



GRI Standards: CORE-table VanDrie Group

GRI Module	Disclosure	Page number(s) / URL(s)	Reference
FOUNDATION			
GRI 101			
1.1	Stakeholder Inclusiveness	p. 23, 24, 26	The VanDrie Group works together with different stakeholders. We have identified these stakeholders in the CSR report 2017. For example: employees, veal farmers, suppliers, customers, consumers, shipping agents, authorities, NGO's, dairy farmers, inspection authorities, sector organisations and research and knowledge institutes. The VanDrie Group introduced the 'VanDrie Dialogue' in 2017. For the VanDrie Group, cooperating and creating support for changes are valuable pursuits, which is why active stakeholder participation is made a part of the CSR strategy. A VanDrie Dialogue will be organised at least once a year. The specific outcomes of the stakeholder engagement processes are reported in the CSR report 2017.
1.2	Sustainability Context	p. 13, 19	The VanDrie Group reports its performance in the wider context of sustainability. In the CSR report 2017 the organisational goals are linked with the Sustainable Development Goals (SDGs). The operational, strategic, financial and societal risks are described. In the chapter 'Impact VanDrie Group' is the role of the VanDrie Group discussed relating to social, economic and environmental topics and strategy.
1.3	Materiality	p. 24	The VanDrie Group updated its materiality matrix for 2017-2018. The materiality matrix identifies the most important issues and the influence on stakeholders and the significance for the VanDrie Group. See chapter 'Materiality Matrix' in the CSR report 2017. In chapter 'Impact VanDrie Group' the impact on the economy, environment and society are discussed.
1.4	Completeness	p. 59	The completeness of the CSR report 2017 is discussed in the chapter 'Scope'. It considers the topic boundaries, reporting period and materiality. The reporting period is January 1, 2017 - December 31, 2017. The CSR report is published on June 30, 2018.
1.5	Accuracy	p. 60-61	The CSR report 2017 indicates the data that have been measured. See chapter 'Assurance'. The qualitative statements in the report are consistent. The accountant Mazars evaluated the data and states that there is a limited degree of assurance. Mazars only checked the Dutch data referring to number of employees, fte's, proportion of female-male employees, sickness related absences, electricity -, water -, gas consumption by the Dutch slaughterhouses and feed producing locations, antibiotics dosages, number of recalls, number of audits.
1.6	Balance	p. 33, 40, 46	The CSR report 2017 reflects on both positive as negative aspects of the performance. See for instance the dilemma's as described in the report on the world wide transportation of raw materials, the reduction of antibiotics and the death rate of calves, the import of young calves from other EU Member States.
1.7	Clarity	p. 8-9	The report includes different infographics helping to make the information in the report accessible and understandable. A list of terms is included in this document. The CSR report is published online and accessible via www.vandriegrup.com/csr . The report is available in Dutch, English, German and French. A print of the report is to be requested via contact@vandriegrup.com
1.8	Comparability	p. 8-9, p. 14-15	Different data in the CSR report 2017 are comparable on a year-to-year basis. In chapter 'Materiality Matrix' the changes for the materiality issues are discussed. The Transparency Benchmark of the Dutch Ministry of Economic Affairs and Climate gives an appropriate benchmark to compare VanDrie Group's performance with other companies in the same field. The VanDrie Group is involved in the Transparency Benchmark for more than five years.
1.9	Reliability	p. 60-61	External assurance has been carried out by Mazars. See chapter 'Assurance' in the CSR report 2017.
1.10	Timeliness	p. 3	The VanDrie Group publishes a CSR report every year. The CSR report 2017 is published on 30 June 2018.

