



CSR policy and implementation of ISO 26000 based on the Self-declaration

Based on NPR9026+C1:2012

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1. Introduction

FrieslandCampina group of companies provides the world with superior nutrition, driven by its purpose Nourishing by Nature. Building on co-operative power it controls the full value chain from “grass to glass”. In our strategy Our Purpose Our Plan, ‘Lead with sustainability’ is one of the four strategic themes. The company name ‘FrieslandCampina group of companies’ will be referred to as ‘FrieslandCampina’ in the remainder of this document.

To us sustainability entails having a positive impact on farmers, societies and on our planet. It is about realising a better living for farmers, producing in balance with nature and nourishing the world’s growing population with better and affordable nutrition. The purpose is in line with the Sustainable Development Goals (SDG’s) of the United Nations. These seventeen ambitious goals relate to topics such as responsible production and consumption, climate, sustainable communities, health and well-being, and efforts to fight poverty and starvation. FrieslandCampina group of companies contributes to seven of the seventeen sustainability goals.

This document elaborates on the sustainability practices and implementation of ISO26000 by Royal FrieslandCampina group N.V., whose owners are member of Zuivelcoöperatie FrieslandCampina group U.A. As such, this document serves as a reference document for the ISO26000 self-declaration based on NPR9026+C1:2012 and gives an overview of the sustainability policy of FrieslandCampina.

2. Profile

Royal FrieslandCampina daily provides millions of consumers spread all over the world with dairy products containing valuable nutrients from milk. With an annual turnover of 11.5 billion euro in 2021, FrieslandCampina is among the largest dairy companies in the world.

In 2015, FrieslandCampina formulated its purpose statement: *nourishing by nature* – better nutrition for the world’s consumers, a good living for our farmers, now and for generations to come. This purpose statement and our plan to put our purpose into action defines FrieslandCampina’s strategy: Our Purpose, Our Plan. This strategy connects the daily activities and values that are important to FrieslandCampina. It gives guidance to the people involved and the operating processes through the entire chain. Sustainability is an important precondition for continuity. Therefore, the policy with respect to sustainability has been fully integrated into the Our Purpose, Our Plan strategy; Lead with sustainability is one of the four strategic themes.

Better nutrition for the world

The global population is expected to grow from 8 billion people in 2022 to 10 billion people in 2050. This, together with the expected increase in wealth, will result in a rising demand for food. With its affordable dairy products with valuable nutrients that are essential for a healthy lifestyle, FrieslandCampina contributes to feeding the world population; thereby contributing to global food and nutrient security. FrieslandCampina will focus on optimising the nutritional value of our dairy products and on ensuring that dairy products remain affordable and thus relevant for all income groups.

A good living for our farmers

The objective of FrieslandCampina is to add as much value as possible to the milk to be able to maximally contribute to ensuring the income and continuity of many generations of dairy farmers. FrieslandCampina aims at paying among the highest milk prices in North-west Europe. By doing so, FrieslandCampina remains an attractive company for the member dairy farmers also, for young dairy farmers. Additionally, FrieslandCampina offers local dairy farmers assistance in improving their farm management and milk quality in a number of countries in Asia, Africa and Eastern Europe.

Now and for generations to come

FrieslandCampina focuses on future generations. Therefore, FrieslandCampina invests in sustainable long-term growth and the financial health of the Company and the Cooperative. FrieslandCampina aims for carbon neutral dairy processing with a fully regenerative farming system that improves biodiversity and ensures circularity in the supply chain by 2050 at the latest. Milk production is very efficient in the Netherlands; currently the emission of greenhouse gases per kilogram milk is almost half the global average. Together with our member dairy farmers we are working on further reducing our ecological footprint. This also includes reduced energy consumption and lower CO2 emissions. Furthermore, FrieslandCampina encourages the efforts of member dairy farmers in the areas of pasturing, biodiversity and animal welfare, and works on reducing the use of scarce natural resources, such as water, raw materials and fossil fuels.

3. Sustainability vision, mission and strategy

2.1 Vision and mission

To FrieslandCampina sustainability entails having a positive impact on farmers, societies and on our planet. It is about realising a better living for farmers, producing in balance with nature and nourishing the world's growing population with better and affordable nutrition.

Our sustainable mission is set on 6 priorities:

- Better nutrition affordable for everyone: At FrieslandCampina we want to provide healthy and sustainable nutrition to all people, at all ages, now and in the future.
- Better living for farmers: It is our goal to make sure that our member dairy farmers always have the highest possible performance price. Besides this goal, we also want to make sure that 75.000 local farmers get trained through the Dairy Development Programme by 2025.
- Better climate, climate-neutral future: To us sustainability entails having a positive impact on farmers, societies and on our planet. It is about realising a better living for farmers, producing in balance with nature and nourishing the world's growing population with better and affordable nutrition.
- Better nature, improving biodiversity: Nature is important for us. Better nutrition should be produced in balance with nature, which is something that we are focussing on currently. That's why FrieslandCampina has made better nature one of the priorities of its sustainability programme Nourishing a better planet.
- Better packaging: better packaging is one of the priorities at FrieslandCampina group. Good packaging ensures food safety and does not harm the environment. One of our goals is that by 2025 100% of our packaging is recyclable or reusable. This is something that we are working towards.
- Better sourcing: Many of the products we make come from the member dairy farmers within our own chain. The products we purchase include cocoa, soybean oil, palm oil, cane sugar, soy and paper for packaging. We strive to source 100% of these materials from sustainably managed sources. We report on this to our member dairy farmers, customers and consumers every year. At present, 100% of the raw materials we purchase come from sustainably managed sources.

Sustainable Development Goals (SDGs)

Provision of food for the growing world population is a huge challenge and has implications for people, animals as well as for the environment. How can sufficient affordable, nutritious food be produced? Fertile soil and clean drinking water are scarcities in many areas in the world and the pressure on the environment is only increasing. Even if the availability of soil and water is not a problem, will there still be enough farmers to produce our daily food? Will they be able to generate sufficient income to provide for themselves and their families? The United Nations have set

seventeen ambitious sustainable development goals, as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. These goals are related to topics such as responsible production and consumption, climate, sustainable communities, health and well-being, and efforts to fight poverty and starvation. FrieslandCampina contributes to **seven** of the seventeen sustainability goals (Figure 1); SDGs 1, 2, 3, 8, 12, 13 and 15.



Figure 1: FrieslandCampina group contributes to seven of the seventeen sustainability goals.

To fulfill our purpose FrieslandCampina provides the world with superior nutrition, thereby contributing to global food and nutrient security. Nourishing by nature is in our genes and as a cooperative we want to safeguard sustainable dairy farming and vibrant communities worldwide, now and for generations to come. We aim for carbon neutral dairy processing with a fully regenerative farming system that improves biodiversity and ensure circularity in the supply chain by 2050 at the latest. Furthermore, we assure traceable sustainable sourcing throughout our value chain, and we help building the capacity to produce sustainably in our key markets, whilst maintaining the highest standards for our workforce, animal health and welfare and for human rights.

2.2 Strategy

Our purpose statement and our plan to put our purpose into action defines FrieslandCampina's strategy 'Our purpose our plan' of which 'Lead with sustainability' is one of the four strategic themes (see Figure 2). The strategy of FrieslandCampina includes sustainable growth as well as value creation.

Our Purpose, Our Plan



Figure 2: Our Purpose, Our Plan

2.3 Implementation of the Sustainability strategy

In the past decade we have worked tirelessly on a set of goals to build a better future for generations to come. And we have achieved a lot both as a company and as a cooperative. We, for instance, have implemented a carbon footprint monitor those measures greenhouse gas emissions on each individual member dairy farm. We also built the world's first tool that helps our farmers calculate the impact of sustainability measures aimed at, for example, improving biodiversity. In that way we measure and reward the many achievements of our member farmers. And we look beyond that. In the past years we have helped to improve the livelihood of thousands of farmers worldwide through our Dairy Development Programme. Next to that, we have continuously made improvements towards circular supply chain processes and have taken steps to even further improve the nutritional value of our products worldwide.

To ensure implementation of the Sustainability strategy, a governance structure is set in place. FrieslandCampina's Executive Board has final responsibility for the Sustainability policy and the development and coordination of this policy are the responsibility of the Corporate Sustainability department. The Sustainability Council is responsible for assessment and consultation.

FrieslandCampina understands that many sustainable development goals can only be achieved through cooperation with partners and building upon the work already done. As such, we aim to work together while also applying standards and guidelines. The most important guidelines we follow are elaborated on below.

1. International Dairy Sustainability Framework

FrieslandCampina is a member of the Dairy Sustainability Framework (DSF), an initiative of the international dairy sector, which shows customers and consumers its commitment to sustainable dairy products. DSF brings various stakeholders together, such as NGOs, financial institutions, scientific community and the government. This encourages the dairy sector to become more sustainable. More details can be found on the DSF website www.dairysustainabilityframework.org.

2. ISO 26000: Guidance on social responsibility

Implementation of FrieslandCampina's sustainability policy is based on the ISO 26000 guideline. This is an international CSR guideline assisting companies and other organisations in implementing CSR in business processes.

3. Foqus

FrieslandCampina group uses a standard quality system Foqus to safeguard safety and quality throughout the entire chain, from grass to glass. Foqus offers consumers, customers and governments the guarantee that products and production processes comply with the strict quality and safety criteria. Food safety, quality, good working conditions for our employees and fire safety are a central part of our quality system. An essential aspect of this quality system is the inspection of products and processes. Focus complies with a range of national and international regulations and standards for food safety and quality based on the HACCP, ISO 9001 and FSSC 22000 standards. Foqus planet is FrieslandCampina's quality and sustainability programme for all member dairy farmers.

3. ISO26000 self-declaration

The Seven Principles of ISO 26000

Question 1

Our organisation is accountable for its impact on society, the economy and the environment.

Which activities does FrieslandCampina undertake to give substance to this principle?

We are accountable for:

- ✓ The effect of our decisions and activities on society, the environment and the economy and significant negative consequences in particular.
- ✓ The actions taken to prevent recurrence of these negative effects.

For FrieslandCampina, a sustainable future revolves around having a positive impact on farmers, society and the planet. We provide the growing world population with high quality and affordable nutrition, produced in balance with nature, with a good living for our farmers. The priorities and goals within our sustainability programme Nourishing a better planet respond to this.

In 2021, FrieslandCampina continued to build a robust, measurable foundation for quality and sustainability. The impact we have with this revolves around adding value for farmers, society and the planet by offering products that are more sustainable and can also generate additional income. This way, we strengthen the earning capacity of member dairy farmers. This also enables them to continue to produce valuable foods and invest in making their farm more sustainable. This is how we stay relevant for future generations as a company and cooperative.

Our 'nourishing a better planet' programme evolves around six themes:

- Better nutrition, affordable for everyone.
- Better living for farmers.
- Better climate, a carbon-neutral future.
- Better nature, improving biodiversity.
- Better packaging, 100% circular.
- Better sourcing; 100% procurement of agricultural raw materials.

Source

Report 2021, p. 42-57

2021, p. 42-57

Corporate website – Foqus

[Safety Policy](#)

Foqus FS&Q Manual (not publicly available)

Foqus SHE Audit Standard (not publicly available)

Foqus SHE Corporate Standard Audit Tool (not publicly available)

Foqus Planet (not publicly available)

Question 2

Our organisation is transparent about decisions and activities that have an impact on our environment.

Which activities does your organisation undertake to give substance to this principle?

We are transparent about:

- ✓ Purpose, nature and location of our activities.
- ✓ The identity of any controlling interest in the activities of our organisation.
- ✓ The way in which decisions are taken, implemented and reviewed.
- ✓ The definition of the roles, responsibilities, accountabilities and authorities across the various functions in our organisation.
- ✓ Who holds what position with respect to decision-making within our organisation.
- ✓ Standards and criteria against which our organisation evaluates its own performance relating to sustainability.
- ✓ The performance of FrieslandCampina on relevant and significant issues of sustainability.
- ✓ Our financial performance.
- ✓ Sources, amounts and allocation of funds.
- ✓ The known and effects of our decisions and activities on our stakeholders, society, the economy and the environment.
- ✓ Our stakeholders and the criteria and procedures used to identify, select and engage them.

The information is:

- ✓ Publicly and easily accessible.
- ✓ Understandable for our stakeholders.
- ✓ Timely, factually correct, clear and objective.

FrieslandCampina communicates about the objectives, nature and location of its activities on its website and Annual Reports. Since 2018, FrieslandCampina has an integrated report, which means that financial and non-financial sustainability information is brought together in one report instead of reported on separately. This also demonstrates the importance of environmental, social and ethical aspects for FrieslandCampina, as integrated thinking is stimulated instead of only taking financial aspects into account. As such, the Annual Report elaborates on the value that FrieslandCampina created on multiple levels. Moreover, the integrated report allows FrieslandCampina to communicate and be transparent on more than only financial issues only.

In its Annual Report, FrieslandCampina also reports on the organisation structure of the Executive and Supervisory Boards, the way in which decisions are made, implemented and reviewed, including the definition of the roles, responsibilities, accountabilities and authorities. The identity of controlling interest in the activities of FrieslandCampina group (note: all shares of the company are owned by Zuivelcoöperatie FrieslandCampina group U.A.) is also communicated within the Annual Report. Moreover, important decisions are communicated in the news & press section on the website of FrieslandCampina in press releases and other publications. Additionally, FrieslandCampina is accessible for questions and comments by telephone or e-mail.

FrieslandCampina measures and monitors its own performance relating to environmental, social and ethical aspects by making use of defined KPIs. The KPIs and performance are reported in its annual reports and when relevant in publications, press

releases and other contacts with stakeholders. The sources, amounts and allocation of funds are reported in the Annual Report of FrieslandCampina.

