as regards the relationship between meat consumption and health. Zwanenberg is in favour of consuming meat in the context of a healthy lifestyle: responsible eating and sufficient exercise. We support numerous social initiatives in the areas of sport and health promotion.

Conscious and healthy choices

Various Zwanenberg products, including the Kips Kids spreadable liver sausage, have been awarded the Healthy Choice logo. The Healthy Choice logo makes it easier for consumers to buy healthy products. Products with this logo have been tested for fats, sodium, sugar, energy and dietary fibre.

We also have a wide range of meat products, cheese and spreads in the Food Service channel which carry the Healthy Choice logo (based on international dietary guidelines). We also take part in a programme aimed at reducing sodium in food products.

“High Pressure Processing means that products stay fresh and can be stored for longer while retaining their taste and nutritional value.”

Thea Smit-Dekker
Manager New Product Development



“Also in the Food Service channel our customers appreciate a sound and well thoughtout CSR policy from their suppliers.”

Hans van Leeuwen
Sales Group Manager Food Service

Less sodium and saturated fats

The Association for the Dutch Meat Products Industry (VNV) has started an industry-wide initiative to reduce sodium in food. Various chain partners, including Zwanenberg Food Group, have stated that they will take joint steps to reduce sodium and saturated fats further in meat products. Producers and consumers, including supermarkets and caterers, are convinced that a joint approach can stimulate concrete steps to reduce sodium and saturated fats in products. Zwanenberg has for some time offered a range that contains less fat and less sodium. Zwanenberg has also already sold a range of low-fat and light variants for a number of years under the Linera brand name. These products received an incentive prize in 2011 from the Dutch Food Centre (Voedingscentrum).

Innovative food concepts

Zwanenberg offers all of its employees the space to create innovative products. We are constantly researching modern professional skills at Zwanenberg. The question we ask here is: how can artisanal processes be turned into innovative processes with new technologies, where the product remains just as tasty, but the techniques are more sustainable by reducing waste, less use of drinking water and energy savings in the preparation?

An example of such innovative technology is High Pressure Processing (HPP). These technologies keep products fresh for longer and extend their shelf life. This process also uses less water and energy than the traditional production process.

In 2015 Purple Bee Hive, an initiative of Zwanenberg Food Group, introduced several variants of the vegetable burger: a delicious and responsible alternative for people who prefer not to eat meat every day.

Animal welfare



Zwanenberg Food Group does not slaughter animals: we purchase meat as a raw material. However, animal welfare is a social issue that we take very seriously. In addition to the usual channels we are aware that there is a demand for meat products that place higher demands on animal welfare. As a family company, Zwanenberg is in a good position to respond rapidly to such developments in market demand.

Consumers have more choices in the areas of meat and meat products in recent years. There are strict laws and regulations in the area of animal welfare in the European Union. Zwanenberg Food Group places high demands on its suppliers in this area, and regarding quality, hygiene and sustainable business operations.

For a number of years, Zwanenberg Foodservice has been offering a wide range of organic meats and cheese under the Kraak-Vers brand name. In 2010 the range was extended with Beemsterkaas, making use of the Caring Dairy principle and a range of Premium meats which have achieved the 2-star Better Living – Animal Protection Agency symbol level. Lastly, as a member of the VNV, Zwanenberg helped to put the matter of the castration of pigs without anaesthetic on the agenda in 2010.

In 2016 we introduced traditional tasty meat products from the award winning Duroc pig under the brand name 'Kraak-Vers with Origin' in close cooperation with the sustainable Heydehoeve farms. Authenticity, taste, quality and animal welfare are key concepts within this range.



"We take the subject of animal welfare very seriously. Examples of this are strict demands on our suppliers, increasing attention to our organic range, cooperation with the Animal welfare organizations in building sustainable supply chains and transferring knowledge about this to our customers in the Netherlands and abroad."

Peter Morshuis
Senior Strategic Buyer Meat

Chain management



Our meat suppliers are at the start of the chain. At the end of the chain there are the end consumers, each with their own specific wishes. Zwanenberg understands and knows about the entire production chain.



Quality demands on suppliers

ZFG sets strict demands for suppliers, not only in the area of product quality but also in the field of Corporate Social Responsibility (CSR). For example, suppliers must meet all the requirements that we set in the areas of animal welfare and environmental care.