2.1	Applying the reporting principles	<i>p. 59</i>	The VanDrie Group applies with all reporting principles as stated in GRI 101 section 1. The VanDrie Group reports information about the process for defining the report content and the boundaries and how the reporting principles are defined in the chapter 'Scope'. This is in accordance with GRI 102 46.
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GENERAL DISCLOSURE

GRI 102

102-1	Name of the organization	<i>p. 11</i>	VanDrie Group, see paragraph 'Profile VanDrie Group' of the report.
102-2	Primary brands, products and services	<i>p. 11</i>	Primary brands: VanDrie Group Quality Veal, Vitender, Friander, Peter's Farm, Finesse de Veau and Tendriade. Convenience brands: JAN and Gourmet. Primary products: veal, calf skins and calf milk powder. See also paragraph 'Profile VanDrie Group' in the report.
102-3	Location of the organization's headquarters		Mijdrecht, the Netherlands
102-4	Number of countries operating	<i>p. 11, 57</i>	Five namely: The Netherlands, Belgium, France, Germany and Italy. See also paragraph 'Profile VanDrie Group' of the report.
102-5	Nature of ownership and legal form	<i>p. 11</i>	VanDrie Group is a family business and legal ownership lies with the three directors: Mr. Rene van Drie, Mr. Jan van Drie and Mr. Herman van Drie. René van Drie is a Dutch national and was born on 4 January 1965. René van Drie is responsible for the general leadership of the VanDrie Group. In addition, he is administrator of the Calf Industry Association (Stichting Brancheorganisatie Kalversector; SBK). Jan van Drie was born on 22 April 1959 and is a Dutch national. Jan van Drie is responsible for the purchase of calves within the VanDrie Group. In addition, he is an active member of the board of the Vee & Logistiek Nederland Working Party. Herman van Drie is a Dutch national and was born on 8 August 1968. Herman van Drie is responsible for veal sales within the group. In addition, he is a member of the board of the Foundation for Quality Guarantee of the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalversector; SKV). Board term limits do not apply. Within the leadership of the VanDrie Group, the aim is to remain within the Balkenende standard (Balkenendenorm) when it comes to remuneration policy. There is no policy in respect of allocating performance bonuses.
102-6	Markets served	<i>p. 8-9</i>	VanDrie Group exports its products to more than 60 countries worldwide. The export in 2017 by the Dutch VanDrie Gorup slaughterhouses was as follows: 24% Italy, 23% Germany, 14,5% France, 28,5% other EU, 10% non EU.
102-7	Scale of the organization	<i>p. 8-9, 57</i>	Turnover ± 1.97 billion euro, net profit ± 109 million euro, net profit margin 5,5%. Amount of slaughtered calves: 1,5 million (69,9% production in the Netherlands, 5,3% in Belgium, 24,8% in France). Amount tonnes production Calf Milk Replacer: 465.000 (74,8% production in the Netherlands, 7,3% in Germany, 17,9% in Italy). Amount processed calf skins: 1,4 million (100% in the Netherlands). Total amount of employees in 2017: 2358 (the number of employees by country and specialisation is reported in the CSR report 'summary'). Total number of operations: 27.
102-8	Information on employees and other workers	<i>p. 8-9</i>	Total amount of employees 2358. 76% male, 24% female. 91% permanent employment, 9% temporary employment. Almost all Dutch employees are subject to a collective labour agreement. See 'Summary 2017' of the report.
102-9	Supply Chain	<i>p. 11</i>	A description of the supply chain is given in paragraph 'Profile VanDrie Group'.
102-10	Significant changes to the organisation and its supply chain	<i>p. 31</i>	The VanDrie Group acquired the Italian company Serum in 2017.
102-11	Precautionary principle or approach	<i>p. 13</i>	See paragraph 'Dealing with risks' in the report.
102-12	External initiatives	<i>p. 47</i>	VanDrie Group endorses the OECD Guidelines for Multinational Enterprises. VanDrie Group also commits to the set principles of the Global Roundtable for Sustainable Beef. The VanDrie Group underscribes and acts to the COV Meat Sector Code of Conduct.
102-13	Memberships of associations	<i>p. 32</i>	The VanDrie Group is member of the International Meat Secretariat (IMS), Central Organisation for the Meat Sector (COV), Nevedi (Dutch Feed Industry), the Foundation for Quality Guarantee of the Veal Sector (SKV), the Foundation Branch organisation of the Veal Sector (SBK), is Initial Member of the Holland Center in Shanghai and member of the Global Roundtable for Sustainable Beef (GRSB), and affiliated with the Confederation of Netherlands Industry and Employers (VNO NCW).

