

Annual Report

with sustainability reporting

2020/21

See the complete [annual report](#)

Corporate sustainability





Corporate sustainability

For more than fifty years, sustainability has run through all of our activities as a common thread. At the same time, starting with an economic impetus, we aim to make a positive difference, socially and ecologically, always with long-term results in mind. And with ambition, since we want to be a reference point and source of inspiration for sustainable entrepreneurship in Belgium.

This year, for the first time, we link our sustainability reporting completely to the Sustainable Development Goals. Based on the seventeen sustainable development goals, we report on seven SDGs on which we believe we can make the biggest impact, thanks to the uniqueness of our organisation. Read on for our full sustainability reporting.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Our social contribution (to the sdg)

We strive to make **balanced and healthy nutrition more accessible** to everyone, especially people who are struggling (financially), all year round.

We also want to work with the **Belgian agricultural sector** to create added value socially, economically and ecologically. We do this by forming partnerships in which we operate structurally, efficiently and respectfully.

Our approach

1. Enable access to balanced nutrition

Dinner is served at 1-2-3 euros

Making balanced and budget-friendly meals accessible to all, that is the aim of the Colruyt 'Dinner is served at 1-2-3 euros' programme. Vulnerable families are informed without obligation by their trusted social organisations such as the Public Centre for Social Welfare (OCMW), Centre for General Well-being (CAW) or 'Kind & Gezin'. Those who register will find a Colruyt cookery booklet in their mailbox every two weeks. Each recipe costs a maximum of 1, 2 or 3 euros per portion. Since 2016, the programme has already reached over **7.500 families** in more than **200 municipalities**.

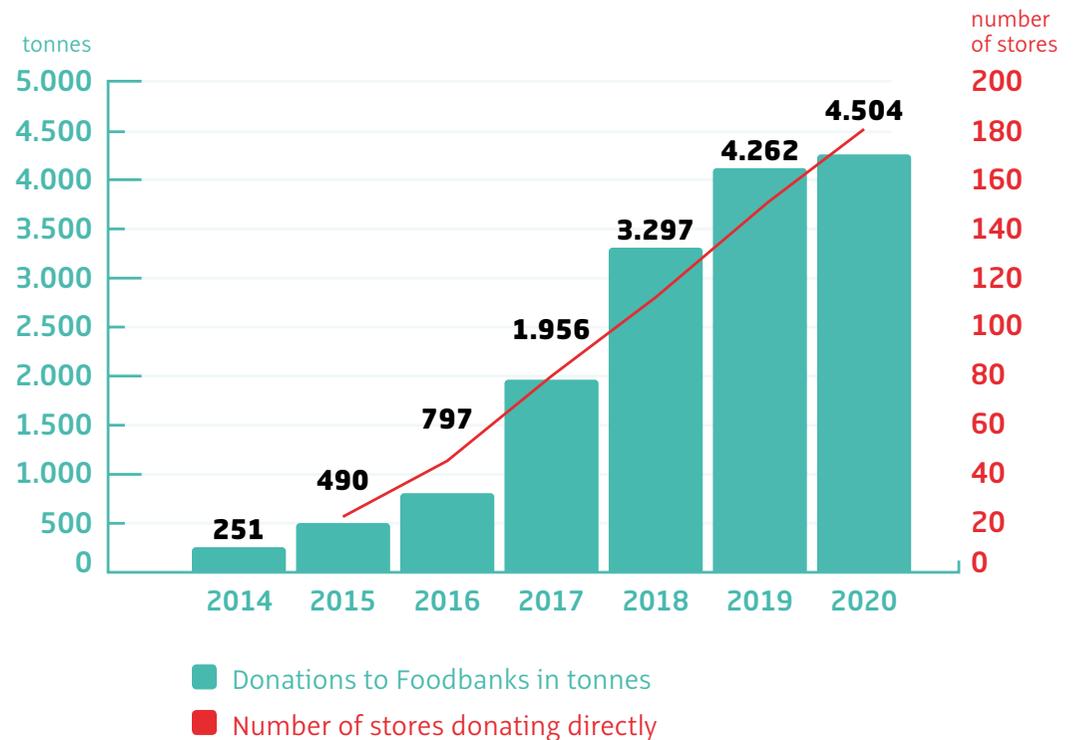




Food donations

We donate **as much as possible** of the unsold food that is still perfectly edible **exclusively to social organisations** such as Foodbanks. In 2020, this totalled a record 4.504 tonnes. Our customers do their bit too: during Colruyt's annual collection campaign in June 2020, they donated a total of 43.692 meals to Foodbanks.

