

# Sustainability Policy

## Protein shift

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## A. Context and purpose of this policy

The debate around the protein shift has many approaches and motivations. As a food retailer, we explicitly choose to help make the shift to a more sustainable food system possible. Since we are active in various parts of the value chain - from sourcing to production and retail - we have a lot of knowledge and keys to contribute to this consistently. This is necessary, because each link has its own reality and dynamics.

Together, we have a clear mission: to sell more plant-based and alternative products and actively stimulate our customers. This allows us to contribute to a more balanced planet and a balanced diet for our customers.

Already in 2021, Bio-Planet, Okay, Colruyt Lowest Prices, Solucious and SmartWithFood joined the Flemish Green Deal Protein Shift. Since then, we've actively contributed to the activation of the consumer and its integration in our sustainability strategy. In 2025, Colruyt Group confirmed this commitment when signing the renewed Flemish Green Deal 'Protein Shift 2.0'.

## B. What choices do we make?

### **Strategic choice 1: We see protein transition as a driver for sustainable consumption**

Colruyt Group assumes a clear pioneering role in the protein transition. As a producer and a retailer, we actively support our customers in making healthy and conscious choices. This proactive attitude is in line with the strategic objective to stimulate sustainable consumption among our customers. We want our customers to be able to enjoy an accessible, sustainable and healthy offer with more plant-based products at all times. They can count on clear product information via our Eco-score, the Nutri-Score and explanation from our co-workers to support them.

### **Strategic choice 2: We create a meaningful offer of products and services (see [CG Policy Klimaatmitigatie\\_scope\\_3\\_NL.pdf](#))**

To develop successful meat replacements and plant-based protein products, consumer acceptance is important. First of all, we choose to increase the **accessibility** of plant-based proteins, both for new and for existing products (see strategic choice 2).

We also focus on **making our product range wider and deeper** and invest in new, flavourful, plant-based protein products. Under the Boni private label, we are launching a new sub-brand 'Boni Plan't', that offers both plant-based and vegetarian references.

Through numerous collaborations, we initiate many new business opportunities throughout the chain that help to accelerate the protein transition.

### **Strategic choice 3: We increase the accessibility of plant-based protein**

We consider a product to be sufficiently accessible when it is affordable, tasty, sufficiently familiar and easy to find. Colruyt Group has an integrated approach through the five Ps — product, price, promotion, place and people — to maximise the purchase opportunity of plant-based alternatives.

### **Strategic choice 4: We stimulate our customers by being very close to them. Our co-workers are our best ambassadors.**

Thanks to our years of retail experience, we know the specific drivers of various target groups to make more effective and long-term behavioural change possible. We respond to crucial moments when consumers are receptive to new choices. In addition to traditional marketing, we focus on experience and perception, for example through taste tests, workshops, lectures and appealing articles. Colruyt Group Academy is a valuable partner in this. Our co-workers play a key role as ambassadors of the protein transition and provide clear explanation and guidance.

## **C. What are our objectives?**

### **Main objective:**

*Every year, we sell 3.8% more plant-based enriched products and products from the plant-based core group.*

We focus on a specific "protein focus group" in a very targeted manner; this is a specific plant-based core group that is a fully-fledged alternative for animal proteins. We complement this with good practices that help accelerate the transition, such as enriching products and meals with plant-based protein. Each retail format is working on this.

### **Tactical objectives**

We translate our ambitions and main objective very concretely into the following tactical objectives:

1. We achieve our market leadership and allow it to grow in terms of the plant-based protein sold in Belgium

2. By 2028, the **BONI private label will become and stay top of mind** regarding "plant-based products such as dairy and meat" compared to other private labels
3. We determine the potential of **new protein sources** and translate it into a concrete new **product offer**
4. We want to increase penetration by giving various consumer groups access to different plant-based protein solutions **for every price range**
5. We inform, activate and motivate in a credible and positive manner about the protein transition to as many stakeholders as possible in the context of **behaviour modification**

## D. What will we change?

We increase the accessibility of products and services, and expand our product range. Our **private-label products** play a pioneering role in this.

We carefully monitor our actions and our higher objectives. To do this, we are building a **high-performance product hub** that produces insights and corresponding actions from qualitative sustainability data. We embed them in our processes and governance.