102-14	Statement from senior decision-maker	<i>p. 3, 22</i>	The CSR report 2017 contains a foreword by the Director Corporate Affairs and an interview with him.
102-16	Values, principles, standards, and norms of behavior	<i>p. 47</i>	The VanDrie Group places great store by ethical behaviour from all employees, veal farmers, transporters and other partners. The groups works with living animals and food products of animal origin. As such, the VanDrie Group believes it is important that work is carried out in a respectful way throughout our chain. The group asks for instance suppliers of raw feed materials about how they comply with, for example, human rights and that they ensure no use is made of child labour.
102-18	Governance structure		The board meeting, in which various directors of the VanDrie Group companies are represented and which takes place at least five times a year. The purpose of this consultation is to evaluate draft policy and policy implementation, and to initiate new operations. The group's various operating companies are managed from the forum of this meeting.
102-40	List of stakeholder groups	<i>p. 23, 58</i>	A list of the different stakeholders is attached in the CSR report 2017.
102-41	Collective bargaining agreements		See GRI 102-08.
102-42	Identifying and selecting stakeholders	<i>p. 24</i>	The VanDrie Group conducts an extensive stakeholder analysis every year. The identified stakeholders are being involved in different processes within the company or invited for the VanDrie Dialogue.
102-43	Approach to stakeholder engagement	<i>p. 26</i>	The VanDrie Group organises a VanDrie Dialogue each year. Via social media and the website the company shares news about its production chain, events and markets. The VanDrie Group attends several exhibitions for consumers and B2B relations. See for more information the chapter "Dialogue with our stakeholders".
102-44	Key topics and concerns raised	<i>p. 26</i>	In the CSR report 2017 are three key topics discussed. Topics that were part of the VanDrie Dialogue. These are: the reduction of antibiotics, the valorisation of manure and the trend of hybrid and meatless meat. See chapter 'In Action; VanDrie Dialogue'.
102-45	Entities included in the consolidated financial statements	<i>p. 8-9</i>	The financial statements are based on the Van Drie Holding's results. For statement about the results see 'Summary' in the report. The specified turnover data can be found in the VanDrie Group's financial annual report. The financial report 2016 is filed with the Dutch Chamber of Commerce.
102-46	Defining report content and topic boundaries	<i>p. 24, p. 59</i>	See the chapter 'Materiality Matrix' and the chapter 'Scope' in the report.
102-47	List of material topics	<i>p. 24</i>	See the chapter 'Materiality Matrix' in the report.
102-48	Restatements of information		None.
102-49	Changes in reporting	<i>p. 24</i>	Some minor changes occurred from the previous reporting period in the list of material topics. This is discussed in the chapter 'Materiality Matrix' in the report.
102-50	Reporting period		January, 1 2017 - December, 31 2017.
102-51	Date of most recent report	<i>p. 3</i>	June 30, 2017.
102-52	Reporting cycle		The reporting cycle is annual.
102-53	Contact point for questions regarding the report	<i>p. 3</i>	E-mail: contact@vandriegrup.com or telephone: +31555492152
102-54	Claims of reporting in accordance with the GRI Standards	<i>p. 59</i>	See the chapter 'Scope' in the CSR report 2017.
102-55	GRI content index		•
102-56	External assurance	<i>p. 60</i>	See the chapter 'Assurance' in the CSR report 2017.