We also lent our support to the **Christmas campaign 'Iedereen Voedselbank'** ('Everyone Foodbank') in which members of the public were encouraged to make an extra portion of their Christmas meal for a local family or single person.



2. Collaborating with Belgian agricultural projects

We want to establish new, sustainable collaboration models and partnerships in the agricultural sector. For this, we prefer to work **directly with producers**, or with multiple links if necessary.

Where possible and relevant, we base this on **transparent pricing**. This unique pricing model within an existing chain allows farmers to continue to invest in sustainable growth.

Last year, we continued to focus on intensifying our existing partnerships.



RESULTS

Creating new collaboration models

- As of 2019, we are committed to a unique partnership with Belgian **dairy company Inex** and some 330 Belgian dairy farmers. Participating farms receive a fixed price for their milk volume for a minimum of five years.
- The apple varieties **Magic Star** and **Coryphée** were developed especially for Boni Selection and Spar in partnership with three Belgian fruit growers. We offer the growers guaranteed sale, pay a fair price and support them in developing a profitable crop. In addition, we reduce food loss by turning rejected fruit into by-products such as apple juice, cake or sorbet.
- For our **beef**, we work with three officially recognised producer organisations, specialising in Belgian blue cattle. The guarantee of buying a certain number of animals results in more stability and financial security for the cattle breeders.
- There is a unique, direct partnership with **sixteen potato growers**, offering growers greater income stability so that they are less affected by price fluctuations.
- Several years ago, we joined forces with non-profit organisation **De Lochting**, a sheltered workshop and organic farm from Roeselare, for our organic vegetables. In 2021, we set ourselves some clear aims: ranging from sustainable land use and growing policy to sustainable water and emission management. Our goal: to create maximum added value for people and environment together.

3 GOOD HEALTH AND WELL-BEING



Ensure healthy lives and promote well-being for all at all ages

Our social contribution (to the sdc)

*At Colruyt Group, we focus strongly on health. This is based on a state of complete physical, mental and social well-being. We aim to play a leading role and help **raise awareness around health in all its dimensions**. As a retailer, we also have a social role in promoting a healthy lifestyle among our customers and employees and empowering them to make more conscious choices.*

Our approach

1. Balanced nutrition

To help consumers make healthier choices, we continuously work on the **nutritional composition** of our private label products. We want to offer them an appropriate, balanced range. That means: matching individual needs and requirements as far as possible. Services play a big role too, from training to digital tools. We focus especially on the target group of children and want to help them develop healthy eating habits in a simple, fun way.



RESULTS

Make our range healthier

- For years, we have focused on making nutritional improvements to our range. Last calendar year, this resulted in **206 products with an improved nutritional composition** and:
 - 88,4 tonnes less sugar;
 - 38,4 tonnes less salt;
 - 151,1 tonnes less fat;
 - 38 tonnes added fibre.
- As a result of our nutritional adjustments, 87 Boni Selection products received an improved Nutri-Score.
- We go to great lengths to ensure that our suggested recipes focus on providing a balanced diet. In our leaflets, cookery books and online.
- We offer our employees **balanced food in our canteens** as well.

Balanced food, suitable for children

- At the end of 2020, the **Belgian Pledge** launched a renewed commitment to stricter nutritional criteria for advertising aimed at children, extended to online influencers and a trial complaints system. Colruyt Group signed the Belgian Pledge in 2017, demonstrating our commitment to responsible advertising aimed at under-12s.
- Boni Selection's **kids assortment** fulfils all of the nutritional criteria set by the Belgian Pledge.

88,4 tonnes

less sugar
or 22.100.000
4-gram sugar cubes



38,4 tonnes

less salt



151,1 tonnes

less fat



38 tonnes

added fibre



De Pottenlikkers

Colruyt and Studio 100 make a balanced diet more attractive to children in the educational **cookery programme** 'De Pottenlikkers'. In 2021, Colruyt won the '**Ik ben meer dan mijn kassaticket**' award ('I'm more than my checkout receipt') for this initiative. This award honours initiatives of Belgian supermarkets which make it easier for customers to shop in a more balanced, fairer and more ecofriendly way.