Co-creation with trading partners

ZFG works in close cooperation with trading partners (such as suppliers) to create sustainable solutions. An example is to promote preferably bio-degradable or recyclable packaging. We consult with retailers to think up attractive shop designs.

Zwanenberg closely follows social developments, such as the increasing concern for animal welfare and food safety. By means of intensive consultation with our partners in the chain (the Animal Protection Agency,

retail, food service, abattoirs) we have developed a product line with the 'Beter Leven keurmerk' symbol from the Animal Protection Agency, where the breeding, slaughtering and processing are optimally coordinated. Other examples are discussions about slaughtering and castration with no anaesthetic. We are conducting intensive, solutions-oriented consultations with our industry colleagues about such topics.

Zwanenberg is aware of its position and role in the production chain. Zwanenberg anticipates and reacts to developments in the marketplace, such as taste trends, the increasing demand for convenience foods, increasing interest in wellness and health. We develop new products and concepts with packaging manufacturers, equipment manufacturers, customers and ingredient suppliers.

Climate and environment



Zwanenberg views the minimisation of the impact on the living environment as a logical part of good business operations. Saving energy, waste reduction and reducing CO2 are all part and parcel of the efficient use of raw materials and productivity. Benchmarking is carried out between our production sites, whereby various key figures in the areas of energy and water consumption per tonne of product are compared with each other.



"Efficiency has been greatly improved by means of intensive cooperation in the area of logistics. This has reduced the CO2 emissions per unit of output."

Jan-Peter Müller
Director of Müller Fresh Food Logistics





Reduction in energy consumption

All ZFG production sites work with an integrated company environmental plan (CEP) and an energy saving plan (ESP). Dealing with energy in a responsible manner plays any important role at ZFG. Energy efficiency has greatly improved during the past ten years. The energy consumption involved in investment plans is one of the criteria when assessing these.

ZFG has participated in the MultiYear Energy Efficiency MJA I and MJA II Agreements and is taking part in MJA III. This agreement includes improving energy efficiency by 2% per year.

Registration = improvement

We register and evaluate consumption of raw materials and packaging materials, gas, electricity and water. We can always achieve significant improvements in this way.

Compliance with laws and regulations

Our production sites comply strictly with all laws, directives and regulations in the environmental area. This requires an impeccable policy as regards operating licences, regulated wastewater discharges and compliance with all standards in the areas of noise, smell, waste registration, storage and dispatch.

Efficient logistics



The ZFG Logistics department is dedicated to efficient storage, transport and distribution. This is not only cost-efficient but also has a positive outcome for the environment because of the reduction in the number of logistical movements.

The organisation of the logistics in the Netherlands is outsourced to Müller Fresh Food Logistics. This company won a Lean & Green Award in 2011 and the Lean & Green Star Award in 2013 for drastically reducing its CO2 emissions (-36%). Optimal efficiency is combined with the lowest possible environmental impact by keeping logistic movements to a minimum and proven successful concepts such as CarCooling.



“Reducing energy is just common sense. Better for the environment but also better for your wallet.”

Ronald Lotgerink
Chief Executive Officer

Reusing water

Water consumption in ZFG is measured to the drop. Water that is used in the cooling process is reused in the sterilisation process and the heat is recovered. Monitoring takes place constantly on the basis of an efficiency index.

Packaging: less waste, more recycling

Packaging is necessary for efficient, hygienic and safe transportation to wholesalers, retailers and consumers. Our products are packaged per portion for the out-of-home market. Zwanenberg modified the packaging in 2009 (portion packs of savoury sandwich filling) to fit the size of the product, thus effectively reducing the packaging. We are also using thinner foils. In this way we have been able to reduce all packaging materials by a considerable amount. Because the portion sizes are based on the fillings for a single sandwich or slice of bread, loss and waste have also been drastically reduced.

In recent years we have asked our suppliers to think with us about lighter packaging. The results have been especially striking with regard to tin cans (packaging optimisation). This generates more efficient transportation and less waste.

Pallets are also recycled and we make less use of tertiary packaging.



Personnel and organisation

Staff diversity profile

Zwanenberg employs approximately 1,200 people: 830 in the Netherlands, 220 in the United Kingdom and 150 in the United States. We have a corporate policy that aims to encourage diversity. Our employees have excellent prospects at all levels to further develop their personalities and skills.