Material topics

Pillar: Our Organisation

GRI	Management Approach		
103-1	Explanation of the material topics and its boundaries	<i>p. 24, p. 59</i>	In the Materiality Matrix are a lot of material topics identified under pillar Our Organisation. These material topics are: - governance & policy, - improving sustainability of chain partners, - collaboration & certification, - suppliers & distribution, - company profit & other ways to create added value, -tracking & tracing / blockchain, - beter life hallmark, -quality certificates, - long term strategy. The CSR report only focuses on three topics: 1) governance & policy, 2) long term strategy and 3) company profit & other ways to create added value. These three topics have either the most impact on the company or are of importance for our stakeholders. This is explained in chapter 'Scope'. Due to competition reasons we decided not to report extensively about the other mentioned material topics. The material topics have impact on the whole value chain of the VanDrie Group. With more than 27 companies that are active in more than 60 countries worldwide the impact is broad.
103-2	The management approach and its components	<i>governance & policy p. 31</i>	We strive to achieve a safe working environment and healthy, skilled employees within all of our companies. We want employees to feel at home in the organisation. Our daughtercompanies have their own policies concerning working conditions and facilities. The directors and HRM employees are responsible for the execution of these policies. Every year the policies are reviewed within the organisations.
103-2		<i>long term strategy p. 31</i>	We want to make our production chain more sustainable. We search for alliances to achieve this. Our daughter companies are responsible for their own goals and ambitions within this field. They share their goals, ambitions and results in a yearly report that is shared with the direction of the VanDrie Group. In the CSR report our daughtercompany Oukro is discussed as example. Oukro installed 1,578 solar panels and has one of the largest roof mounted systems in the Netherlands.
103-2		<i>company profit & other ways to create added value p. 31</i>	In the CSR report 2017 is the take-over of Serum discussed. The owners of the company are responsible for the business strategy and possible expansions. An instrument to broaden our markets is marketing. In the CSR report the new project 'Trusted Veal' is discussed.
103-3	Evaluation of the management approach		The company is audited by a diverse range of clients, accountants, controlling institutions and authorities. The results of these audits are discussed within the board of directors and within the Safety Guard platform and by the individual companies in the specific scope of research. Necessary improvements will be incorporated in the quality system Safety Guard.

Pillar: Food Safety

GRI	Management Approach		
103-1	Explanation of the material topics and its boundaries	<i>p. 36 - 37</i>	In the Materiality Matrix are several material topics identified under pillar Food Safety. These are: -food safety & public health, -production of reliable and responsible veal, -zoonosis, -food defense. The CSR report discusses all of the identified material topics.
103-2, 416-2	The management approach and its components	<i>food safety & public health p. 36, p. 9</i>	Safety and quality come first. We strive to guarantee safety and quality 100% thanks to our own quality system, Safety Guard. Safety Guard is based on the ISO 22000 and 14001 guidelines, the Food Safety Supply Chain System and the international BRC, IFS and GMP+ schemes. In 2017 there were two recalls.
103-2	The management approach and its components	<i>production of reliable and responsible veal p. 36</i>	The keeping, transporting and slaughtering of animals is bound by stringent regulations. The VanDrie Group works to the highest standards and its work is inspected daily by the Netherlands Food and Consumer Product Safety Authority (NVWA). We impose stringent conditions on ourselves and our suppliers. To safeguard food safety and guarantee integrity, we take the measures as discussed in the CSR report.
103-2	The management approach and its components	<i>zoonosis p. 37</i>	Zoonosis are infectious diseases. We do our utmost best to prevent outbreaks of zoonosis. Good husbandry management is key. The use of hygiene is important.
103-3	Evaluation of the management approach		The company is audited by a diverse range of clients, accountants, controlling institutions and authorities. The results of these audits are discussed within the board of directors and within the Safety Guard platform and by the individual companies in the specific scope of research. Necessary improvements will be incorporated in the quality system Safety Guard.