2. Give consumers correct information and inspire them

We are convinced that everyone has the right to know what is in their favourite product. We also want to use our strength as a market leader to help consumers and employees move towards a healthier lifestyle. That means **giving them correct information, inspiring them** and **offering them insights**, in an accessible and transparent way. In this way, we empower them to make conscious choices for themselves, leading to **sustainable behavioural change**.

RESULTS

Guide consumers

- The Nutri-Score is clearly displayed on the front of the packaging of **91% of Boni Selection products**. We aim for 100% by the end of 2021.
- The Nutri-Score can also be found on **29% of Spar products**.
- The Nutri-Score is available on **various channels and media**, both in-store and online.

Provide customised information

- Last year, Colruyt Group Academy launched a series of **online Tips & Talks**, in which experts shared insights and tips on themes such as nutrition, health and media.

SmartWithFood: a true food coaching companion



In 2021, we want to continue to help our employees move towards a healthier lifestyle, joining forces with our spin-off **SmartWithFood**. Based on a scientific

questionnaire about factors such as exercise, sleep and diet, everyone will be able to gain an insight into their general fitness. Anyone who wants to can also have a blood test and discuss the results with a doctor and a lifestyle coach. There are also longer programmes with blood tests, medical consultations and digital coaching to adopt and maintain a healthier lifestyle.

Last year, SmartWithFood lent its support to two new projects to help people struggling with the physical consequences of COVID-19 move towards a healthier lifestyle. The **Healthricious** project supports people who are overweight in particular acquire habits that strengthen immunity. The **Matching** project offers another response to the rising demand for online health coaching through responsible matching of nutritional experts and users. Both projects are realised in collaboration with the European Institute of Innovation and Technology (EIT).



3. Safe and healthy working environment

Our guiding principle remains: Colruyt Group grows when our people grow. For our employees, **health** is a driver of their job satisfaction. With this in mind, we intend to offer them the best possible support, socially, physically and mentally, and actively work towards a **safe and healthy working environment** via various initiatives.



//
65% of our employees have voluntarily joined the Solidarity Fund

RESULTS

A state of complete physical, mental and social well-being for all employees

- 65% of our employees have voluntarily joined the **Solidarity Fund**, our social fund that assists them in situations such as long-term sickness.
- We are firmly committed to **prevention and risk analysis** of occupational accidents. Last financial year, there were 860 occupational accidents.
- With extended opening hours, our neutral service **The Connection** was even more accessible to employees struggling during the pandemic.
- The Connection supports long-term absent employees via the **Restart to work programme**. Last financial year, a total of 1.814 long-term sick employees were contacted.
- In 2020, our **training offer** focused much more on the mental well-being of our employees. This included a choice of courses in assertiveness, workshops on resilience and stress management, group walks and online yoga and meditation sessions at different times in the day.
- Free support to stop smoking.
- Medical examination: our company doctors and nurses also provide advice on nutrition and/or general health.
- The **'Shocking events' relief team** helps employees cope with a harrowing event at work, such as an accident, a hold-up or a death.
- **Confidential advisers** help with problems at work such as conflicts, stress or bullying.



Ensure availability and sustainable management of water and sanitation for all

Our social contribution (to the sdg)

Water is indispensable to people and nature and therefore one of the most valuable resources. So, it is essential to use it economically. For years, we have applied **circular water management** with the optimum balance between sustainability and cost-efficiency.

We aim for minimal impact on ground and surface water, focussing primarily on **prevention and reduction**. Then on **reusing** water, as long as water quality can be guaranteed. Finally, we focus on **purification** of rainwater and wastewater into rinse or drinking water. Discharging it is a last resort.

