

# Our sustainability goals and results

## Respecting our environment

| Theme                                  | Material topics   | Project goals towards 2020   | Key Results 2019  | KPIs / Key activities in 2020   |
|--|---|--|---|---|
| Refurbishment of vending machines      | Circular economy  | Increase the rate of refurbished vending machines to reduce our environmental footprint and amount of industrial waste, while maintaining the high-quality of our vending machines and service.                                  | <ul style="list-style-type: none"> <li>23,000 refurbished vending machines have been installed.</li> <li>43% of the vending machines that were installed in 2019 are refurbished.</li> </ul>  | <ul style="list-style-type: none"> <li>Further increasing the number of refurbished vending machines across the group.</li> <li>Work towards a group-wide approach on refurbishment.</li> </ul>   |
| Cup recycling and reuse                | Circular economy  | Develop and deploy alternative options to reduce single-use plastics.  | <ul style="list-style-type: none"> <li>Optimised material selection and increased number of cup recycling initiatives across the group.</li> <li>Cup reuse pilot launched in Switzerland and promoting the use of mugs with table top coffee machines.</li> </ul>   | <ul style="list-style-type: none"> <li>Further enhance and roll-out of our cup recycling and reuse initiatives.</li> </ul>  |
| Route & logistics network optimization | Reduction of carbon footprint, efficient transport, avoiding food waste | Improve the service level to our customers and reduce costs of our operations through the use of smart vending machines. By switching to dynamic routes and optimizing logistics, the number of kilometers travelled is reduced. | <ul style="list-style-type: none"> <li>In total 94,000 smart vending machine are operated across the group, of which 52,000 have been installed or upgraded in 2019.</li> <li>In 2019 34% of the routes across the group made use of telemetry.</li> <li>Complete logistic network optimization in France and Switzerland.</li> </ul> | <ul style="list-style-type: none"> <li>Upscaling the installation of smart vending machines across the group.</li> <li>Increase the number of routes that use telemetry.</li> <li>Increase the number of warehouses where the required products for each machine are pre-kitted.</li> <li>Continue logistic network optimization activities.</li> </ul> |

For every pillar of our sustainability approach - the overall goal and key results of 2019 for each theme are summarised below and an outlook towards 2020 is given.

## Our responsible products

| Theme                | Material topics              | Project goals towards 2020   | Key Results 2019   | KPIs / Key activities in 2020   |
|----------------------|------------------------------|--|--|---|
| Responsible sourcing | Ethical business operations  | Ensure a wide variety of responsibly sourced products by engaging with suppliers and relevant supply chain initiatives.        | <ul style="list-style-type: none"> <li>15,000 tonnes of coffee produced at the roasters of which 52% is certified.</li> <li>Issue the renewed supplier code of conduct.</li> </ul>   | <ul style="list-style-type: none"> <li>Ensure our suppliers are committing to more responsible sourcing practices as well as respecting human rights through audits.</li> </ul> |
| Micromarkets         | Innovative product offerings | Offer a wide range of natural & tasty food and drink, delivering a fresh experience to the workplace and energizing employees. | <ul style="list-style-type: none"> <li>Roll-out of the MicroMarket concept in the Netherlands, France, Spain, Germany and Belgium.</li> <li>Implementation of 104 additional MicroMarkets in 2019, to a total of 150.</li> </ul> | <ul style="list-style-type: none"> <li>Roll-out the MicroMarket concept to more countries.</li> <li>Continue to test new products across our portfolio of concepts.</li> </ul>  |

## Supporting our community

| Theme               | Material topics | Project goals towards 2020  | Key Results 2019   | KPIs / Key activities in 2020  |
|---------------------|-----------------|---|--|--|
| Selecta Coffee Fund | Human rights    | With the Selecta Coffee Fund, we aim to contribute to improving the livelihoods of smallholder coffee farmers and their families in Rwanda. | <ul style="list-style-type: none"> <li>A total of 116 households received a cow to improve the productivity of coffee farms; of which 42 were received in 2019.</li> <li>The construction of the Kindergarten is almost finished.</li> <li>168 children make use of the Kindergarten, including 50% of girls and several disabled children.</li> </ul> | <ul style="list-style-type: none"> <li>An additional 60 households will receive a cow to improve the productivity of coffee farms.</li> <li>The Kindergarten is operational in full and functions as a platform for education.</li> <li>Train farmers to establish kitchen gardens at home, to grow more nutritious food.</li> </ul> |

## An enjoyable workplace

| Theme                       | Material topics     | Project goals towards 2020   | Key Results 2019   | KPIs / Key activities in 2020   |
|-----------------------------|---------------------|--|--|---|
| Employee Engagement Program | Employee engagement | We want to make the day work for our employees and offer an engaging workplace to drive growth and performance across the company. | <ul style="list-style-type: none"> <li>All of our 10,000+ Selecta employees received the Employee Engagement Survey.</li> <li>The group-wide response rate was 73%.</li> <li>Survey results are used as input for team discussions and action planning to improve engagement.</li> </ul> | <ul style="list-style-type: none"> <li>Action plans will be developed and implemented at a team level to enhance employee engagement and stimulate teams to work on engagement every day of the year.</li> <li>An annual survey will be conducted in 2020.</li> </ul> |