Zwanenberg's social responsibility is not just limited to its own employees. It reaches further into the chain and affects all our trading partners as well as our neighbours, potential employees and other individuals who are interested in our company.

Miscellaneous

Zwanenberg is prepared to employ long-term unemployed people and young persons on disability benefits. ZFG runs a pro-active policy in the area of sexual harassment

and discrimination. We stand for open and transparent communication with our stakeholders, including our employees.

Training

Better every day

Investment in joint projects, training, working conditions and communication about vision and mission results in well informed, motivated and loyal employees at ZFG. We run our business on the principle of continuous improvement. 'A bit better every day'.

Zwanenberg Academy

Zwanenberg Food Group has had its own Academy for many years. This Academy comprises six fields of education, namely: Food, Lean, Process engineering, Occupational health, safety and environment, Management and Systems.



Continuous development with the Vocational Training sector

Employees from various locations of Zwanenberg have either attained a recognised MBO certificate or are still on a course. The courses range from MBO Level 1 to MBO Level 4. This includes training courses for all-round operator and nutrition manager, etc. These courses are recognised nationally and – in collaboration with the educational institution – are fully adapted to our own production processes.

Training and courses for all

Internal courses improve knowledge, skill and loyalty among our employees. ZFG offers its employees numerous courses in the areas of management, sales, finance, running meetings, negotiation and presentation skills.



HACCP, Health & Safety and Working Conditions

Zwanenberg Food Group's food safety systems are based on the Hazard Analysis Critical Control Points (HACCP). Practical training courses on this subject as well as on matters of health and safety and working conditions (such as courses in prevention and lifting) are organised at our production sites on a regular basis.



“Zwanenberg Food Group invests substantially in the development of its employees through training.”

Mathijs Praas
Head of Personnel & Organisation

Employee participation

Zwanenberg has a Works Council in which the section committees of all Dutch sites are represented. The Works Council is concerned with participation in the widest sense of the word and is consulted on all kinds of matters that affect the company, such as takeovers and production relocation.

Health

Efficient sick leave registration system

Zwanenberg uses a professional sick leave registration system. This tells managers when and which action they need to undertake so that employees are reintegrated when they return to work as quickly as possible in a qualitatively correct manner. As regards sick leave, the P&O department arranges training courses for the management of our production plants.

Occupational health

Zwanenberg Food Group has integrated the management of health and safety issues, such as the promotion of health and ergonomics, into the workplace, including job rotation.

DoSocial

Zwanenberg Food Group has taken the initiative in founding 'DoSocial' together with Arla Foods, Van Hoeckel and Brandvitamins. The DoSocial platform aims to help turn social initiatives within and outside the healthcare system into a reality. In addition, well-known companies, including local ones, have signed on as partners. Together, this group of 'deliverers' enhances the social

side of the healthcare sector. They are convinced that the increasing impoverishment in the healthcare sector can be counteracted, where the targeted result is the 'best time ever' for people who need attention, help and healthcare. The DoSocial platform stimulates and supports social initiatives. Healthcare institutions and business need each other. That is why Zwanenberg Food Group supports this likeable project.

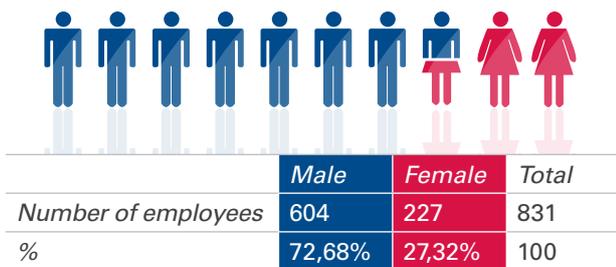


"Going forward, Zwanenberg Food Group USA will be focused on a continuous improvement process across all our business disciplines including those surrounding the corporation's commitment to sustainable practices that are good for our company, customers and consumers."