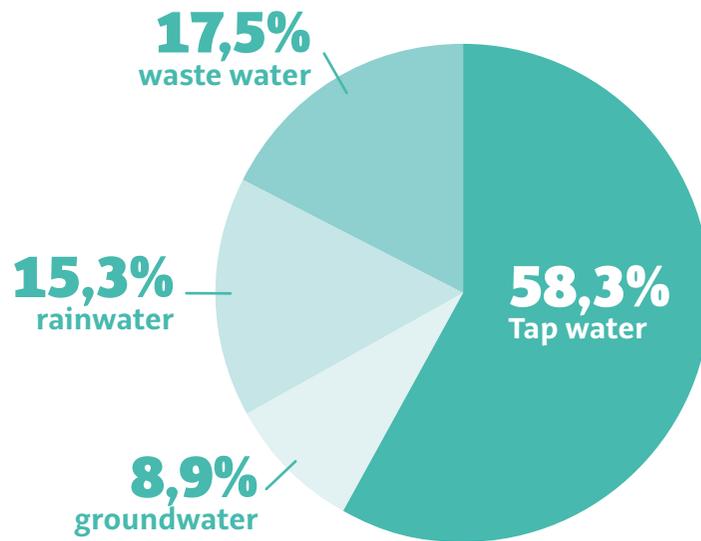
Our approach

1. Circular water management

At Colruyt Group, we treat **rainwater and wastewater** to turn them into drinking quality water. We make use of this recycled water on a daily basis at our biggest consumers – the Fine Food Meat meat-processing activity and the Dassenveld distribution centre. Our goal: for 50% of our total water consumption to come from rainwater and wastewater by 2025. We strive for **zero discharge** of rainwater into the sewers.

In each new-build or renovation project, we try to minimise our water footprint, starting with the design. **Circular water management** is key here. In practice this means: making more efficient use of water on our sites, for example by optimising installations. Using the right type of water for the right purpose, for instance not using drinking quality water when this is not necessary. Treating, then reusing wastewater. Collecting and using as much rainwater as possible, treated or not. Buffering surplus rainwater or letting it soak away into the groundwater. The ultimate aim: **to close the water loop**.





623.220 m³ water used in 2020 (Belgium)

RESULTS

Measure water consumption

- Last calendar year, our water consumption totalled **623.220 m³**.

Water management by our biggest consumers

- In 2020, we produced 109.199 m³ of drinking water from wastewater from our meat division Fine Food Meat. This represents a **recovery rate of 56%**.
- At Fine Food Meat, some of the rainwater collected goes to the sanitary facilities and

some is treated to make it drinkable. Via the **PURA (PURification of RAINwater) process**, we treated 4.242 m³ of rainwater in 2020.

- We also collect rainwater at our Dassenveld distribution centre, in two buffer tanks with a **capacity of 4.100 m³**. We reuse the rainwater for the crate washing installations and the sanitary facilities.
- We continue to optimise our existing facilities and collect plenty of data to gain further insights.

Focus on water reduction

- We reduce the water used for sanitary purposes in the central buildings by installing a minimum flushing flow. We apply the same approach when refurbishing our stores. By 2030, we aim to have converted **340 branches**. This will lead to a water saving of more than 50.000 m³ per year.

2. Preserve & protect water resources

On our own sites, we collect **rainwater** from roofs and paved surfaces and allow it to soak away into the soil. If soaking away will not work (everywhere), we seek the optimal combined solutions.

We also treat the underlying groundwater in **water extraction areas** from which we source water with respect.

RESULTS

Soak away into groundwater

- This can be by using surfaces that let through as much water as possible, such as water-permeable **clinkers** or grass and gravel pavers for parking areas, installing above-ground **infiltration systems** such as wadis or infiltration channels in green spaces, or via underground systems such as infiltration crates, sewers or infiltration pits. Only if the subsoil does not allow it to soak away do we buffer the water on our own site during peak downpours before discharging it later.

3. Reduce water footprint in the offer

We make every effort to minimise the **water footprint in our offer**. To this end, we run various projects and form partnerships to gain further insight and reduce our consumption.

Water is also included in our **ecological footprint analysis**. This analysis enables us to identify hotspots which we want to improve. For water, these include eutrophication and ecotoxicity.

RESULTS

Form partnerships

- In our partnership with **SIFAV**, a sustainability initiative for fruit and vegetables, we strive to reduce water consumption to best practice level in three selected catchments. In addition, we intend to implement independent audits or water standards for 70% of volume from high water risk countries.
- It is our ambition to launch **Belgian agricultural projects** to give us more insight into water management among our primary producers.