Relevant stakeholders are informed about significant effects in stakeholder meetings and dialogues. General effects are reported in the Annual Report, on the website and in other contacts with stakeholders. For each stakeholder group FrieslandCampina has different contact and communication points (such as a customer satisfaction survey and a complaints procedure for customers and meetings and conferences with NGO's). FrieslandCampina's method of identifying and engaging stakeholders, which is based on the AA1000 Framework, is described in the Stakeholder Engagement Plan.

Source

Annual Report 2021, p. 14-20, 244-248

[Corporate website - news](#)

[Corporate website – corporate governance](#)

[Code of Conduct - Compass](#)

Foqus SHE Audit Standard (not publicly available)

Stakeholder Engagement Plan (not publicly available)

Question 3

Our organisation behaves in an ethically correct way.

Which activities does your organisation undertake to give substance to this principle?

FrieslandCampina is committed to ethical behaviour and actively promotes this. We:

- ✓ Identify and state core values and principles.
- ✓ Develop and use governance structures that help promoting ethical behaviour within the organisation, in decision-making and in interactions with others.
- ✓ Identify, adopt and apply standards of ethical behaviour appropriate to the purpose and activities and consistent with the principles outlined in ISO 26000.
- ✓ Encourage and promote compliance with these standards.
- ✓ Define and communicate the standards of ethical behaviour expected from our governance structure, personnel, suppliers, contractors, owners and managers, and particularly from those that have the ability, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of our organisation and people acting on its behalf.
- ✓ Prevent or resolve conflicts of interest that may lead to unethical behaviour throughout the organisation.
- ✓ Establish and maintain oversight mechanisms and controls to monitor, support and enforce ethical behaviour.
- ✓ Establish and maintain mechanisms to facilitate reporting unethical behaviour without fear of reprisal.
- ✓ Recognise and address situations where local laws and regulations either are non-existent or conflict with ethical behaviour.
- ✓ Adopt and apply internationally recognised standards of ethical behaviour when conducting research involving people.
- ✓ Respect the welfare, lives and existence of animals, among other things by providing decent conditions for keeping, breeding, producing, transporting and using animals.

In addition, FrieslandCampina will:

- ✓ Not engage in bribery or any other form of corruption.

- ✓ Not provide or accept gifts, favours or any form of entertainment when this will or may obligate the recipient.
- ✓ Conduct its activities in a fair and competitive manner.
- ✓ Perform all business and commercial dealings transparently and record these accurately.
- ✓ Respect and safeguard confidential information, know-how and intellectual property and use (consumer) information only for its intended and designated purpose.
- ✓ Neither support political parties nor contribute financially or otherwise to groups the activities of which are intended to promote party interests.

FrieslandCampina formalised ethical behaviour in the:

- ✓ Code of Conduct 'Compass'.
- ✓ Speak Up Procedure.
- ✓ Business Practices for Business Partners.
- ✓ Internal Control Framework.

To promote correct and principled behaviour of its employees, FrieslandCampina has drawn up a Code of Conduct: Compass. This describes FrieslandCampina's core values, principles and guidelines that govern the way of working of the Company. Topics covered by Compass include human rights, rights of employees, safety with respect to food and people, sustainability, conflicts of interest, business relationships, doing honest business, public activities, fair competition, fair communication, use of company resources, data protection, integrity of (financial) reporting and prevention of fraud.

All employees of FrieslandCampina are obliged to adhere to Compass. The Executive Board has appointed a Director Business Conduct, who facilitates good business conduct i.e., by means of training and communication and monitors and regularly reports findings and recommendations about concerns relating to Compass to the Executive Board and the Supervisory Board.

Compass is distributed among employees and can be accessed through the intranet. Furthermore, employees can follow training and e-learning courses. Various communications about the relevance of Compass and the 14 topics covered by it are published on FrieslandCampina's intranet. Toolkits on specific topics including dilemmas to be discussed are shared twice per year with business group leaders, operating companies' directors, plant managers and others to be cascaded throughout their organisation. Sanctions or disciplinary measures are taken in case of non-compliance with the Code of Conduct.

Employees are requested to report any contraventions of the Code of Conduct. To support this, a key responsibility of the management is to create an open environment in which employees can raise their concerns or suspicions without fear of a negative reaction.

To promote transparency and integrity, FrieslandCampina has developed a Speak Up Procedure. The regulation serves as a guideline for expressing any concern and protects the reporter from disciplinary measures or unfair treatment. All employees have been informed about the Speak Up Procedure and Local Trusted Representatives have been designated and instructed in every part of the organisation. Stakeholders are also invited to raise their concerns.

Employees are encouraged to speak up when they have questions or concerns relating to FrieslandCampina's Compass. Speak Up reports can be filed with management, the Director Business Conduct or through the Speak Up Phone or Webservice. All reported cases will be screened and dealt with in a confidential manner. Subsequently, the cases that qualify will be further investigated and handled by the Director Business Conduct

and team under the supervision of the Integrity Committee. The Integrity Committee currently consists of the Chief Financial Officer, the Chief People Officer, a Business Group President, the General Counsel and the Corporate Director Internal Audit. The Integrity Committee is responsible for making sure that the correct procedures for investigating, reporting and following up on contraventions are followed.

Managing legal and ethical issues and compliance is part of the Internal Control Framework of FrieslandCampina. The mission and purpose of ICF are as follows:

- Managing an efficient and agile internal control framework providing assurance that errors or instances of fraud are prevented or timely detected.
- Supported by a sound control environment, a highly competent IC network and effective tooling which allows continuous control monitoring.

The management is responsible for implementing the Internal Control Framework. Compliance with the Internal Control Framework is monitored by the EGRC department.

Moreover, FrieslandCampina has drawn-up a set of standards for its suppliers and other business partners (customers, distributors, sales agents), the Business Practices for Business Partners. The standards are derived from Compass. The subjects covered by these Business Practices include food safety and quality, human rights, sustainability, avoiding conflicts of interest, anti-bribery and corruption, fair competition and communication (non-limitative). Business partners must sign the Business Practices for Business Partners as a supplement to a contract with FrieslandCampina. Compliance with these standards is required of all Business partners and is the responsibility of each individual Business partner.

FrieslandCampina respects the welfare of animals. This is regulated in the requirements to our member dairy farmers through Fokus planet. Question 21a below describes how FrieslandCampina secures animal health and welfare.

Source

Code of Conduct - Compass

2021, p. 74-76 Speak up Procedure

Corporate website - Fokus Planet

Fokus Planet (not publicly available)

Business Practices for Business Partners (not publicly available)

Internal Control Manual (not publicly available) & Framework (not publicly available)

Question 4

Our organisation respects the interests of our stakeholders and takes them into consideration.

Which activities does your organisation undertake to give substance to this principle?

FrieslandCampina respects stakeholder interests. We:

- ✓ Identify our stakeholders.
- ✓ Recognise and have due regard for the interests as well as the rights of our stakeholders and we respond to the concerns they express.
- ✓ Recognise that stakeholders can significantly influence the activities of the organisation.
- ✓ Assess and consider the ability of stakeholders to contact, engage with and influence the organisation.

- ✓ Take the balance between our stakeholders' interests and the broader expectations of society and sustainable development as well as the nature of the stakeholders' relationship with our organisation into consideration.
- ✓ Consider the views of stakeholders whose interests are likely to be affected by a decision or activity, even when they do not play a formal role in the governance of the organisation or are unaware of these interests.

FrieslandCampina attaches great value to maintaining a good relationship and dialogue with its stakeholders. We strive for the right balance between the interests and expectations of FrieslandCampina and our stakeholders.

Every two years, FrieslandCampina performs a materiality analysis where primary stakeholders are identified. The primary stakeholders are member dairy farmers, consumers, employees, industrial associations, strategic partners, (local) authorities, suppliers, competitors, science and social organisations. In 2019, FrieslandCampina group conducted a new materiality analysis for which stakeholders were approached again.

FrieslandCampina structurally maintains contact with its most important stakeholders. This keeps the Company up to date with their expectations and with relevant developments. In its dialogue with stakeholders FrieslandCampina works on a basis of trust and develops an understanding of what is important to different parties. This helps FrieslandCampina to set the proper priorities and to take the right decisions. It also constitutes important input for the sustainability policy.

The process of stakeholder engagement is laid down in writing in FrieslandCampina's Stakeholder Engagement Plan, which is based on the AA1000 Framework. It is organised around the principle of 'inclusivity', which means that the Company is committed to reflect the views and needs of all stakeholder groups. Inclusivity can be achieved by adherence to three principles, being materiality, completeness and responsiveness. These principles are guiding in ensuring that stakeholder engagement supports the objective of organisational accountability.

Source

Corporate website – stakeholder involvement

2021, p. 241-243

Stakeholder Engagement Plan (not publicly available)

Materiality Analysis Report (not publicly available)

Question 5

Our organisation respects the applicable laws and regulations.

Which activities does your organisation undertake to give substance to this principle?

FrieslandCampina accepts that respect for the rule of law is mandatory. We:

- ✓ Keep ourselves informed about all legal obligations.
- ✓ Comply with legal requirements in all jurisdictions in which the organisation operates, even when those laws and regulations are not enforced.
- ✓ Ensure that our relationships and activities comply with the intended and applicable legal framework.
- ✓ Inform employees about recent and applicable laws and regulations and how they can comply with these.
- ✓ Periodically review compliance with applicable laws and regulations.

FrieslandCampina knows the applicable legal and regulatory framework. Knowledge is kept up-to-date, and it is ensured that minimum requirements are always met.

Management directors and plant managers are responsible for remaining up-to-date and for compliance with laws and regulations. Education, training and keeping a close track of on-going or recent developments by being involved with the industry association and other memberships are ways to stay informed about all legal obligations.

FrieslandCampina has included the review of compliance with applicable laws and regulations in its management systems.

FrieslandCampina group uses a standard quality system Foqus to safeguard safety and quality throughout the entire chain. Focus complies with a range of national and international regulations and standards for food safety and quality based on the HACCP, ISO 9001 and FSSC 22000 standards.

The Foqus SHE (safety, health & environment) management system has been developed to raise FrieslandCampina SHE awareness and performance, to foster a culture of continuous improvement and to allow for internal benchmarking through an (internal) audit programme that ensures spreading SHE knowledge within the company. To stimulate continuous improvement maturity levels have been introduced in the Foqus SHE management system. Audits are performed to determine at what level the elements of Foqus SHE have been implemented. The environmental and safety at work risks at the facilities are assessed using a standard risk analysis. Risk management is in the heart of all we do. By reporting incidents, near misses and dangerous situations we can investigate on safety and to prioritise our risks. Based on that we continuously improve by mitigation of the highest risks, but also by initiating improvement projects. In addition, internal and external auditors and accountants test compliance with applicable laws and regulations (see annex 1, overview of Foqus SHE scores per production facility).

Source

[Corporate website – Foqus](#)

Foqus FS&Q Manual (not publicly available)

Foqus SHE Audit Standard (not publicly available)

Foqus SHE Corporate Standard Audit Tool (not publicly available)

Annual report 2021, p. 108

Question 5A

Which activities does your organisation undertake to safeguard food safety and quality?

FrieslandCampina develops, produces and sells its brands at different locations and in many different countries, and customers rightfully expect all the products to offer the same robust high quality and safety. To safeguard this safety and quality throughout the entire production chain FrieslandCampina has its own international and company-wide Food Safety and Quality system, called Foqus.

With Foqus, FrieslandCampina guarantees consumers, customers and the authorities that the products and production processes meet the most stringent standards in the field of food safety, food quality, work safety, working conditions, fire protection and environment. An extensive programme of training courses and audits helps to safeguard the implementation and continuous monitoring of Foqus in the production locations and the member dairy farms.

The guiding principles of the quality control are the statutory stipulations supplemented with additional demands. The various international standards, such as GMP+, HACCP, ISO 9001, ISO 22000, FSSC22000, are integrated into Foqus so that both FrieslandCampina customers and the consumers can be assured that the products are safe, are of the highest quality and are produced responsibly.

The Foqus stipulations are reviewed, and if necessary revised, each year to ensure the system always reflects the latest knowledge and insights. FrieslandCampina strongly focuses on continuously improving its performance. Therefore, Foqus is set up as a transparent system of policies, standards and guidelines, which must be included in the local Quality Management systems. It also includes an audit standard that is applicable to all manufacturing and distribution locations and is audited on a regular base. This audit standard encourages continuous improvement and can also be used for self-assessment.

To safeguard food safety FrieslandCampina wishes to share its requirements for Food Safety and Quality with all relevant partners in the supply chain. These requirements are based on global food industry standards, FrieslandCampina's experience and regulatory requirements. FrieslandCampina deploys a global process for qualifying suppliers to manage its food safety, quality and regulatory compliance with suppliers and external manufacturers. This Supplier Quality Management (SQM) process is in place for all suppliers of goods and services critical to food safety and/or food quality. Only goods with a mutually signed specification and an approved production location can be delivered to FrieslandCampina. This is also the case for services provided to FrieslandCampina. For all new external manufacturers and dairy raw material suppliers, an audit needs to be conducted by FrieslandCampina. Within the SQM process, the overall risks of the material, potential supplier risks, critical quality parameters, any FrieslandCampina mitigation steps and the customer's intended use are assessed. The material and supplier risks are considered as 'building blocks' that enables to make combinations between materials and suppliers. The building blocks are combined in the risk Assessment tool for suppliers and external manufacturers. The validation of the material risks is documented.

Source

2021, p. 42-45

Foqus FS&Q Manual (not publicly available)

Supplier Quality Management Internal Manual (not publicly available)

Question 6

Our organisation respects the international standards of behaviour.

Which activities does your organisation undertake to give substance to this principle?