We learn by doing, for example through **targeted knowledge projects** in our retail formats. In the context of the Tetra project 2027, a Flemish subsidy programme (VLAIO), Okay will participate in a study with the aim being 'communication strategies regarding sustainability and health aspects of food products'. This may be about the development and validation of 'front of pack labeling', the use of colours and social media campaigns to support the food industry and guide it in targeted communication to the consumer as part of an effective and sustainable behaviour modification.

## E. What is the scope of this policy?

### Products in scope:

The 'protein focus group' that contributes to a balanced diet includes three large product groups:

1. **Plant-based core group** determined by the "EI-MEET" method in Flanders

These are plant-based products that serve as substitutes for animal products and are usually rich in protein. The plant-based core group includes: legumes, nuts, kernels, seeds and corresponding pastes, plant-based spreads and dips, plant-based alternatives for meat, charcuterie and fish, plant-based dairy alternatives

Certain products with a lower protein content, such as oat drinks and some vegan cheeses, are still included because they are relevant plant-based alternatives. Thanks to the focus on this core group, it's possible to detect changes in consumption behaviour more quickly.

2. **Plant-based enriched products in which the animal component is (partly) replaced by a plant-based alternative.**

(Both fresh and frozen)

These are products in which 10% or more of the animal component is deliberately replaced by a plant-based alternative without changing the product. By changing the recipes, we avoid emissions at the source. This is a powerful lever in achieving our climate target for scope 3.

However, it remains important that the products belong in a complete meal, in the context of maintaining sufficient nutritional value. For example, this is the case for minced meat mix or popular dishes such as 'meatballs in tomato sauce'.

3. **Conscious alternatives**

These are products for which the producer consciously focuses more on plant-based or lower CO<sub>2</sub> impact, but that don't belong in the plant)based core group (e.g. vegan chocolate spread).

In the 'EI-MEET" method, certain product groups are out of scope because of their low health value (sweet, salty or fatty products). Plant-based variants in these categories are included however, because they make a relevant contribution to the protein transition and sustainability, despite their place in less healthy product groups. Think of plant-based dessert variants or plant-based savoury spreads. The condition is that the alternative actually has a lower CO<sub>2</sub> impact than the original product.

## Organisational scope:

The following operating units of Colruyt Group are in scope:

- Colruyt Lowest Prices
- Okay
- Bio-Planet
- Collect & Go
- Solucious
- Fine Food Meat
- Farming
- Colruyt Group Academy

## F. How will we monitor this policy?

We evaluate the progress of our objectives regarding the protein shift by means of this indicator:

The percentage increase compared to the net weight sold last financial year of the plant-based core group and the protein focus group.

This '**Protein focus group**' consists of:

- The plant-based core group that is determined by 'EI-MEET'.
- As an exception, we also include plant-based alternatives that are *not in scope* of the 'EI-MEET' method but still have an effect in reducing the CO<sub>2</sub> impact (such as the vegan chocolate spread).
- Hybrid/mix products in which the animal component is (partly) replaced by a plant-based alternative.

## G. Reporting

The progress of the protein transition is reported on annually in the Colruyt Group annual report, including the sustainability reporting, under Climate mitigation and in line with the policy framework [Climate Scope 3](#).

In addition, the progress of the indicator is **reported and followed up on every quarter** by representatives of the various operating units involved.

In addition to monitoring the indicator, each operating unit also provides an update of its own roadmap, including actions and projects, on its portfolio board.

In the context of the Flemish Green Deal for the protein shift, we also continue to **informally monitor the ratio of plant-based versus animal proteins on all receipts within the OUs in scope**. To do this, we use the '**EI-MEET**' method of the **Flemish Government** to accurately measure and monitor our progress.

## H. Who is responsible for this policy?

The **Business Lead** leads the policy for the protein shift and bears responsibility for its realisation. In his role of Business Lead, Jo Willemyns, COO Food Retail, will determine the necessary changes and actions to achieve the objectives.

It's the responsibility of the **Sustainability Service Centre**, led by the Colruyt Group Sustainability Officer, to ensure the necessary reporting and thus help monitor the effectiveness of the implementation of the policy. The final responsibility for the implementation of Colruyt Group's overarching sustainability policy lies with Colruyt Group's **Management Committee** led by the CEO.

All operating units in scope of this objective have translated this policy into concrete objectives and action plans. They are supported at group level with information, follow-up and insights.