Ensure access to affordable, reliable, sustainable and modern energy for all

Our social contribution (to the sdg)

We are convinced that **the most sustainable energy is the energy we do not use.**

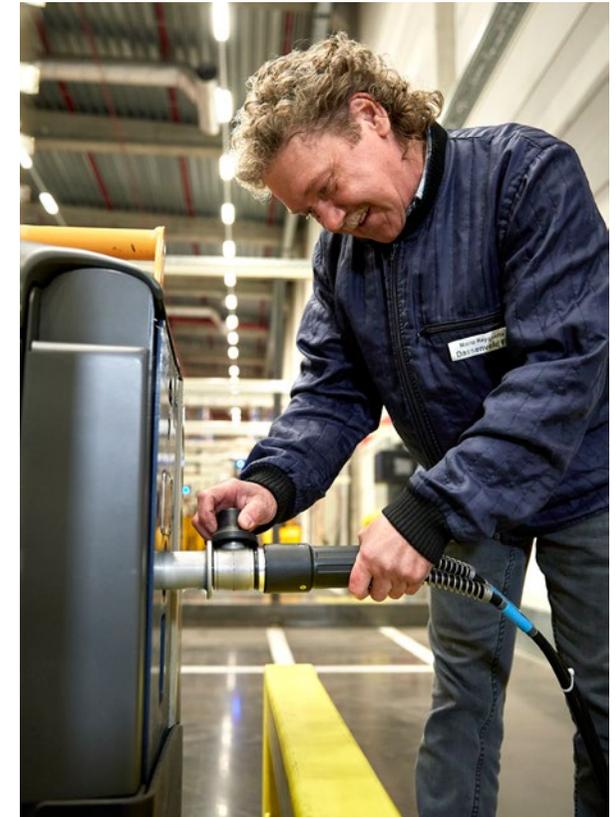
Our energy policy is based on two key principles. We are firmly committed to **prevention and reduction** of our energy consumption. We also deliberately choose **sustainable alternatives**. For example, renewable electricity from wind turbines and solar panels, or green hydrogen as a fuel. In choosing sustainable alternatives, we look for two things: firstly how we can produce sustainable energy as a company, and secondly how we can give consumers access to sustainable and affordable energy.

Our approach

1. Reduce energy consumption

By 2030, we aim to consume **20% less energy** than in the base year 2009 (relative to revenue). By the end of the financial year, we achieved a reduction of 11,8%.

By 2030, we want **at least 60%** of our energy consumption to come from **non-fossil fuels**. We intend to achieve this by installing heat recovery and heat pumps in our buildings and focusing on more environmentally friendly fuels. Finally, by 2030, we want 100% of our **non-fossil energy** to come from our own or local production units.



In order to realise the above objectives, we follow a four-track approach::

- **Infrastructuur:** reduce energy consumption of buildings via energy upgrades with improved insulation and airtightness.
- **Heating:** via heat recovery as standard in new and renovated food stores, combined with further rollout of heat pumps.
- **Mobility:** focus on lower fuel consumption and switch to renewable fuels.
- **Lighting:** further rollout of LED lighting, as well as measures such as automatic switching on and off and lighting control in smaller zones.



RESULTS

Heating

- We have **44 fossil fuel-free stores** that use no fuel oil or natural gas. The stores are heated using only residual heat and green electricity.
- About ten years ago, we decided to build only **low-energy stores**. As of 2017, we are also committed to converting our existing stores from before this period into low-energy ones. By 2029, we want all our stores to be low-energy stores.
- All new and renovated Bio-Planet, Colruyt and OKay stores are now equipped with **heat recovery**.

Natural refrigerants

- By 2030, we intend to equip all Bio-Planet, Colruyt and OKay stores with a refrigeration system that uses natural substances. This reduces the greenhouse gas emissions of our food stores by 11%.
- We have developed a **liquid ice container (LIC)** for fresh and frozen products that has a 73% lower environmental impact than our conventional mobile refrigerated container using CO₂.
- In March 2021, we signed the **Green Deal for Climate-friendly Refrigeration**. We are systematically replacing old refrigeration systems using fluorinated greenhouse gases (F-gases) with more sustainable alternatives. We aim to reduce emissions of these F-gases in our stores to an absolute minimum by 2030.

2. Green electricity production

Our investments in renewable energy now cover **100% of our energy consumption**.

For example, we produce our green electricity from **solar energy** and invest in onshore and offshore **wind energy** via Virya Energy. With this renewable solar and wind energy, we have been producing our **own green hydrogen** for nearly a decade, mainly as energy support for forklift trucks and passenger cars in our fleet.

In producing sustainable energy, we aim for **optimal alignment between consumption and production**. In this way, we reduce overproduction and contribute to greater grid stability. By 2030, we aim to achieve 90% synchronisation between our electricity production and energy requirements at the central sites in Halle, Ollignies and Ghislenghien.