FrieslandCampina respects international standards of behaviour. We:

- ✓ Respect international standards of behaviour in situations where the law or its implementation does not provide adequate environmental or social safeguards or conflicts with international standards of behaviour.
- ✓ Reconsider our relationships and activities in areas where the law or its implementation conflicts with international standards of behaviour and where not complying with these standards would have significant consequences.
- ✓ Consider legitimate possibilities and channels to seek to influence relevant organisations and authorities to settle conflicts of laws and regulations with the international standards of behaviour.
- ✓ Avoid being complicit in the activities of another organisation that are not consistent with international standards of behaviour.

FrieslandCampina acts in all situations in accordance with its own principles and values as laid down in the Code of Conduct ('Compass'). Compass is based on international standards of behaviour, such as the OECD Guidelines for multinational enterprises, the

ILO Declaration on Fundamental Principles and Rights at Work and the United Nations Universal Declaration on Human Rights. Other issues covered by the Code include child labour, forced labour, discrimination of employees and respect for the right employees must organise themselves in trade unions.

All employees of the FrieslandCampina group of companies are obliged to adhere to Compass. The Executive Board has appointed a Director Business Conduct, who facilitates good business conduct i.e., by means of training and communication and monitors and regularly reports findings and recommendations about Compass-related concerns to the Executive Board and the Supervisory Board.

The Compass is distributed among employees and can be accessed through the intranet. Furthermore, employees can follow training and e-learning courses. Various communications about the relevance of Compass and the 14 topics covered by it are published on FrieslandCampina's intranet. Toolkits on specific topics including dilemmas to be discussed are shared twice per year with business group leaders, operating companies' directors, plant managers and others, to be cascaded throughout their organisation. Sanctions or disciplinary measures may be taken in case of non-compliance with the Code of Conduct.

FrieslandCampina wants to establish and maintain fair and mutually challenging relationships with reliable business partners that comply with our standards and that contribute to our objectives and integrity commitments. FrieslandCampina monitors the quality performance of all suppliers of raw material and packaging materials and external manufacturers. Moreover, all suppliers and other business partners are required to comply with FrieslandCampina's Business Practices for Business Partners. Within these practices, FrieslandCampina sets out the standards that it expects its business partners to comply with, related to subject like sustainability, human rights, corruption and integrity of business relations.

Source

Code of Conduct - Compass

Business Practices for Business Partners (not publicly available)

Foqus FS&Q Manual (not publicly available)

Supplier Quality Management Internal Manual (not publicly available)

Annual report 2021, p. 72-76

Question 7

Our organisation respects and recognises the universal human rights. Which activities does your organisation undertake to give substance to this principle?

FrieslandCampina respects and acknowledges the universal human rights stated under International Bill of Human Rights. We:

- ✓ With the Human Rights Policy, commit to respect internationally recognised human rights in business practices.
- ✓ Take responsibility towards all potentially affected stakeholders, including employees, (employees of) suppliers, consumers, and local communities.
- ✓ Establish human rights governance to embed human rights respect in our organisation.
- ✓ Conduct human rights due diligence within our global business activities.
- ✓ Educate our employees and management on human rights.
- ✓ Provide the Speak Up procedure for employees and other stakeholders to remedy (suspected) human rights abuses.

Develop partnerships with external parties (e.g., NGOs) to address human rights risks and enhance respect for human rights.

FrieslandCampina's Compass adheres to 'responsible entrepreneurship' and explicitly states that FrieslandCampina respects and supports internationally recognised human rights for all stakeholders.

The Human Rights Policy for FrieslandCampina was adopted in 2019 and rolled out in the organisation in 2020. The policy is based on the UN Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, and OECD Guidelines for Multinational Enterprises. Within this policy, FrieslandCampina commits to engaging into a meaningful dialogue with stakeholders, especially those that may be potentially affected by FrieslandCampina's business practices.

The policy includes 9 human rights topics listed below:

- Access to water and sanitation
- Right to life and security
- Freedom of association and collective bargaining
- Child labour
- Forced labour
- Non-discrimination and equality
- Right to privacy
- Environmental impact in operations
- Access to remedy

However, we realise that the policy is not exhaustive, and the topics may change with time.

Besides, the guidelines on the Human Rights Policy have been developed to support our operating companies' compliance with the policy and step up the respect for human rights in global operations.

Employees are encouraged to make use of the Speak Up procedure when they have questions or concerns relating to human rights. To identify all potential adverse human rights impacts, we aim to have a safe environment in which we can expect from our employees to directly address any form of discrimination or harassment or other human rights violations.

To further improve and specify the focus on human rights in practice, FrieslandCampina has a Human Rights Committee where members include the chief people officer and representatives from corporate departments. Following the Committee's guidance, a human rights team is responsible for executing the Human Rights Policy and Program at the global level and providing expertise and practical support for operating companies.

FrieslandCampina conducts human rights due diligence following the six steps provided by the OECD Due Diligence Guidance for Responsible Business Conduct to identify, prevent, and address adverse human rights impacts of its business activities. The human rights risk assessment is currently conducted every 2 years in our operations since 2020 and our current operational sites in 15 countries have been assessed until now. Each time of assessment would be followed by mitigating actions and progress tracking.

Employees and management in the organisation are educated on human rights through e-learnings, town hall activities, and training sessions to build the capability to recognise human rights abuses in business-related fields.

For business relationships, FrieslandCampina has drawn up a set of standards in the Business Practices for Business partners derived from the Compass, including human rights (see question 5a). Our business partners must sign the statement as a

supplement to their contracts with FrieslandCampina and non-compliance with that will be addressed by sanctions or disciplinary measures.

Source

Code of Conduct - Compass

Speak up Procedure

Annual Report 2021, p. 75-76

[Modern Slavery Statement 2021, p. 3](#)

Business Practices for Business Partners (not publicly available)

Supplier Quality Management Internal Manual (not publicly available)

Human Rights Policy (not publicly available)

Question 7a

Our organisation respects and recognises labour standards and fundamental rights at work.

Which activities does your organisation undertake to give substance to this principle?

FrieslandCampina:

- ✓ Ensures all people working at its premises (manufacturing sites, R&D centres, offices, etc.) have access to adequate and safe water and sanitation facilities; Ensures a safe and healthy workplace for any person carrying out work for its operations.
- ✓ Respects the freedom of association and collective bargaining in its worldwide operations; Ensures it is not employing children under the age of 15 in general, or under the age of 18 in hazardous working conditions.
- ✓ Commits to not employing or benefiting from situations that fall under forced labour.
- ✓ Respects the right of all people to be treated equally and prohibits any form of direct or indirect discrimination or harassment against employees based on, for example, race, colour, gender, sexual orientation, age, religion, political opinion, national, ethnic or social origin.
- ✓ Commits to ensuring that the working environment is not harmful to and supports the well-being of employees including their mental health, personal development, and personal beliefs related to gender and gender identity.
- ✓ Commits to respecting the privacy rights of employees, consumers, members, customers, suppliers and other business partners; Ensures employees and other stakeholders have access to the Speak Up procedure to raise questions or concerns about rights at work; Believes its employees are its most valuable asset and favours an open communication with all employees and encourages all employees to develop themselves both professionally and personally.

FrieslandCampina's Compass is based on, among others, the ILO Declaration on Fundamental Principles and Rights at Work. FrieslandCampina expects every employee to directly address any form of discrimination, harassment or other human rights violations. FrieslandCampina does not tolerate and continuously combats child labour and forced labour. Business partners are expected to do the same. Employees and other stakeholders are encouraged to speak up if they have questions or concerns relating to FrieslandCampina's Compass.

To achieve the ambitions of Our Purpose, Our Plan, a worldwide People & Organisation strategy has been developed. FrieslandCampina accepts its responsibility to be a good employer and invests in high-quality, motivated employees and a stimulating, safe, and inspiring environment. Being a good employer means providing flexibility where it fits the job, the right career opportunities, maximum scope for development and appropriate

terms of employment and fringe benefits. It also means being committed to a safe and healthy working environment and an appropriate company culture. FrieslandCampina has developed a programme aimed at raising safety awareness throughout the organisation. This programme helps employees to identify safety risks and to create a safer working environment for themselves and others. In every country the employment conditions are defined based on the corporate HR policy, local conditions, laws and regulations, and labour standards. Employees are offered a wide range of training programmes via the FrieslandCampina Academy.

Source

Code of Conduct - Compass

Annual report 2021, p. 74-76 ,

Human Rights Policy (not publicly available)

People & Organisation strategy (not publicly available)

Stakeholder identification and engagement

Question 8

How did your organisation identify its stakeholders (who were involved and how were they consulted)?

Friesland Campina is continuously in dialogue with a wide range of stakeholders with diverging interests. These discussions take place by employees at all levels of our organisation and are often an integral part of their daily work.

To identify stakeholders FrieslandCampina address the following questions:

- ✓ Towards whom does the organisation have legal obligations?
- ✓ Who might be positively or negatively influenced by the organisation's decisions or activities?
- ✓ Who is likely to express concerns about the decisions and activities of the organisation?
- ✓ Who was involved in the decisions and activities of the organisation in the past?
- ✓ Who can help the organisation address specific impacts?
- ✓ Who can influence the organisation's ability to meet its responsibilities?
- ✓ Who would be disadvantaged if excluded from engagement?
- ✓ Who in the value chain would be affected?

The outcome of stakeholder identification is a list of relevant stakeholders of FrieslandCampina, which has been included in the Stakeholder Engagement Plan. Through asking the above questions, FrieslandCampina determined internal and external stakeholders. The key internal stakeholders are employees and member dairy farmers, whereas the main external stakeholders are customers, suppliers, (local) authorities, banks, NGOs and society as a whole. The Stakeholder Engagement Plan also describes the desired method and frequency of dialogue with the various stakeholders. FrieslandCampina attaches great value to maintaining good relationships and dialogue with its stakeholders. The company strives for a proper balance between the interests and expectations of FrieslandCampina and those of the member dairy farmers, consumers, employees, industrial customers, partners, (local) authorities and social organisations.

Source

2021, p. 241-243.

Stakeholder Engagement Plan (not publicly available)

Question 9

Who are the stakeholders of your organisation?

The following categories of stakeholders were identified for FrieslandCampina:

- ✓ Customers
- ✓ Competitors
- ✓ Consumers
- ✓ Employees
- ✓ Governmental authorities
- ✓ Investors/financial sector
- ✓ Local community
- ✓ Media
- ✓ Non-governmental organisations
- ✓ Shareholders (member dairy farmers)
- ✓ Sector organisations
- ✓ Suppliers
- ✓ Scientific community
- ✓ Trade unions
- ✓ General public

The Stakeholder Engagement Plan and Annual Report describe the identified stakeholders.

Source

2021, p. 241-248.

Stakeholder Engagement Plan (not publicly available)

Question 10

Why and how does your organisation engage its stakeholders? Give examples.

FrieslandCampina engages stakeholders to:

- ✓ Give us more insight into the consequences of our decisions and activities for specific stakeholders.
- ✓ Determine how best to increase the beneficial impacts of our decisions and activities and how to minimise any adverse effect.
- ✓ Determine whether our claims about our social responsibility are perceived to be credible.
- ✓ Help us review and improve our social responsibility performance.
- ✓ Reconcile conflicts involving our own interests, those of our stakeholders and the expectations of society.
- ✓ Fulfil legal obligations we have towards stakeholders.
- ✓ Make our decisions and activities more transparent.
- ✓ Form partnerships to achieve mutually beneficial objectives.

Below we discuss a few examples of dialogues we engage in with our stakeholders.

Non-governmental organisations (NGOs) and interest groups

FrieslandCampina participates as a board member of the Dutch Dairy Association (NZO).

In 2021 a wide range of topics affecting the sector were discussed, ranging from sustainability to quality matters and nutrition.

Suppliers

Friesland cooperates with its suppliers in developing plans for sustainability in the procurement of agricultural raw materials.

Dairy Sustainability Framework

Another example of how FrieslandCampina engages with stakeholders is through the Dairy Sustainability Framework. FrieslandCampina is member of the Dairy Sustainability Framework (DSF), an initiative of the international dairy sector, which shows customers and consumers its commitment to sustainable dairy products. DSF brings various stakeholders together such as NGOs, financial institutions, customers, scientific community and the government. This will encourage the dairy sector to become more sustainable.

Other stakeholders

Through our membership in the WWF and the EU Pledge solutions were explored in consultation with Google and YouTube with respect to marketing focused on children.

Source

2021, p. 241-243

[Website The Dairy Working Group](#)

[The Sustainable Dairy Partnership](#)

Stakeholder Engagement Plan (not publicly available)

Question 11

State whether during the determination of relevant issues you have looked at:

When determining the relevance of issues, FrieslandCampina looked at:

- ✓ Its activities and decisions.
- ✓ Activities and decisions of organisations in the value chain and sphere of influence.
- ✓ Daily activities as well as extraordinary situations.

FrieslandCampina is active in a significant number of countries and product-market combinations. As a result, the Company is potentially exposed to a large number of risks and trends. The Executive Board has identified issues and risks that can be considered to have the greatest impact of business operations.

The issues identified are:

- Cyber Security: technologies, processes and practices designed to protect networks.
- A Balanced Business Portfolio with respect to products, brands, markets, geography and distribution channels.
- Various financial risks that might impact the financial position of FrieslandCampina.
- Geopolitical and Political Developments can have an impact on local demand, credit risk and currency volatility.
- The Coordination with Member Dairy Farmers to be able to make and implement timely decisions.
- Product quality and food safety.
- The dependency on a concentrated supply base
- The Economic situation; economic slowdown, recession, high inflation, unemployment.

- Milk supply; increasing volatility of the milk price and/or the unpredictability of the size of the milk supply.
- Sustainability and climate change; the lack of a clear vision for major sustainability initiatives.
- Talent and people; the limited possibility of attracting and retaining human talent (in combination with an aging workforce).