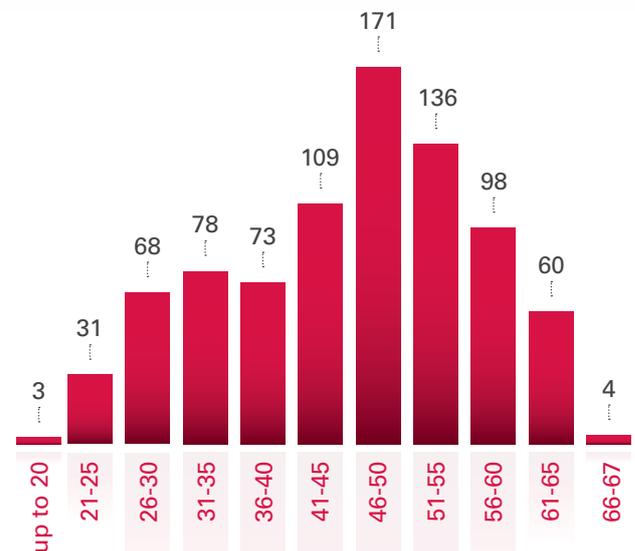


Robert Russo
Zwanenberg Food Group USA

Employees of Zwanenberg Food Group Netherlands



Employee age profile





Integrity

Zwanenberg Food Group conducts its business with all its trading partners in a transparent way. Zwanenberg only buys raw materials and ingredients which do not involve abusing the natural living environment or over-exploitation.

Zwanenberg wants to have a sustainable relationship with suppliers and customers and is always in search of potential alliances. For us, doing business revolves around trust and co-creation with the ultimate goal of mutual enhancement. This is for example how we purchase goods on the basis of locally responsible circumstances and conditions. Zwanenberg only wants to work with pro-active suppliers who – like us – show a commitment to achieving the above. A strict anti-corruption policy is part of this.

No child labour

ZFG does not buy raw materials or products that have been manufactured using child labour.

All the above is stated in full in our In-House Rules.

Sustainable profitability



Zwanenberg Food Group is a family business that has existed since 1929. The characteristics of our company are traditional, dynamism, innovation and enterprise. Profitability is a necessary precondition for continuity. Profits enable us to keep investing in people, training, working conditions, cleaner production methods, low-energy equipment and many other sustainability measures.



Zwanenberg considers the following issues to be strategic and operational priorities:

- the development of new (international) markets
- the development and launch of top quality food concepts
- building upon our brands
- Corporate Social Responsibility (CSR)

The strategy of Zwanenberg Food Group is built upon the following pillars:

International Sales

For many years now Zwanenberg has been looking far beyond our national boundaries. More than 75% of our company's sales come from exports. Again and again we discover and cultivate new markets rich in prospects and expand our existing markets.



Segmental approach

Prospective market segments are explored and pro-actively approached with specific focused food concepts. The trolleys in African countries and the out-of-home market and kids concepts.

Innovation in product and brand development / food concepts

The innovative capacities of ZFG are expressed in the development of new food concepts. Sometimes this involves new concepts for new market segments; at other times these are further elaborations of existing products. Examples include Kleintje Kips and the Cars range (including frankfurters and luncheon meat with an image) with a lower sodium and fat content.

The fact that such concepts are highly regarded is shown by the many prizes which ZFG has received over the years, including awards from the Netherlands Nutrition Centre, the Classique Award, the Misset Catering Award, the Superintro and various Bronze Out-of-Home Awards.

The application of new technologies also helps to achieve social goals. With High Pressure Processing, for example, products are sterilised under high pressure in such a way as to greatly improve the keeping qualities, without adding preservatives and while retaining the delicious taste. This technology results in less loss and wastage of product.

Social activities

Zwanenberg makes many social activities possible, both in the Netherlands and outside its borders. These are some examples:

-  Zwanenberg Food Group supports War Child. War Child is committed to a better life for hundreds of thousands of war children. The organization helps them to get to terms with their experiences, make contact with other people again and build self-confidence. War Child enables children to learn to read, write, count and learn a trade, and creates a safe environment in which they can settle down and build a stable and peaceful future. War Child is active worldwide.
- Local distributors in various African countries operate trolleys from which local entrepreneurs are able to sell ZWAN products and make a living.
- We support many social initiatives and organisations in the Netherlands either financially or otherwise, including the Food Bank.

“Continuing to supply top quality foods worldwide. That is the core of our mission.”

Sjoerd van der Laan
Business Unit Director Ambient Food





Zwanenberg Food Group

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