RESULTS

Production of renewable solar and wind energy

- We have joined forces with Korys to invest in energy holding company **Virya Energy**. This company is active in the production of sustainable energy, with a major focus on wind energy. In 2020, 1.135.562 MWh of green electricity was generated for Colruyt Group.
- **87 solar installations** on our own buildings, representing a production of 10.319 MWh.
- The synchronisation between electricity production and consumption at our central sites with a **wind turbine** was 72% last year.

Green hydrogen production

- We can **convert** surplus solar and wind energy **into hydrogen** via electrolysis.
- Finally, via Virya Energy and in partnership with gas network operator Fluxys, we are helping build **Hyoffwind**, a power-to-gas installation in Zeebrugge. This investment is in line with our ambition to produce green hydrogen on an industrial scale.



With **DATS 24** we also offer hydrogen and green electricity

3. Offer sustainable energy

We strongly believe in the potential of green hydrogen as a clean and renewable fuel and play a leading role in this. We do this by investing in **innovations** around hydrogen and making hydrogen **more accessible** to consumers as a fuel.



RESULTS

Offer of renewable energy

- With **DATS 24**, alongside traditional fuels and natural gas for vehicles (CNG), we also offer hydrogen and green electricity.
- Last financial year, the **network of electric charging stations** was expanded to 147 charging stations.

Hydrogen as a fuel

- In the second half of 2021, we are opening **four new hydrogen stations** in Haasrode, Erpe-Mere, Wilrijk and Herve.
- We are the first in Europe to **test a 44-tonne hydrogen-powered fully electric truck**. The fuel cell onboard the vehicle converts

hydrogen into electricity to recharge the batteries on the way.

- As part of the **H2-Share** project, we tested a 27-tonne truck at the beginning of 2021.
- From mid-2021, Colruyt Group will use four trucks for deliveries to stores from our distribution centre in Ollignies. To this end, the first hydrogen refuelling station for heavy transport is being built on this logistics site. This initiative is part of the **H2Haul** project.
- We have joined forces with **AB InBev** to deploy hydrogen trucks for transport in Belgium.

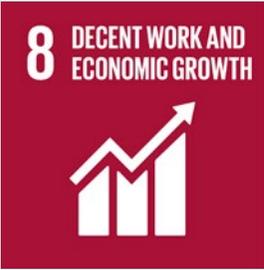


The H2Haul project has received funding from the Fuel Cells and Hydrogen 2 Joint Undertaking under grant agreement No 826236. This Joint Undertaking receives support from the European Union's Horizon 2020 research and innovation programme, Hydrogen Europe and Hydrogen Europe Research.



Waterstofregio 2.0 is part of the Interreg V programma Vlaanderen-Nederland (Flanders-The Netherlands Interreg V programme). This is a cross-border cooperation programme with financial support from the European Fund for Regional Development.





Promote lasting, inclusive and sustainable economic growth, full and productive employment and decent work for all

Our social contribution (to the sdg)

At Colruyt Group, we want to **do business in an inclusive and people-oriented manner**. Based on integrity and trust, and with respect for one another's rights. Key concepts include decent work, a stimulating working environment and greater transparency in the chain.

We are convinced that the company grows when our people grow. Therefore, we offer our people a wide range of **trainings** so that they can develop their professional and personal skills to the full. Besides the development of our employees, we also focus on other target groups, such as our consumers and young people. We run specific initiatives for them through Colruyt Group Academy and Collibri Foundation.

We also attach great importance to **the right working conditions**, both in our own company and at our producers and suppliers in the chain. For instance, we carry out audits on our producers in at-risk countries, and provide them with the necessary guidance and support to achieve the right working conditions.