Source

Annual report 2021, p. 230-240

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Materiality Analysis Report (not publicly available)

Question 12

Which issues are relevant?

Subjects are relevant when they are influenced or can be influenced by FrieslandCampina (in the organisation or in the chain). ISO 26000 addresses seven core subjects, being (i) organisational governance, (ii) human rights, (iii) labour practices, (iv) the environment, (v) fair operating practices, (vi) consumer issues and (vii) community involvement and development. These seven core subjects are all relevant to FrieslandCampina. Furthermore, the issues listed for each core subject are all relevant to FrieslandCampina, except for 'access to essential services' and 'consumer data protection and privacy'. These two issues are not relevant as FrieslandCampina does not deliver essential services nor directly to consumers.

FrieslandCampina carries out a materiality analysis every two years to determine the social and environmental topics on which the company has impact. We have identified 25 relevant topics ranging from animal health and welfare to carbon-neutral products.

Source

Annual report 2021, p. 245-246

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Question 13

Which criteria did you use in determining the significant issues?

The significance of issues was determined based on the following criteria:

- ✓ The extent of the impact of the issue on stakeholders and sustainable development.
- ✓ The potential effect of acting or failing to act on the issue.
- ✓ The level of stakeholder concern about the issue.
- ✓ The potential effect of the action versus the resources required for implementation.
- ✓ The current performance versus existing laws, regulations and benchmarks (assumed to be the expectations of society).

The significance of issues is based on developments in the environment and through sector and media analyses. These analyses also incorporate the 11 criteria (greenhouse gas emissions, soil nutrients, soil quality and retention of soil quality, availability and quality of water, biodiversity, working conditions, animal care, waste, market development, countryside economy and product safety and quality) and the 4 basic elements of the Dairy Sustainability Framework (comply with applicable legal directives, human rights, animal welfare and deforestation).

Based on these analyses, the 2019 list with material topics was adjusted in 2021.

Source

Annual report 2021, p. 247

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Question 14

Which issues are significant?

The 25 relevant topics listed in the 'ISO 26000 issue selection' are all significant for FrieslandCampina. Once this list was established, internal and external stakeholders were approached to prioritise the topics.

Source

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Question 15

Which criteria did you use in determining the issues of high priority?

The criteria used to establish the priority of sustainability issues for FrieslandCampina are:

- ✓ The level of compliance with laws, standards of behaviour, human rights and health associated with the issue.
- ✓ Whether or not actions will have any effect in the long term (time to reach the desired results).
- ✓ The level of concern to stakeholders or contribution to meeting the Company's own objectives.
- ✓ Whether there may be significant cost implications if the issue is not addressed quickly.
- ✓ Whether actions on the issue can be easily implemented and have a motivating effect on employees (ease and speed of implementation and 'quick wins').

FrieslandCampina values the expectations of stakeholders. Therefore, an online survey was developed to offer stakeholders the opportunity to provide input. In the survey stakeholders were invited to identify which topics they consider having the highest priority for FrieslandCampina to act on.

Source

Annual report 2021, p. 247

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Question 16

Which issues have priority?

Only the significant issues are assessed on priority. When determining the priority of issues, FrieslandCampina looks at the interests of both FrieslandCampina and its stakeholders. High priority issues are environmental issues, organisational governance, due diligence on human rights and health and safety at work.

Besides this ISO 26000 issue selection, a materiality test is performed by a third party every two years to define the social and environmental topics that matter most to FrieslandCampina and its stakeholders. This is based on Global Reporting Initiative (GRI) Standards.

The five topics having the greatest impact with respect to FrieslandCampina's operations are:

- Greenhouse gas emissions at farms.
- Nature and biodiversity.
- Healthy products with nutritional value.
- Sustainable innovation.

- Animal health and welfare.

Source

Annual report 2012, p. 247

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Materiality Analysis Report (not publicly available)

Question 17

Which actions have been taken based on the identified priorities and which actions are you going to take?

With respect to the identified five top priorities the following actions have been taken:

- Greenhouse gas emissions at farms: carbon sequestration at member dairy farms.
- Nature and biodiversity: preservation, restoration and improvement of diversity of animal species, nature and landscaping.
- Healthy products with nutritional value; the production of nutrient rich and healthy products to positively influence the world's food and nutrient security.
- Sustainable innovation: the work on technological solutions and innovations to increase efficiency and sustainable practices.
- Animal health and welfare; treating animals with care with respect to the use of antibiotics, freedom from hunger, thirst, injury, disease and stress.

Source

2021, p. 245-246

Stakeholder Engagement Plan (not publicly available)

Sustainability Reporting Manual (not publicly available)

Human Rights Policy (not publicly available)

Question 18

Explanation on determining priorities (explain also why certain issues are or are not considered).

FrieslandCampina carries out a materiality analysis every two years to determine the social and environmental topics, on which FrieslandCampina has an impact and that are most relevant to stakeholders. An independent party supported FrieslandCampina in completing the analysis, which is based on the guidelines of the Global Reporting Initiative (GRI). The following steps were completed to arrive at a prioritisation of the most relevant topics for FrieslandCampina.

The list of topics established in 2019 was reviewed in 2021. This included a review of internal developments within FrieslandCampina, as well as developments in the environment, through sector and media analyses. These analyses also incorporate the 11 criteria (greenhouse gas emissions, soil nutrients, soil quality and retention of soil quality, availability and quality of water, biodiversity, working conditions, animal care, waste, market development, countryside economy and product safety and quality) and the 4 basic elements of the Dairy Sustainability Framework (comply with applicable legal directives, human rights, animal welfare and deforestation). Based on these analyses, the 2019 list with material topics was adjusted.

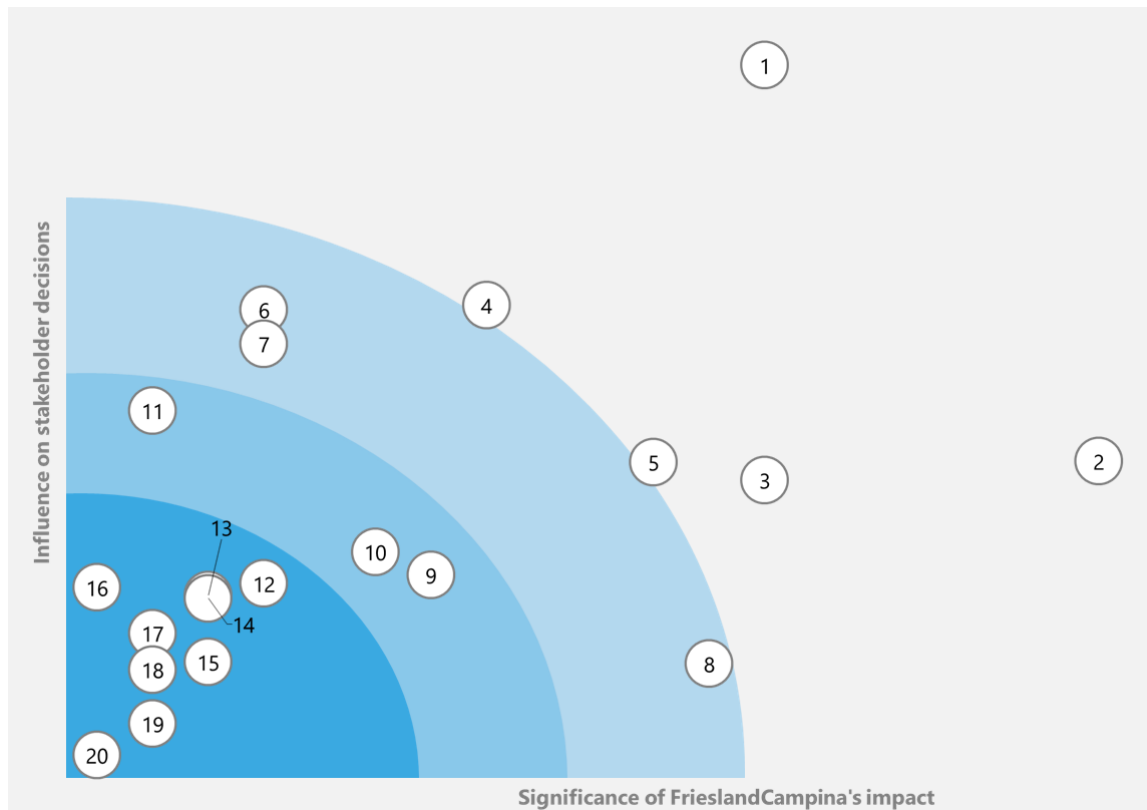


Figure 4: Material topics linked to the Materiality Matrix (new version from 2021 report, p. 247)

Rank	Topic
1	Carbon footprint
2	Innovation
3	Milkprice
4	Nature & biodiversity
5	Nutritional & healthy products
6	Product quality and safety
7	Animal health & welfare
8	Attractive employer
9	Packaging
10	Supply chain management
11	Sourcing
12	Energy usage & efficiency
13	Support for local dairy farmers in Asia, Africa and Eastern Europe
14	Waste
15	Meadow grazing
16	Dairy alternatives
17	Water usage & efficiency
18	Affordable nutrition
19	Natural & clean label products
20	Diversity & inclusion

Source

Annual report 2021, p. 245, 247

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Materiality Analysis Report (not publicly available)

Question 19

Indicate which stakeholders you have involved in determining relevancy, significance and priority of issues and how you have done this.

FrieslandCampina regularly consults its stakeholders in various types of dialogues. The available knowledge and the results of these dialogues were input for determining relevance, significance and priority of the issues per core subject.

FrieslandCampina attaches great value to maintaining good relationships and dialogues with all its stakeholders. This results in a better understanding of social developments as well as of the concerns that stakeholders have relating to FrieslandCampina.

Virtually every of stakeholder was involved in the materiality analysis and therefore in determining the relevancy, significance and priority of issues as well. We reached out to social organisations, regulators/authority, suppliers, competitors, industry associations, strategic partners, customers, employees, member farmers and science institutes.

The following stakeholder groups were involved in the materiality analysis:

- Competitors
- Customers
- Employees
- Industrial associations
- Member dairy farmers
- Regulatory/Authority
- Scientific organisations
- Social organisations
- Strategic partners
- Suppliers

Source

2021, p. 258

ISO 26000 Issue Selection (not publicly available under NEN option 2)

Materiality Analysis Report (not publicly available)

Stakeholder Engagement Plan (not publicly available)

Chain responsibility and sphere of influence

Question 20

Which (types of) organisations are in your sphere of influence and how are they related to your organisation?

As a cooperative, FrieslandCampina knows that success begins with cooperation.

FrieslandCampina is in active contact with its many business associates. We believe in listening, informing and meeting each other. This enables us to identify the expectations of stakeholders regarding FrieslandCampina's actions and to stay abreast of relevant, current developments. Whenever possible, we involve our stakeholders in the development of policies, for example, on sustainability, biodiversity and healthy nutrition. We also consult our stakeholders on the topics we need to report on annually. These stakeholders are identified based on their influence on FrieslandCampina and, in reverse, the degree to which FrieslandCampina influences them.

Based on our Dairy Development activities, FrieslandCampina is building sustainable dairy chains in ten countries in Asia, Africa and Eastern Europe. We support local dairy farmers in improving the quality of their milk, efficient and sustainable production

methods, increasing productivity per cow, obtaining access to markets and developing markets for locally produced milk. This enables local dairy farmers to receive more money for their milk and thus improve their living standards. In addition to a constant local higher-quality milk supply to produce dairy products in our local production facilities, Dairy Development contributes to maintaining and improving relationships with local governments and other stakeholders.

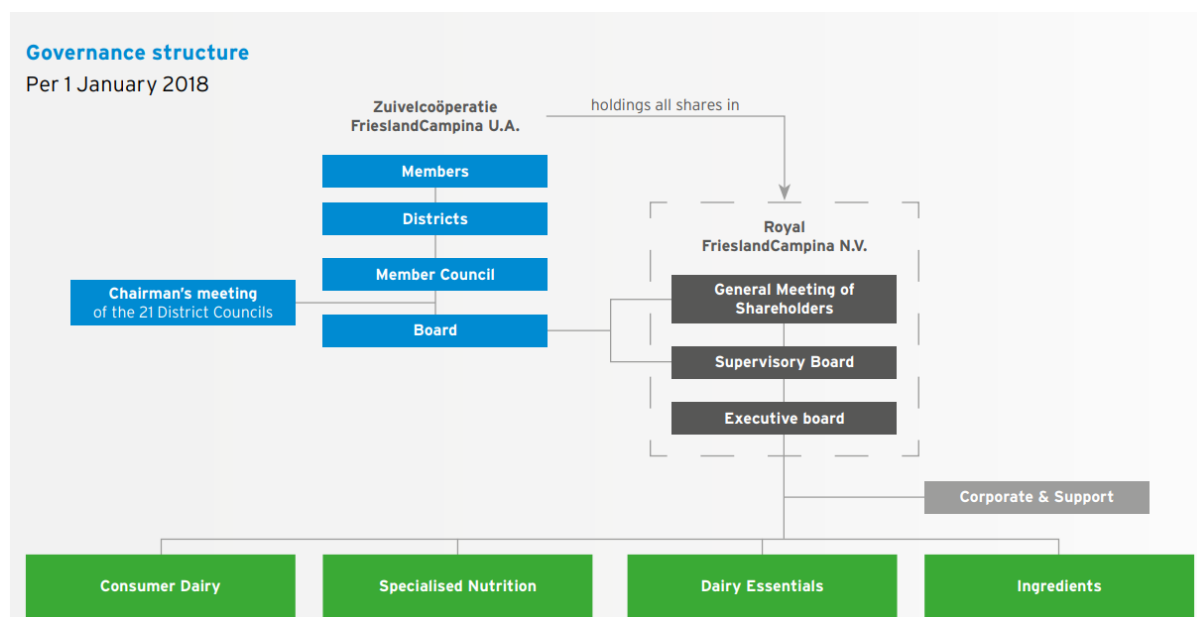


Figure 5: Ownership and governance structure

Source
2021, p. 23, 47
Stakeholder Engagement Plan (not publicly available)

Question 21

How does your organisation encourage social responsibility with other organisations? Give examples.