Pillar: Animal Welfare

GRI	Management Approach		
103-1	Explanation of the material topics and its boundaries	<i>p. 36 - 37</i>	In the Materiality Matrix are several material topics identified under pillar Animal Welfare. These are: -animal welfare, -prevention of animal diseases, -reduction of use of antibiotics, -development of stables, -healthy calves, responsible transport of calves, -welfare in slaughterhouses. The CSR report discusses all of the identified material topics.
103-2	The management approach and its components	<i>reduction of antibiotics p. 41</i>	The use of antibiotics in livestock farming and its relationship to the growing resistance to antibiotics is receiving a lot of attention in the public discourse. The VanDrie Group wants to reduce use of antibiotics. The management approach is discussed in the report.
103-2	The management approach and its components	<i>responsible transport of calves p. 41</i>	If you want to transport calves responsibly, you must consider the quality of the means of transport, the experience of the driver, climate control, and the opportunities for the calves to drink and lie down during transport. The VanDrie Group therefore transport many calves with comfort class cattle trucks. The VanDrie Group discusses the facilities of these trucks in the report.
103-2	The management approach and its components	<i>animal welfare p. 41</i>	Good accommodation, feed and care are decisive factors for healthy calves and animal welfare. The first weeks of the calves' lives are crucial to their later growth performance and health. We cooperate with different stakeholders to make improvements. One of these cooperations is the KVS (Calf Following System).
103-2	The management approach and its components	<i>development of stables, p. 42</i>	It is important that our calves are proved with proper accommodations. Our calves are free to walk around in groups, the stalls are ventilated and there is sufficient daylight.
103-2	The management approach and its components	<i>welfare in slaughterhouses, p. 42</i>	The VanDrie Group places great store by ethical behaviour from all employees, veal farmers, transporters and other partners. We work with living animals and food products of animal origin. As such, we believe it is important that work is carried out in a respectful way throughout our chain. In the report is the management approach discussed.
103-2	The management approach and its components	<i>prevention of animal diseases, p. 43</i>	The VanDrie Group is affiliated with the Foundation for Quality Guarantee of the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalversector; SKV). SKV plays an important role in preventing animal diseases. It has set up a quality system for tracing imported calves throughout the transportation process: the SKV Veal Calf Tracing Guarantee System (GTSKV). SKV and GTSKV are discussed in the CSR report.
103-2	The management approach and its components	<i>healthy calves, p. 43</i>	The VanDrie Group discusses its management approach to healthy calves in the CSR report.
103-3	Evaluation of the management approach		The company is audited by a diverse range of clients, accountants, controlling institutions and authorities. The results of these audits are discussed within the board of directors and within the Safety Guard platform and by the individual companies in the specific scope of research. Necessary improvements will be incorporated in the quality system Safety Guard.

Pillar: Surroundings & Environment

GRI	Management Approach		
103-1	Explanation of the material topics and its boundaries	<i>p. 24</i>	In the Materiality Matrix is only one material topic identified under pillar Surroundings & Environment. This issue is Ethical norms. The VanDrie Group finds it important to also share information about use of raw materials & fair trade, maximum value and responsible & sustainable purchasing.
103-2	The management approach and its components	<i>ethical norms, p. 47</i>	We comply with OESO guidelines for Multinational Companies with respect to chain responsibility. In addition, we endorse the UN's Universal Declaration of Human Rights. We have drawn up rules of conduct for our employees.
103-3	Evaluation of the management approach		The company is audited by a diverse range of clients, accountants, controlling institutions and authorities. The results of these audits are discussed within the board of directors and within the Safety Guard platform and by the individual companies in the specific scope of research. Necessary improvements will be incorporated in the quality system Safety Guard.