FrieslandCampina uses the following methods for exerting influence:

- ✓ Set social responsibility criteria in contractual provisions or incentives.
- ✓ Make public statements about social responsibility.
- ✓ Engage with the community, political leaders and other stakeholders.
- ✓ Apply social responsibility criteria for investment decisions.
- ✓ Share knowledge on social responsibility issues with stakeholders, while raising their awareness.
- ✓ Undertake responsible lobbying and make use of media relationships.
- ✓ Promote good practices.
- ✓ Work together with suppliers, customers and sector associations on sustainability projects.

Cooperating to create a positive impact forms part of our culture. We refer to this as cooperative sustainability. For us, this means close cooperation with stakeholders, including customers, to achieve sustainable developments at farms and make products sustainable. In 2021, we invested with customers in accelerating the reduction of greenhouse gases and promoting sustainable developments at the farms of our member dairy farmers. Supplying ingredients and products with a lower carbon footprint to our customers is an example of this. With these partnerships, we not only contribute to lowering own carbon footprint, but we also support our customers by enabling them to offer products with a lower footprint under their brands. In addition, we also carried out pilot projects for feed additives to reduce the emission of greenhouse gases, including the partnership with Barry Callebaut, Agolin and Agrifirm.

FrieslandCampina is continuously working on global and local sustainability programmes. Corporate Affairs teams are proactively involved in communication with stakeholders as well as in media tracking and crisis management activities. Robust processes have been established in setting and measuring the sustainability KPIs as part of the implementations of the 'Nourishing a better planet' programme which is solidly anchored in our strategy. This strengthens the focus on sustainability within FrieslandCampina. Based on international standards (WEI and Aqueduct) we have identified the short and long-term impact on water-related risks (water stress) for all our plants. These risk analyses are used as input for the water strategy. Initiatives are in place to leverage local and global partnerships to further develop the dairy agenda, including but not limited to, the aspects of sustainability, affordable nutrition, healthy diets, doing honest business and responsible marketing.

With our dairy development activities, we train and improve the skills of dairy farmers in Asia, Africa and Eastern Europe with regard to sustainable and efficient farming processes. FrieslandCampina supports local (often small) dairy farms in China, Indonesia, Malaysia, Nigeria, Pakistan, Romania, Thailand and Vietnam. Our goal is to improve the quality of their milk, increase the productivity per cow and support farmers in gaining access to the market. To achieve those goals, we focus on trainings and knowledge sharing, partnerships and projects aimed at improving the dairy value chain,

such as the upgrading of milk collection centres. Since the start of the programme in the 1980s, we have directly and indirectly reached more than 250,000 dairy farmers.

FrieslandCampina exerts influence by its Code of Conduct for employees and Business Practices for Business partners. These include conditions on anti-corruption, bribery, fraud, employment, working conditions and human rights. Additionally, FrieslandCampina stimulates CSR through its stakeholder dialogues and by being a member of or an active participant in various consultation bodies.

FrieslandCampina is a member of the Dairy Sustainability Framework (DSF), an initiative of the international dairy sector, which shows customers and consumers its commitment to sustainable dairy products. DSF brings various stakeholders together, such as NGOs, financial institutions, scientific community and the government.

Source

Code of Conduct - Compass

Website Dairy Sustainability Framework

The 2021, p. 239

Stakeholder Engagement Plan (not publicly available)

Business Practices for Business Partners (not publicly available)

Question 21b

How does your organisation encourage a healthy lifestyle within its sphere of influence?

Milk and milk products are consumed daily by many people across the world. They provide important nutrients, such as protein, calcium and vitamins B2 and B12, and are regarded as part of a healthy, balanced diet by food authorities from all over the world. With high-quality milk products FrieslandCampina wants to contribute to healthy and sustainable nutrition for all people, at all ages, now and in the future.

The FrieslandCampina nutrition policy is based on the WHO Global Action Plan and is in line with two of the Sustainable Development Goals of the United Nations: reduce hunger in the world and promote good health and well-being. Our nutrition policy describes basic principles for a healthier product range, responsible communication and lifestyle education programmes. Additionally, it shows our commitment to make our products and the right nutrients accessible to more people.

To safeguard the healthiness of our portfolio we steer upon the volume of consumer products we sell that need to adhere to strict nutrition guidelines, including guidelines on sugar, salt and calories per portion size. Our efforts are recognized by external institutions like Access To Nutrition Initiative (ATNI).

For FrieslandCampina, a sustainable future revolves around having a positive impact on farmers, society and the planet. We provide the growing world population with high quality and affordable nutrition, produced in balance with nature, with a good living for our farmers. The priorities and goals within our sustainability programme Nourishing a better planet respond to this. Within the scope of this programme, we strive to offer better nutrition, affordable for everyone. Our objective is to comply with the FrieslandCampina Global Nutritional Standards Next Level and to expand access to nutrition for lower income groups throughout the world.

Source

Annual report 2021, p. 42



[Website The Dairy Working Group](#)

[The Sustainable Dairy Partnership](#)

[Access to nutrition index](#)

[Biodiversity Monitor](#)

Sustainability Reporting Manual (not publicly available)

Foqus Planet (not publicly available)

Due diligence

Question 22

How does your organisation review (potential) (negative) impacts of its activities and decisions on society, environment and economy?

The focus of due diligence for FrieslandCampina is on its supply chain. FrieslandCampina has set up a global vendor rating system to record, analyse, rank and report the performance of suppliers and external manufacturers (S&Ems) in terms of a range of predefined criteria. It is one instrument to monitor and improve supplier performance & quality levels. Suppliers are annually evaluated. Business Procurement is responsible for the execution of Vendor Rating.

All employees of the FrieslandCampina group of companies are obliged to adhere to Compass, which includes, among others, due diligence. The Director Business Conduct monitors and regularly reports findings and recommendations about Compass-related concerns. Employees are encouraged to speak up when they have questions or concerns relating to FrieslandCampina's Compass.

Within its own organisation, FrieslandCampina has set up systems to regularly review its activities on potential negative impacts and to ensure that its activities align with expectations from its stakeholders. With its quality system Foqus, FrieslandCampina guarantees consumers, customers and the authorities that the products and production processes meet the most stringent standards in the field of food safety, food quality, work safety, working conditions, fire protection and environment. An extensive programme of training courses and audits helps to safeguard the implementation and continuous monitoring of Foqus in the production locations and the member dairy farms. The Foqus stipulations are reviewed, and if necessary revised, each year to ensure the system always reflects the latest knowledge and insights.

For possible (negative) impacts of its activities and decisions related to the environment related to farming, FrieslandCampina has a separate system in place, Foqus Planet. This system looks at the most important themes related to FrieslandCampina's activities: longevity, calf rearing, greenhouse gas emissions, nitrogen soil balance, ammonia emissions, protein from own land, permanent grassland and nature & landscape. As sustainable development is a dynamic process, these themes and matching indicators continue to be developed and improved to review our impacts best.

Additionally, there is an Internal Control Framework in place through which FrieslandCampina identifies risks (including likelihood and impact) associated with its activities and decisions. This framework provides assurance that errors are prevented or timely detected.

Source

Code of Conduct - Compass

Supplier Quality Management Internal Manual (not publicly available)

Global Vendor Rating (not publicly available)

Foqus FS&Q Manual (not publicly available)

Foqus Planet (not publicly available)

Internal Control Framework (not publicly available)

Annual report 2021, p. 72-76

Question 23

How does your organisation review (potential) (negative) impacts of the activities and decisions of organisations in your sphere of influence on society, environment and economy?

Apart from the Global Vendor Rating, FrieslandCampina has drawn-up a set of standards for its suppliers and other Business partners: the Business Practices for Business Partners. The standards are derived from Compass. The subjects covered by these Business Practices include, food safety and quality, human rights, sustainability, avoiding conflicts of interest, anti-bribery and corruption, fair competition and communication (non-limitative). Business partners must sign the Business Practices for Business Partners as a supplement to a contract with FrieslandCampina. Compliance is monitored at strategic suppliers during quality audits. Sanctions or disciplinary measures are taken in case of non-compliance with the Business Practices. For example, in case of major non-conformities with the Food Safety requirements, the supplier must correct these within two months and minor non-conformities must be corrected within six months. It may happen that a Business Group decides to grant a supplier more time to solve non-conformities if progress is made but deadlines cannot be met. If there are lasting triggering events or a supplier is not following up corrective actions effectively, the supplier will be 'Disapproved'. As supplier location with status 'Disapproved' cannot be used.

Source

Business Practices for Business Partners (not publicly available)

Global Vendor Rating (not publicly available)

Supplier Quality Management Internal Manual (not publicly available)

Annual report 2012, p. 230-240

Question 24

How is due diligence exercised or implemented in your organisation. Give examples.

The following components are included in due diligence:

- ✓ Organisational policies giving meaningful guidance to those within the organisation and those closely linked to the organisation.
- ✓ Means of assessing the impact of existing and proposed activities.
- ✓ Means of integrating social responsibility core subjects throughout the organisation.
- ✓ Means of tracking performance over time to be able to adjust priorities and approach if necessary.
- ✓ Appropriate actions to address possible negative impacts.

These components are part of the FrieslandCampina Internal Control Framework. The mission and purpose of ICF are as follows:

- Managing an efficient and agile internal control framework providing assurance that errors or instances of fraud are prevented or timely detected.
- Supported by a sound control environment, a highly competent IC network and effective tooling which allows continuous control monitoring.

The management is responsible for implementing the Internal Control Framework. Compliance with the Internal Control Framework is monitored by the Corporate Internal Control department. Furthermore, FrieslandCampina has implemented Compass, Global Vendor Rating and Business Practices for Business partners which give guidance to employees and/or suppliers and are explained in questions 22 and 23.

An example of how due diligence is exercised at FrieslandCampina group is the approach to honest business practices. A significant portion of FrieslandCampina's revenue is generated in countries where, in view of their low score on the Corruption Perceptions Index of Transparency International, honest business practices are at risk. To limit these risks, FrieslandCampina takes targeted measures, for example by training employees in this area. FrieslandCampina adheres to honest business practices and fundamentally rejects any form of bribery. For example, 1,363 employees successfully completed the Doing Honest Business e-learning. In addition to this, a new interactive online training module about doing honest business was developed for specific employee groups.

Source

2021, p. 75, 240-248 Code of Conduct - Compass

Business Practices for Business partners (not publicly available)

Internal Control Manual (not publicly available) & Framework (not publicly available)

Global Vendor Rating (not publicly available)

Question 25

Which (potentially) negative impacts on society, environment and economy has your organisation identified?

Negative impacts are identified along the whole dairy chain, from grass to glass. At dairy production level, farmers can have negative impact on the environment using minerals on land, the use of water and the emissions of greenhouse gases. Concentrate cattle feed can cause a loss of biodiversity and deforestation.

At dairy processing level, greenhouse gas emissions, caused using energy cause climate change. Nitrous oxide causes acidification. All processing facilities use water, which can cause drought. Transport from the farmer to the processing facility and from the processing facility to the customer causes greenhouse gases and acidification.

At consumer level the storage of the food causes greenhouse gases. Food waste causes a loss of food, including the environmental impact.

As such, the production of dairy places a burden on nature and the environment; in view of the future of the dairy sector it is crucial to limit this impact.

Our production and transport chain

Our strategy consists of investing in our production chain to reduce energy consumption and stimulate the use of renewable electricity from projects we initiate at the member dairy farms. Since 2015, our renewable electricity consumption has led to a CO₂ reduction of 0.16 Mton CO₂ equivalents and our scope 1 emissions reduced 0.14 Mton CO₂ equivalents.

Purchased milk products and basic dairy, packaging, raw materials and external production

The emissions from milk production at the member dairy farms – through the cooperative, the member dairy farmers own the company FrieslandCampina – form the largest part of our scope 3 emissions. The emissions associated with procured dairy products (not originating from member dairy farms) are another contributor.

All potential negative impacts are identified during the materiality analysis and ranked in the prioritization. As such, we know which topics are most important for FrieslandCampina group to focus on at this moment.

Source

Materiality Analysis Report (not publicly available)

Climate Plan FrieslandCampina, p. 11,12

Annual report 2021, p. 19-25

Vision, mission, policy and strategy

Question 26

How does your organisation give direction to its social responsibility? Give examples.

FrieslandCampina group integrated sustainability into its organisation by:

- ✓ Establishing a Global Sustainability Team headed by the Chief Sustainability Officer, reporting into the Chief Executive Officer
- ✓ Including sustainability (ESG) as a key element of the organisation's strategy through integration of this into systems, policies, processes and decision-making behaviour.
- ✓ Referring in the organisation's aspirations or vision statement to the way in which it intends social responsibility to influence its activities.
- ✓ Incorporating in its purpose or in a mission statement specific, clear and concise references to important aspects of social responsibility, including the principles and issues of social responsibility that help determine the way in which the organisation operates.
- ✓ Adopting written codes of conduct or ethics that specify the organisation's commitment to social responsibility by translating the principles and values into statements on appropriate behaviour.
- ✓ Translating the priorities for action on core subjects and issues into manageable organisational objectives with strategies, processes and timelines. Objectives should be specific and measurable or verifiable. This includes detailed plans for achieving the objectives, including responsibilities, timelines, budgets and the effect on other activities of the organisation.

Taking environmental and social issues into consideration is a key component of FrieslandCampina group's policy and business operations and it is a prerequisite for the growth of the Company in the future. In 2018, FrieslandCampina's strategy was refined and set out in *Our Purpose, Our Plan* based on developments in the world, in dairy farming and within FrieslandCampina. In this strategy *Our Purpose Our Plan*, 'Lead with sustainability' is one of the four strategic themes (Figure 7).

Providing the growing world population with the right nutrients in a sustainable way is one of the challenges for the coming decades. By offering trustworthy, relevant and nourishing dairy products, FrieslandCampina contributes to food and nutrient security. Our purpose – Nourishing by Nature – stands for better nutrition for the world's consumers, a good living for our farmers, now and for generations to come. The purpose is in line with the Sustainable Development Goals (SDG's) of the United Nations. These seventeen ambitious goals relate to topics such as responsible production and consumption, climate, sustainable communities, health and well-being, and efforts to fight poverty and starvation. FrieslandCampina's activities contribute to eleven of the seventeen United Nations' SDGs.

Figure 7: Our Purpose, Our Plan

Dairy Sustainability Framework within FrieslandCampina

As a member of the Dairy Sustainability Framework, FrieslandCampina endorses the 11 key categories of the DSF that have been identified as being relevant to the global dairy sector. These 11 sustainability categories were selected based on an independent and in-depth analysis of over a hundred interviews with global dairy and non-dairy stakeholders during a DSF survey conducted in 2012 and 2013. Related FrieslandCampina KPIs per theme can be found below.

Although the DSF covers the entire dairy value chain, the section below focuses on the endorsement of the DSF themes at company level only. Question 21a explains the endorsement of relevant DSF themes in relation to FrieslandCampina's member dairy farmers.

DSF Core Theme: Greenhouse Gas Emissions

We aim to produce climate-neutral dairy by 2050. On our way towards this goal, we aim to reduce emissions by 40 percent CO₂ equivalent for production facilities and transport and by 33 percent at member dairy farms, by 2030 in comparison to 2015. This is to result in a maximum total emission of 9 Mt at member dairy farms and 490 kt for production facilities and transport. In 2021, CO₂ equivalent emissions at member dairy farms declined by 12.5 percent and by 28 percent for production facilities and transport, in comparison to 2015. As such we are on track towards our 2030 target.

In 2021, emissions from production facilities and transport decreased by 7.0 percent to 691 kt CO₂ equivalent (2020: 743 kt). Emissions by member dairy farmers decreased by 3.8 percent to 12,063 kt CO₂ equivalent (2020: 12,540 kt).

As part of the Climate Agreement, FrieslandCampina is working together with other stakeholders in the dairy sector to achieve the sector's target of reducing a total of 1.6 Mtons of greenhouse gases in 2030. In the long-run, FrieslandCampina aims for carbon neutral dairy processing with a fully regenerative farming system that improves biodiversity and ensures circularity in the supply chain by 2050 at the latest. Milk production is very efficient in the Netherlands; currently the emission of greenhouse gases per kilogram milk is almost half the global average.

Part of the Dutch Climate agreement is that by 2050 the greenhouse gas emissions should be reduced by 80-95%. As said, FrieslandCampina aims at carbon neutral processing by 2050 the latest and aims for an increase in energy efficiency of 3% per year as part of the activities to get to carbon neutrality. 2% yearly until 2030 (started in 2018)

- *KPI: Greenhouse gas emissions per ton of finished product. Scope: processing (plants) and transport. Units: CO₂ equivalents per kg milk*
- *KPI: Energy consumption per ton of finished product. Units: GJ per ton finished product*
- *KPI: Percentage of green electricity in production. Scope: factory. Unit: MWh*
- *KPI: Energy consumption from own renewable sources. Scope: factory. Unit: percentage of own renewable energy of the GJ total*

DSF Core Theme: Waste

FrieslandCampina group wants to reduce waste and works together with waste processors to increase the recycling and reuse of waste. Of all packaging, 90 percent was designed to be recyclable in 2021 (2020: 87 percent). FrieslandCampina invested in the design and introduction of recyclable cups and bottles, for example. Different

wrapping was introduced for bottles and plastic yoghurt and quark cups, thus making it possible for them to be better sorted and recycled. Steps were also taken to reduce CO₂ emissions. A cardboard cup was introduced for oatmeal porridge, among other things, and coffee creamers are now available in recycled PET bottles, instead of one-time-use glass bottles. Of all plastic packaging, 50.5 percent was designed to be recyclable. In 2021, 26.1 percent of all plastic packaging was recycled on a large scale in various countries (2020: 28.2 percent). Since last year we have distinguished a second level: plastic designed to be recyclable now or in the future. This distinction ensures that we can give priority to redesigning packaging to make it more suitable for recycling. We continue to work with partners to make recycling possible in actual practice.

- *KPI: Recyclable plastics: % of plastic packaging material suitable for sorting and recycle systems.*

DSF Core Theme: Water

FrieslandCampina aims at reducing its water consumption. In 2021, water consumption decreased to 4.85 m³ per tonne product (2020: 4.89 m³). This is in line with our reduction target of 25 percent over the period 2018-2030. In 2021, a reduction of 6.4 percent in comparison to 2018 was realised. The decrease was primarily due to efficiency improvements but was partially negated by a decrease in the production volume for consumer products and a change in product and volume mix at Ingredients. Total water consumption in 2021 amounted to 26,276 m³.

- *KPI: Water consumption per ton of processed product. Units: m³ per ton finished product*

DSF Core Theme: Market Development

FrieslandCampina's objective is to add as much value as possible to the milk to make a maximum contribution to the income and continuity of many generations of dairy farmers. This value creation is expressed in the level of the performance premium and the reservations in member bonds, which are paid out on top of the guaranteed price the member dairy farmers receive for the milk they supply. FrieslandCampina strives to pay out one of the highest milk prices in North-west Europe. By doing so, FrieslandCampina remains an attractive company for the member dairy farmers. Through the Nourishing by Nature brands, 'On our way to Planet Proof' milk and collaborations with customers, FrieslandCampina brings more sustainable products to the market.

Moreover, FrieslandCampina has drawn-up a set of standards for its suppliers, titled The Business Practices for Business partners. The topics covered by these supplier standards include statutory national and local requirements, industry standards, human rights, food safety and quality, and sustainable business operations. In this way FrieslandCampina can contribute to market development as it forces its suppliers to do business in a fair way.

DSF Core Theme: Rural Economics

FrieslandCampina works within the supply chain with its member dairy farmers as well as with farmers in Asia, Africa and Eastern Europe. These farmers are supported in improving local dairy farming by means of FrieslandCampina's Dairy Development Programme (DDP). Through the DDP FrieslandCampina shares knowledge of milk and dairy production and helps local farmers to raise milk quality and safety, increase farm productivity and gain access to the market. Instruments used to achieve this are training, expert advice, knowledge partnerships, infrastructure construction and field trips. The FrieslandCampina DDP programme not only supports FrieslandCampina's

business objectives by safeguarding the raw milk supply and building government relationships, but it also helps farmers build up a good living.

Scope: farmers participating in the Dairy Development Programme

- *KPI: Farmers trained through capacity-building programs in DDP countries*

DSF Core Theme: Working Conditions

FrieslandCampina is committed to offering its employees and suppliers maximum safety at their workplaces. For this a global safety programme describing in detail the safety standards applied and how processes must run has been implemented. The programme offers education and training, both with respect to safety leadership and safe behaviour. Besides, ample attention is paid to communication, making sure that all employees are informed about these programmes. To prevent recurrence, accidents and incidents are reported and shared with other locations. FrieslandCampina thereby actively supports continuous improvement of safety.

- *KPI: Total Recordable Frequency rate (TRF)*

DSF Core Theme: Product Safety and Quality

The quality and safety of milk and products are top priority for FrieslandCampina. Every customer and consumer everywhere around the world must be able to trust that every product is of an impeccable quality. FrieslandCampina wants all its production and distribution companies to take the same approach towards safety and quality, whatever and wherever they are producing. Therefore, FrieslandCampina has its own integral quality system, called Foqus, to safeguard safety and quality of its products throughout the production chain. With Foqus, FrieslandCampina guarantees consumers, customers and the authorities that the products and production processes meet the most stringent standards in the fields of food safety, quality, safety, working conditions, fire protection and environment. An extensive programme of training and audits helps to safeguard the implementation and continuous monitoring of Foqus in the production locations and at the member dairy farms.

Source

Annual report 2021, p. 50

2021, p. 17-25 Sustainability Reporting Manual (not publicly available)

Business Practices for Business Partners (not publicly available)

Foqus FS&Q Manual (not publicly available)

Create awareness and develop competencies

Question 27

How does your organisation raise awareness for social responsibility, both within and outside your organisation?

FrieslandCampina group is creating awareness and developing competencies for social responsibility within its own organisation and supply chain by:

- ✓ The launch of a Human Rights policy and establishment of a Human Rights team
- ✓ Development of a social sustainability strategy that consists of:
 - Sustainable Work
 - Human Rights: encompassing the UNGP 1) No Poverty (decent pay) and 8) Good Jobs and Economic Growth. Ensuring basic human rights of employees; meeting all legal requirements of decent work; rights of representation etc.
 - Safety & Wellbeing: encompassing the UNGP 3) Good Health and 6) Clean Water and Sanitation; financial, physical and emotional wellbeing
 - DEI: UNGP 5) Gender Equality and 10) Reduced Inequalities
 - Our Role in Society
 - Corporate Citizenship: e.g., to refugees / Red Cross; volunteering

These initiatives together result in committed employees who are successfully building a sustainable company. The sustainability policy is communicated to employees through the intranet and employee magazines of FrieslandCampina, business groups and operating companies. See for additional information on the communication of sustainability, question 31 below.

FrieslandCampina also raises awareness for social responsibility outside the company:

- ✓ FrieslandCampina is continuously in dialogue with the member-farmers on social responsibility. Different ways are used to inform, motivate and activate our member dairy farmers: member meetings twice a year, member website Melkweb (farmers intranet, knowledge centre, discussion forum), newsletter, member magazine, on farm visit by field advisor and workshops. Also, through Foqus planet FrieslandCampina advises and supports the member dairy farmers in the areas of milk quality and sustainability initiatives.
- ✓ In 2019, every month, one of the member dairy farmers is visited and filmed to show what sustainability at the farmyard is about. By sharing experiences, other farmers can get inspired to also implement more sustainable practices. These videos were placed on FrieslandCampina's YouTube channel and could be shared a.o. via social media
- ✓ The FrieslandCampina group Institute provides health care professionals with information about dairy, nutrition and health following the most recent scientific developments. The FrieslandCampina Institute offers practical tools with respect to subjects relating to nutrition and health.

- ✓ FrieslandCampina group's Dairy Development Programme helps local dairy farmers (small farmers) in Asia, Africa and Eastern Europe improve local dairy farming, raise the quality of the milk and increase the productivity per cow.
- ✓ The Drink.Move.BeStrong campaign, which FrieslandCampina rolled out in Asia, encourages children to pursue a healthy lifestyle. For this about 1,500 schools and an estimated 1.25 million children in Asia were reached.
- ✓ Within the scope of sustainability improvement, FrieslandCampina closely cooperates with other companies in the dairy sector, suppliers, waste treatment, energy, consultancy, transport and water treatment sectors as well as governments.

Source

Annual report, 2021, p.59-62, 230-240

[Corporate website - Sustainability in practice](#)

[FrieslandCampina group YouTube channel](#)

[FrieslandCampina group's Institute website](#)

Foqus Planet (not publicly available)

Question 28

How does your organisation build the necessary competency for taking social responsibility, within the organisation and, if relevant, outside?

With the establishment of the Global Sustainability Team the organisation ensures that resources and capability are brought together in one group, which will drive the necessary competency.

Employees are offered a wide range of training programmes via the FrieslandCampina Academy to build the necessary competencies. The Academy's offering comprises general courses about FrieslandCampina's strategy and objectives, conduct competencies such as coaching skills, management and leadership programmes, and training courses aimed at functional competencies.

FrieslandCampina works in the supply chain with its member dairy farmers as well as with farmers in Asia, Africa and Eastern Europe. These farmers are supported in improving local dairy farming by means of FrieslandCampina's Dairy Development (DD). Through DD FrieslandCampina shares knowledge of milk and dairy production and helps local farmers to raise milk quality and safety, increase farm productivity and gain access to the market. Instruments used to achieve this are training, expert advice, knowledge partnerships, infrastructure construction and field trips. FrieslandCampina DD not only supports FrieslandCampina's business objectives by safeguarding the raw milk supply and building government relations, but it also helps farmers to build up a good living. Therefore, the Dairy Development is an integral part of FrieslandCampina's purpose *nourishing by nature*.

Source

2021, p. 86-93

[Dairy Development](#)

Integration of CSR in governance, systems and procedures

Question 29

How has your organisation integrated its social responsibility in its governance structure, operating systems and procedures?

FrieslandCampina integrated all issues and principles of ISO 26000 into our organisation by:

- ✓ Monitoring and carefully managing the impacts of our activities on society, environment and economy.
- ✓ Monitoring the impact of organisations within our sphere of influence.
- ✓ Taking impacts of decisions into consideration, for example in connection with new activities.
- ✓ Ensuring that the principles of social responsibility are part of our governance structure and are applied to our operating systems and culture.
- ✓ Periodically reviewing whether we sufficiently integrate social responsibility into our procedures and processes.

The Executive Board of FrieslandCampina has final responsibility for the FrieslandCampina sustainability policy. The Global Sustainability Team is responsible for the development and coordination of the sustainability policy. The Sustainability Council is responsible for assessment and consultation.

The responsibilities of the Corporate Sustainability department include:

- Set up and update the sustainability strategy and the sustainability policy.
- Frequently dialogue with stakeholders.
- Coordinate and facilitate the implementation of the sustainability policy.
- Involve external stakeholders in the sustainability policy.
- Demonstrate the sustainability efforts to internal and external stakeholders.