LIST OF TERMS

BHV	A Dutch acronym for company emergency response - Emergency Response Team. Members are trained to fulfil a front-line function in the event of an emergency until the professional emergency services (police, fire department and ambulance) are arrived.
Blk	Better Life Hallmark - the quality mark of the Dutch Society for the Protection of Animals to support animal-friendly meat products.
cao	A Dutch acronym for collective labour agreement - a written agreement in which agreements on working conditions have been laid down, e.g. about wages, supplements, working hours.
CBS	A Dutch acronym for Statistics Netherlands - collects and publishes all types of statistic data of a social and economic nature.
CO2	Carbon dioxide
COV	A Dutch acronym for the Dutch Meat Association.
CSR	Corporate Social Responsibility.
EHBO	A Dutch acronym for First Aid.
FAO	Food And Agriculture Organisation of the United Nations - a specialised organisation aimed at combating hunger in the world.
Fefac	European Feed Manufacturers' Federation - represents, defends and promotes the interests of various national feed producing industries.
FSC	Forest Stewardship Council - an international organisation committed to the preservation and responsible management of forests worldwide.
GD	A Dutch acronym for the Animal Health Service.
GMP+	Good Manufacturing Practice - an internationally acknowledged scheme to guarantee animal feed safety in all links of the chain.
GTSKV	A Dutch acronym of a guaranteed tracing system for SKV veal calves - gives insight into the quality of veal calves that are transported from specific loading locations or collection centers to husbandries in the Netherlands.
GRI	Global Reporting Initiative - the international guidelines for reporting on sustainability and CSR.
GRSB	Global Roundtable for Sustainable Beef.
HACCP	Hazard Analysis and Critical Control Points - a management system that focuses on food safety by analysing and controlling the biological, chemical physical hazards of raw material production, distribution and consumption of the final product.
IFS	International Food Standard - is intended to be the uniform control mechanism for food safety and quality of products.
IMS	International Meat Secretariat - represents the worldwide meat and cattle sector.
ISO 14001	Standard that specifies the requirements for an environmental management system that enables an organisation to develop policies and objectives and to implement these
ISO 17025	Standard that specifies the general competency requirements in respect fo conducting test and/or calibrations, including sampling.
ISO 22000	Standard that sets requirements for food safety management systems focused on all links in the food chain.
Kcal	Kilocalorie - enenergy unit of e.g. food.
KwH	Kilowatt hour.
LTO Nederland	A Dutch acronym for the Dutch Federation of Agriculture and Horticulture.
m3	Cubic metre - measure of volume.
MRSA	Meticillin Restant Staphylococcus Aureus - a bacterium.
Nevedi	The Dutch Feed Industry Asssociation.
NGO	Non-Governmental Organisation - an organisation independent of the government and aimed at a supposed social interest in one way or the other.
NVWA	A Dutch acronym of the Food and Consumer Product Safety Authority - the part of the government that supervises the health of animals and plants, the safety of food and consumer products and animal welfare.
OESO	A Dutch acronym for the Organisation for Economic Co-operation and Development.
R&D	Research and Development
RI&E	Risk Inventory & Evaluation - refers to an inventory of the hazards within a company in respect of the safety, health and welfare of the employees.
RSPO	Roundtable on Sustainable Palm Oil - established to promote the growth and use of sustainable palm oil products.
Safety Guard	A quality safety system officially certified by Lloyd's Register Quality Assurance, the Food Safety Supply System. An unique system owned by the VanDrie Group.
SBK	A Dutch acronym for the Calf Industry Association - acknowledged in December 2014 by the Dutch government as a sector organisation.
SDa	A Dutch acronym for the Netherlands Verterinary Medicines.

SKV	A Dutch acronym for the Foundation for Quality Guarantee of the Veal Sector.
Topsector Agri&Food	The topsector coordinates the establishment of the innovation agenda and handles the research programming within the Dutch agro sector.
UECBV	European Livestock and Meat Trading Union.
Vee & Logistiek Nederland	Advocate of entrepreneurs in the cattle trade and cattle transport.
Vital Calf	The quality management system for the Dutch calf husbandries.
Wageningen UR	Wageningen University and Research Center.
Zuivel.nl	Chain organisation of the Dutch dairy industry.

MOST IMPORTANT EVENTS

- 2017
- # The Dutch VanDrie Group feed production locations receive the ISO 14001 certificate.
 - # The VanDrie Dialogue is started.
 - # Acquisition of Serum
- 2016
- # VanDrie Group achieved the 54th place on the Transparency Ladder of the Ministry of Economic Affairs
 - # Acquisition of Van der Walle.
 - # VanDrie Belgium has been nominated to the CSR entrepreneurial prize of the municipality Hasselt and achieves a place in the top 6.
- 2015
- # Henny Swinkels was decorated as a Knight in the French Order of Merits for Agriculture.
 - # Oukro was nominated for the Sustainable Leather Award.
 - # Royal visit to the calf husbandry of the Verwoert family.
- 2014
- # Ekro won the silver DLG-Prämierte Spitzenqualität prize for its veal escalopes.
- 2013
- # Takeover of Tendriade.
 - # Introduction of the rose veal concept Vitender.
 - # The VanDrie Group became a member of the Global Roundtable for Sustainable Beef (GRSB).