The business groups and operating companies are responsible for the implementation of the sustainability policy.

The purpose of the Sustainability Council include:

- Ensure that whatever happens in Sustainability is known and agreed on by the council in alignment with the Cooperative.
- Define the big rocks, drive the decision and move the needle.
- Responsible for defining strategy and targets.
- Monthly monitoring of Sustainability KPIs.
- Increase visibility across the organization on how we will "Lead with Sustainability"

A Human Rights committee is established which includes the Chief People Officer, Company Legal Counsel, Global Director Procurement, Global Finance Director, Global HR Director, Director Sustainability Strategy, Director SHE.

The purpose of the HuRi committee includes:

We respect and support internationally recognized human rights.

Our human rights policy outlines the measures we take to prevent violation of issues in our chain. We do this through 3 pillars:

We conduct research, throughout our chain via Risk Assessments

We protect the chain; by mitigating impacts

We educate our employees; to recognize and report possible violations

Corporate social responsibility plays a major role in the achievement of the *Our Purpose*, *Our Plan* strategy of FrieslandCampina. To enable the management to monitor and

control performance on sustainability efforts, FrieslandCampina uses a set of KPIs. For each KPI a KPI owner and executor has been designated who are responsible for achieving the objectives set. The KPI owner is responsible for monitoring the KPI and reports on the performance to the Manager Corporate Environment and Sustainability at least once a year.

FrieslandCampina uses a standard quality system Foqus to safeguard safety and quality throughout the entire chain. Focus complies with a range of national and international regulations and standards for food safety and quality based on the HACCP, ISO 9001 and FSSC 22000 standards. The Foqus SHE (safety, health & environment) management system has been developed to raise FrieslandCampina's SHE awareness and performance, to foster a culture of continuous improvement and to allow for internal benchmarking through an (internal) audit programme that ensures spreading SHE knowledge within the company. To stimulate continuous improvement maturity levels have been introduced in the Foqus SHE management system. Audits are performed to determine at what level the elements of Foqus SHE have been implemented. In addition, internal and external auditors and accountants test compliance with applicable laws and regulations (see annex 1, overview of Foqus SHE scores per production facility).

Source

2021, p. 86-93

Sustainability Reporting Manual (not publicly available)

Foqus FS&Q Manual

Foqus SHE Audit Standard (not publicly available)

Foqus SHE Corporate Standard Audit Tool (not publicly available)

Monitor activities and assess performance

Question 30

Does your organisation adhere to the following criteria when communicating on social responsibility?

FrieslandCampina makes sure that the sustainability-related information distributed is:

- ✓ Complete: information should address all significant activities and impact relating to social responsibility.
- ✓ Understandable: information should be provided in consideration of the knowledge and the cultural, social, educational and economic background of those who will be involved in the communication. Both the language used and the way the material is presented, including how it is structured, should be accessible for the stakeholders for whom the information is intended.
- ✓ Responsive: information should be responsive to the stakeholders' interests.
- ✓ Accurate: information should be factually correct and be detailed enough to be useful and appropriate for its purpose.
- ✓ Balanced: information should be balanced and fair and not omit relevant negative information about the impact of an organisation's activities.
- ✓ Timely: outdated information can be misleading. Where information describes activities during a specific period, identification of the period covered will allow stakeholders to compare the performance of the organisation with its earlier performance and with the performance of other organisations.
- ✓ Accessible: information on specific issues should be available to the stakeholders concerned.

FrieslandCampina's Annual Reports provide more insight into the sustainability initiatives and performance. In this way FrieslandCampina complies with the technical requirements of the guidelines of the Global Reporting Initiative (GRI) Standards: Core option. Since 2018, FrieslandCampina has a combined, integrated publication of the financial Annual Report and the sustainability report for both Royal FrieslandCampina group N.V. and Zuivelcoöperatie FrieslandCampina group U.A.

FrieslandCampina group uses the materiality principle to determine which subjects will be included in the report and which are relevant to FrieslandCampina and its stakeholders. All 11 DSF categories have been included in the materiality analysis. The material subjects form the basis of the FrieslandCampina sustainability strategy and thus the sustainability content of the Annual Report.

The Stakeholder Engagement Plan shows how stakeholders are actively involved in corporate social responsibility and that FrieslandCampina regularly communicates with its key stakeholders.

Source

Annual reports

[DSF Implementation Guide](#)

Sustainability Reporting Manual (not publicly available)

Stakeholder Engagement Plan (not publicly available)

Materiality Analysis Report (not publicly available)

Question 31

How does your organisation communicate on its social responsibility? Give examples.

The most important information regarding FrieslandCampina's social responsibility is consolidated within the Annual Reports and this Self Declaration ISO 26000.

In addition to that our sustainability goals, programmes, progress and dilemmas are shared via all our internal and external communications channels on a regular basis.

Examples of the internal and external channels we utilize are our website, intranet for member farmers, meetings, social media, stakeholder meetings, customer meetings and events.

Source

[Annual Reports](#)

[Corporate website - Sustainability](#)

[Corporate website - News](#)

Corporate social channels, such as LinkedIn

Intranet (not publicly available)

Question 32a

Does your organisation report on social responsibility via a social report (with an independent report or otherwise)?

FrieslandCampina started reporting on her CSR-achievements in 2009. Since the fiscal year 2018 we integrated our reporting on CSR-issues in our annual reports, using the Global Reporting Initiative guidance as a reference.

Source

[Annual Reports](#)

Question 32b

Which topics does your organisation's social report cover?

The sustainability report includes information on:

- ✓ Goals relating to issues and core subjects.
- ✓ Performance relating to issues and core subjects.
- ✓ How and when stakeholders are involved in CSR reporting.
- ✓ Successes and failures and the way in which failings are dealt with.

FrieslandCampina communicates about its policy, objectives, progress and performance of its sustainability programme through publicly available Annual Reports (and CSR reports before 2018). In the Annual Reports we aim to give an insight into FrieslandCampina's performance over the year, including successes, failures and dilemmas where relevant. The use of quantitative data allows trends to be charted and used as a basis for managing the CSR programme. The information also enables FrieslandCampina to evaluate its performance in relation to each CSR theme.

Source

Annual Report 2021, p. 9, p. 13-27, p. 138-142)

Question 32c

Did you consider the following while preparing your social report?

In the Annual Report the following aspects are taken into consideration:

- ✓ The scale, substance and scope of the report should be appropriate for the size and nature of the organisation.
- ✓ The level of detail reflects FrieslandCampina's experience with such reporting.

Source

[Annual Reports](#)

Question 33a

Has your organisation experienced conflicts or disagreements with stakeholders?

No, in the period of this self-declaration FrieslandCampina group did not encounter conflicts with stakeholders.

Since we are a company owned by a cooperative of member dairy farmers, FrieslandCampina feels it has a responsibility to push for more sustainable dairy farming. Obviously, this is a complex matter which impacts the society as a whole and of course the various dialogues we have do not always follow the path of continuous agreement. Nevertheless, the discussions and challenges we face are being discussed with both our members and stakeholders outside the cooperative.

Source

[Annual Reports](#)

Question 33b

Which mechanisms have you developed to resolve conflicts or disagreements?

FrieslandCampina group uses the following mechanisms for resolving conflicts:

- ✓ Direct discussions with affected stakeholders.
- ✓ Provision of written information to prevent misunderstandings.
- ✓ Formal complaints handling procedures.

- ✓ Mediation or arbitration procedures.
- ✓ Systems making sure that wrongdoings can be reported without fear of reprisal.

FrieslandCampina sets great store by a good relationship with stakeholders. We strive to timely detect and solve conflicts through stakeholder dialogue. To promote transparency and integrity, FrieslandCampina has developed a Speak Up procedure. The regulation serves as a guideline for expressing concerns and protects the reporter against disciplinary measures or unfair treatment. Stakeholders are also invited to raise concerns.

One of the points in our Code of Conduct is fair communication. It is stated that consumer complaints should be addressed in a professional and fair manner. The Stakeholder Engagement Plan further explains how FrieslandCampina manages its stakeholder dialogue.

Source

2021, p. 241-248

[Code of Conduct - Compass](#)

[Speak up Procedure](#)

Stakeholder Engagement Plan (not publicly available)

Question 34

How does your organisation monitor the activities affecting the relevant subjects and issues?

FrieslandCampina group uses the following method for monitoring activities:

- ✓ Feedback from stakeholders.
- ✓ Benchmarking.
- ✓ Measure by means of performance indicators.

For monitoring the following points are relevant:

- ✓ The monitoring process must be in line with the extent and importance of the activities.
- ✓ The monitoring provides reliable, timely available and easy to understand results.
- ✓ The monitoring process is in line with the needs of stakeholders.

FrieslandCampina's purpose statement – *nourishing by nature* – stands for better nutrition for the world, a good living for our farmers, now and for generations to come. These are the three pillars of FrieslandCampina's strategy. FrieslandCampina formulated sustainability themes and set KPIs for each pillar. Some of the KPIs are already part of FrieslandCampina's reporting systems and procedures. The other KPIs will be integrated into the reporting systems soon.

Sustainability KPIs of FrieslandCampina are related to:

- CO2 emission
- Energy consumption
- GHG emissions
- Meadow grazing
- Water consumption
- Reuse and recycling of packaging materials (plastics)
- Procurement of commodities from sustainable sources
- Green energy
- Use of antibiotics
- Products meeting the RFC Nutritional standards

- Improved knowledge and skills in the Dairy Development Programme
- Gender diversity in the workforce
- LTA accident rate
- Product quality and safety
- Recyclable packaging

The Corporate Sustainability department collects the progress data for the formulated KPIs. The performance is reviewed during the regular Sustainability Council meeting. Prior to the Sustainability Council meetings, a Sustainability dashboard is made under the responsibility of the Director Corporate Sustainability. Subsequently, KPI owners should provide the data per KPI for the latest reporting period. This Sustainability dashboard is reviewed during the Sustainability board meeting and action plans are developed in accordance with the performance of each KPI.

Source

021, p. 10, 22, 30, 48-50, 53, 54, 244
Sustainability Reporting Manual (not publicly available)

Question 35

How does your organisation review its performance on relevant subjects and issues?

FrieslandCampina asked the following questions when assessing our performance:

- ✓ Did we meet the objectives set?
- ✓ When looking back, did we choose the correct objectives?
- ✓ Did we choose the proper strategies and processes for these objectives to be achieved?
- ✓ What worked out well and why? What did not work out well and why not?
- ✓ What should we have done differently?
- ✓ Are all relevant persons involved?

Management systems such as Foqus (planet, FQ&S, SHE) are designed to stimulate improvement. Therefore, maturity levels have been incorporated into Foqus SHE and a scoring system has been included in Foqus planet. These performance measurement systems help to measure and review performance. Moreover, FrieslandCampina attaches great value to continuous improvement. Therefore, Foqus management systems must be reviewed and improved. Accordingly, FrieslandCampina revises these management systems every two years.

FrieslandCampina's Governance and Corporate Plan-Do-Check-Act cycle is given below in Figure 8.

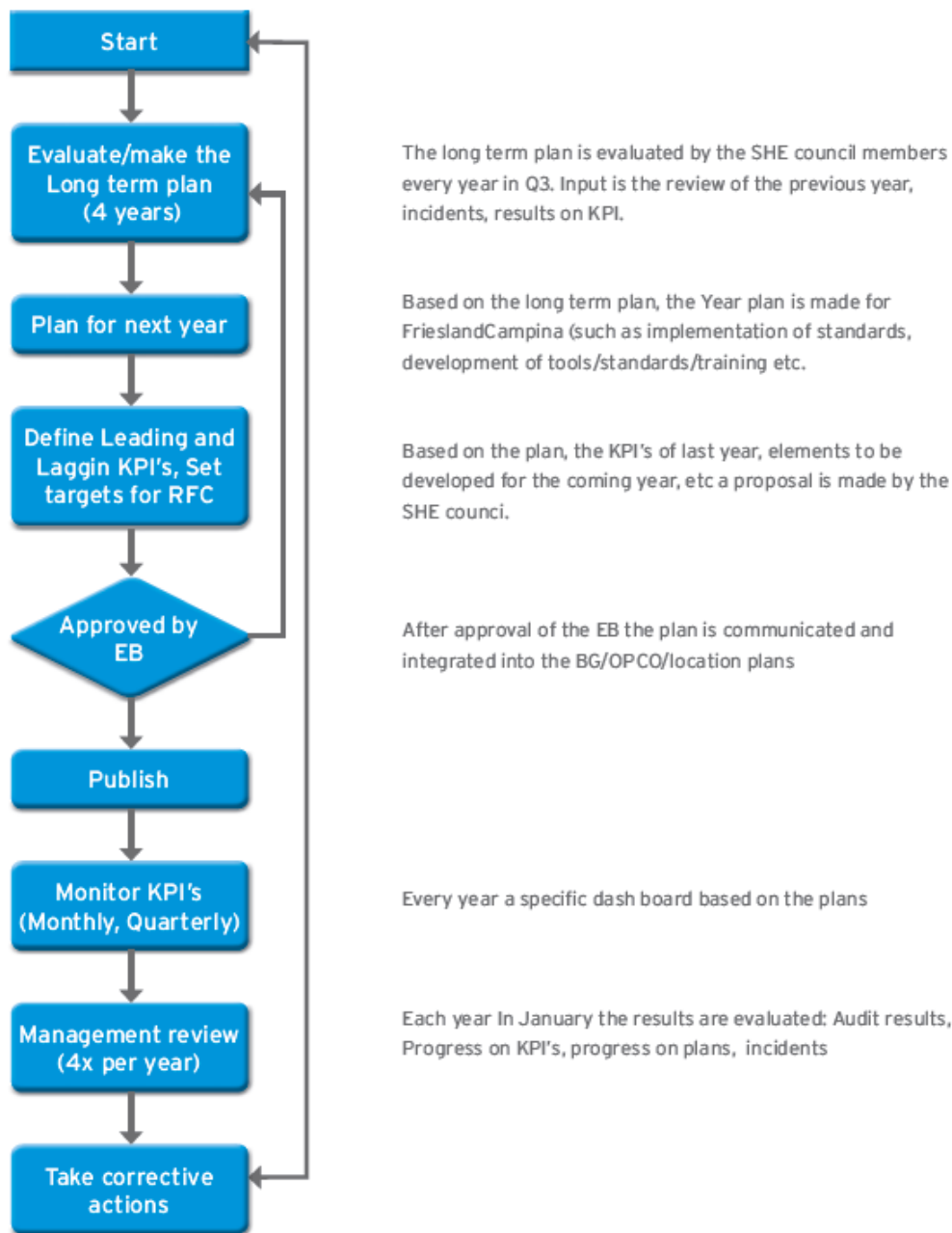


Figure 8: Plan-Do-Check-Act cycle

Source

2021, p. 10, 244 Sustainability Reporting Manual (not publicly available)
 Foqus FS&Q Manual (not publicly available)
 Foqus SHE Audit Standard (not publicly available)
 Foqus Planet (not publicly available)

Question 36

Did you involve stakeholders, if so which ones?

Virtually every group of stakeholders was involved in the materiality analysis and therefore had a say in determining the KPIs. The materiality analysis consists of an

online survey that is filled in by a broad representation of internal and external stakeholders, such as employees, member dairy farmers, suppliers, NGOs and customers. Stakeholders were asked to prioritise the most relevant topics, which made it possible to identify which subjects are relevant for FrieslandCampina from the perspective of a specific stakeholder group.

Source

2021, p. 241-248

Stakeholder Engagement Plan (not publicly available)

Materiality Analysis Report (not publicly available)

Question 37a

Which improvements or successes did your organisation achieve?

In its Annual Report FrieslandCampina reports on its performance on the targets that are set and on supplementary measures to improve performance. For example, member dairy farms can play an important role in producing green electricity and reducing greenhouse gases by installing solar panels, windmills or mono-manure digesters. FrieslandCampina encourages dairy farmers to install solar panels on the roofs of their stables through means of its Solar programme. Some of the sustainable results achieved in 2021 are:

- In 2021, emissions from production facilities and transport decreased by 7.0 percent to 691 kt CO₂ equivalent (2020: 743 kt).
- Emissions by member dairy farmers decreased by 3.8 percent to 12,063 kt CO₂ equivalent (2020: 12,540 kt).
- The use of green electricity rose to 100 percent worldwide.
- In 2021, water consumption decreased to 4.85 m³ per tonne product (2020: 4.89 m³).
- 260-member dairy farms with large solar roofs at year-end 2021 supplied green solar power under the Solar Programme.
- At year-end 2021, 34 dairy farmers were operating a mono-manure digester acquired through Jumpstart. A mono-manure digester supplies green energy and reduces methane emissions from manure by approximately 80 percent and nitrogen emissions by about 50 percent.
- 63-member dairy farms had acquired a small-scale windmill through the Wind Programme by the end of 2021. This is 15 windmills more than at the end of 2020.
- With an overall score of 44.8% FrieslandCampina ranks 2nd in the Access to Nutrition Initiative (ATNI) Spotlight on Lobbying index of 25 evaluated companies. FrieslandCampina has stronger practices across all sections (policy commitments, management systems and disclosures). The report was published on the ATNI website.
- FrieslandCampina Initiated a pilot together with Lely and Rabobank on installing the Lely Sphere at 98 member farms aiming to reduce stable emissions of nitrogen at these farms up to 70%. Lely Sphere is a circular manure-handling system for separating mineral streams and creating value from emissions. The system separates manure and urine and converts nitrogen emissions into valuable fertilizers.
- In 2021, 424 member-dairy farmers participated in the CSR-workshop 'Winning with Climate and Nature'. In 2019 the number of participants was 1.550 and in 2020 the number was 830. This makes a total of 2800 participants who participated in this workshop on the environment.

Source

2021, p. 28, 30, 43-56 [Half-Year results 2019](https://www.frieslandcampina.nl/~/media/Files/2021/Half-Year%20results%202019.pdf)
[www.FrieslandCampina_groupopwek.nl](https://www.frieslandcampina.nl/~/media/Files/2021/Half-Year%20results%202019.pdf)

Question 37b

Which objectives have not (yet) been achieved?

In its Annual Report FrieslandCampina reports on its performance on the targets that are set and on supplementary measures to improve performance.

Source

[Annual Report, 2018, p. 14-26](#)

Select CSR initiatives and tools

Question 38

In which social responsibility initiatives and possible matching instruments does your organisation partake?

FrieslandCampina group used the following sustainability initiatives and tools in the period of this self-declaration:

- ✓ Clean and Economical Agriculture Sectors Covenant.
- ✓ Sustainable Dairy Chain Action Programme.
- ✓ Outdoor Grazing Covenant.
- ✓ Animal Health Monitor and CowCompass, which is a component of FrieslandCampina's quality and sustainability system for farms, Foqus planet. In 2020 a new instrument is introduced in the Netherlands: CowMonitor.
- ✓ Sustainable Agriculture Initiative Platform.
- ✓ Sustainable Trade Initiative.
- ✓ Round Table on Responsible Soy.
- ✓ UTZ Cocoa Steering Group.
- ✓ World Cocoa Foundation.
- ✓ Round Table on Sustainable Palm Oil.
- ✓ Global Reporting Initiative Standards Sustainability Reporting Guidelines.
- ✓ Sustainability reporting criteria of the Dutch Ministry of Economic Affairs' Transparency benchmark.
- ✓ Dairy Sustainability Framework
- ✓ Ellen MacArthur Foundation
- ✓ Plastic Pact
- ✓ The New Plastics Economy Global Commitment
- ✓ FrieslandCampina's RESPAKT measures the recyclability, carbon footprint and food waste of the full global packaging portfolio.

Additionally, FrieslandCampina is a member of or active participant in various (other) consultation bodies. These are listed in the Annual Report and on our website.

Source

2021, p. 241-242

Question 39

Which of the points underneath did you consider while choosing these initiatives?

While choosing these initiatives, FrieslandCampina took the following criteria into consideration:

- ✓ Provision of practical guidelines to initiate working with social responsibility.
- ✓ The initiative is designed for our type of organisation or our fields of interest.
- ✓ The initiative is developed for use by different organisations.
- ✓ The initiative helps us reach specific stakeholder groups.
- ✓ The initiative has a good reputation where credibility and integrity are concerned.
- ✓ The desire to innovate (f.e. the tool for sustainable packaging RESPAKT).
- ✓ The feasibility of the initiative.

Periodically, FrieslandCampina assesses whether this list of initiatives and matching instruments is still appropriate. In this decision-making process the sustainability strategy, materiality analysis and stakeholder expectations are considered.

Source

2021, p. 42-56

Question 40

Which specific actions are carried out related to the social responsibility initiatives?

In consultation bodies and the above-mentioned initiatives FrieslandCampina:

- ✓ Stimulates energy efficiency in the supply chain.
- ✓ Stimulates CO₂ reduction in the supply chain.
- ✓ Implements sustainable dairy farming.
- ✓ Makes international raw materials chains more sustainable (such as fruit, cocoa and sugar).
- ✓ Contributes to animal health and welfare.
- ✓ Contributes to the traditional Dutch landscape.
- ✓ Helps develop an international standard for sustainable dairy.

The Annual Report of FrieslandCampina describes the activities carried out in connection with these sustainability initiatives (f.e. FrieslandCampina's strategy plan: Our Purpose, Our Plan 2.0

Source

2021, p.20, 25, 244

Annex 1: Overview of the production locations and Foqus SHE level – November 2019

Location name	Country	2012	2013	2014	2015	2016	2017	2018	2019
Aalter (CD) (incl. DE)	Belgium		2,0		2,3		2,6		
Abidjan	Ivory coast			0,8				1,7	
Bornem	Belgium		2,1		2,2			2,3	
Budapest DC	Hungary								1,1
Cluj Napoca (baci)	Romania				2,0		2,1	2,2	2,3
Heilbronn (comb. Schefflenz)	Germany		1,9	2,3			2,3		
Lagos (Nigeria)	Nigeria	1,0	2,1		2,5		3,0		
Gütersloh	Germany								
Leeuwarden	Netherlands	2,0	2,0	1,7		2,8		2,7	
Jeddah (Saudi Arabia)	Saudi Arabia			1,7			2,5		
Lummen	Belgium		2,4	2,1	2,6			2,6	
Köln & DC	Germany	1,9		2,5			2,7		2,7
Maasdam	Netherlands	1,9		2,1		2,8		2,7	
Patras	Greece		2,0					2,6	
Maasdam DC	Netherlands							1,9	
Mateszalka	Hungary	1,7		2,5		2,6			2,3
Nuenen	Netherlands			2,5			2,7		
Rijkevoort Canned Cream	Netherlands			2,4					
Stupino	Russia		2,0		2,4			2,8	
Rotterdam	Netherlands		2,1		1,7			2,2	
Aspropyrgos (DC)	Greece		2,0		x			2,7	
Schefflenz (comb. Heilbronn)	Germany		1,8	2,2			2,7		2,7
Targu Mures	Romania	1,8			1,8		1,8	2,1	

Figure 9: Foqus SHE scores per production location for Consumer Dairy – EMEA (Europe, Middle East, Africa)

Location name	2012	2013	2014	2015	2016	2017	2018	2019
Alaska Milk (Philippines)	1,0	1,1	1,5	2,0	2,4	2,4	3,2	
Betagen (Thailand)		2,8	2,1	2,4			2,7	
Binh Duong (Vietnam)	1,6		2,4	3,0	3,3		3,4	
Ciracas (Jakarta, Indonesia)	2,4	2,8	2,9	3,5	3,6	3,6	3,8	
Ha Nam (Vietnam)			2,2	3,1	3,5		3,5	
Laksi Bangkok (Thailand)		2,1	2,1	2,2	1,9	1,9	2,4	
Pasar Rebo (Jakarta, Indonesia)		2,8	2,8	3,5	3,6	3,6	3,8	
Petalang Jaya (Malaysia) (DLMI)		2,8	3,0	3,1			3,2	
Sahiwal (Engrofoods)							2,8	
Sukkur (Engrofoods)							3,0	
Samrong (Thailand)		2,1	2,4	2,3	2,6	2,6	2,7	

Figure 10: Foqus SHE scores per production location for Consumer Dairy - Asia

Location name	BG	Country	2012	2013	2014	2015	2016	2017	2018	2019
Balkbrug	Dairy Essentials	Netherlands	1,9	1,9	2,1	2,0	2,3			2,3
Bedum	Dairy Essentials	Netherlands	2,0	2,0		2,1			1,8	
Bodegraven (Zijerveld)	Dairy Essentials	Netherlands				1,4	2,4		2,3	2,4
Born	Dairy Essentials	Netherlands	1,9	2,2	2,2		2,4			2,5
Bree	Dairy Essentials	Belgium								
Genk (Yoko)	Dairy Essentials	Belgium					1,8		2,3	2,3
Leerdam	Dairy Essentials	Netherlands	2,2	2,6	2,6	2,9		3,1		
Lochem	Dairy Essentials	Netherlands	1,9	1,9	2,2	2,5		2,6		
Lutjewinkel	Dairy Essentials	Netherlands	1,9	2,3	2,3		2,1		2,3	2,4
Noordwijk	Dairy Essentials	Netherlands	1,7	2,3	2,3	2,5	2,6		2,4	2,5
Rijkevoort Kaas	Dairy Essentials	Netherlands	2,2	2,2		2,3				2,2
Senas	Dairy Essentials	France	1,4	1,7	2,3	2,5	2,7			
Steenderen	Dairy Essentials	Netherlands	1,9	2,1	2	2		2,2	2,3	
Workum	Dairy Essentials	Netherlands	1,9	1,9	1,8				2,0	

Figure 11: Foqus SHE scores per production locations for Dairy Essentials

Location name	Country	2012	2013	2014	2015	2016	2017	2018	2019
Bedum	Netherlands	2,3	2,2	2,4	2,5	2,6		2,8	
Beilen	Netherlands	2,2	2,7	2,7	2,7	3,0	3,0		2,8
Borculo (DFE)	Netherlands	1,4	2,1	2,1	2,1	2,1	2,4	2,4	2,8
Borculo Domo	Netherlands	2,4	2,3	2,4	2,4	2,4	2,4	2,3	2,6
Delhi	USA	2,0	2,2	2,6	2,6		2,2	2,3	
Foxhol	Netherlands	1,9	2,1	2,1		2,3		2,6	
Cuddalore (DFE India)	India			1,8	2,5	2,6	2,7		3,0
Dronrijp & Workum	Netherlands	2,1		1,6	1,9	2,3	2,4	2,4	
Lippstadt	Germany	2,1		2,3	2,2	2,4	2,6	2,8	
Nörten-Hardenberg (DFE)	Germany	1,9	2,0	2,2	2,2	2,3			
Meppel (Kievit)	Netherlands	2,2	2,0	2,1	2,4	2,6	2,6		2,9
Salatiga (Kievit)	Indonesia	2,0		2,9	3,0	2,8	2,6	2,9	
Rijkevoort-Creamy Creations	Netherlands	2,2	2,4	2,5	2,5	2,7	2,6		2,9
Veghel (DMV & Nuntrifeed)	Netherlands	2,4	2,0	2,4	2,5	2,5	2,5	2,5	
Paramus	USA								

Figure 12: Foqus SHE scores per production locations for Ingredients