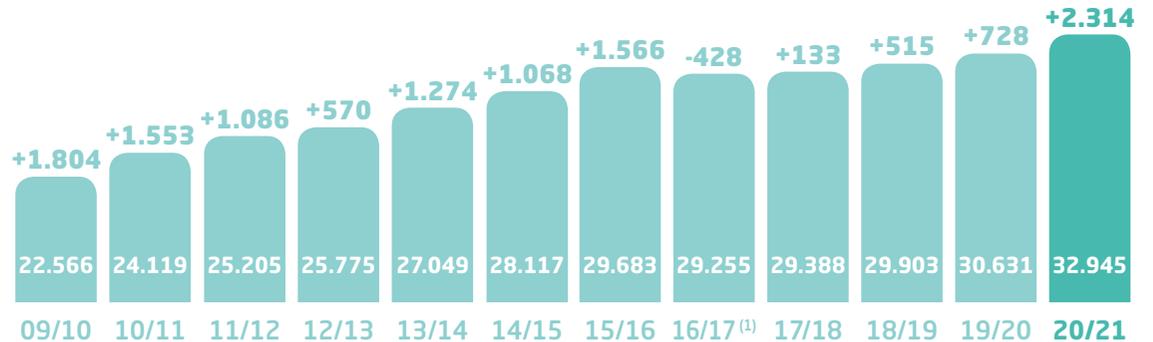
Our approach

1. Working for Colruyt Group

We promote **sustainable job creation** and decent work where every employee can make a positive contribution. We want to form a long-term relationship with every one of our employees. That's why we deliberately offer them permanent contracts, preferably for full-time employment.

We believe in the power of diversity. Colruyt Group stands for an inclusive corporate culture based on the **added value of diversity**. Our selection process is open to everyone. The best candidate is selected in an objective and professional manner.

Evolution of our workforce



(1) Sale of the French foodservice business Pro à Pro (-1.837 employees).

RESULTS

Focus on a sustainable workforce

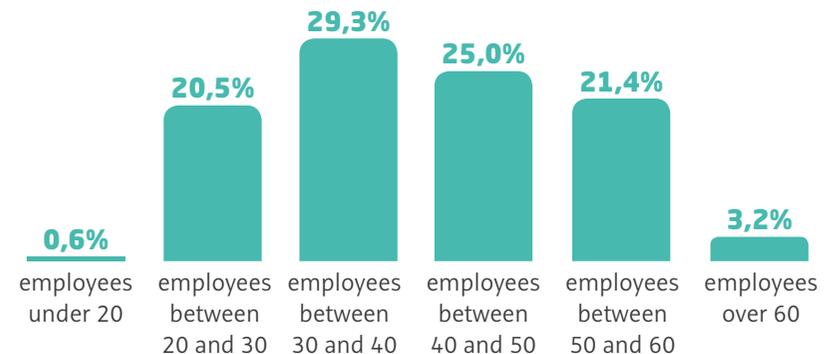
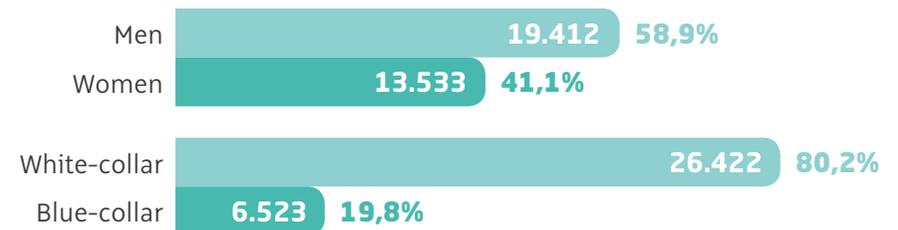
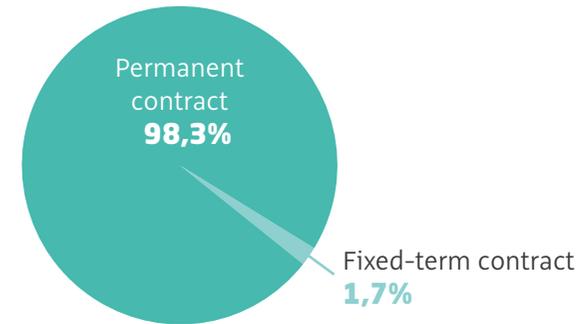
- On 31 March 2021, Colruyt Group had a total of **32.945 employees**.
- Last year, we welcomed **2.314 new employees** (net growth).
- **9,84** years is the **average length of service** of our employees.
- 78,6% of our employees are permanent, 21,4% work part-time.
- 98,3% of employees have a permanent contract, the remaining 1,7% have a fixed-term contract.
- In 2021, 791 employees switched to another job within the group.

Engage in constructive dialogue

- We have built up a long tradition of **respectful dialogue** within Colruyt Group.
- The training offer for employees includes trainings around communicating respectfully.
- We support line managers in engaging in constructive discussions.
- 94,4% of our employees are represented via a **social consultative body**.

Embrace diversity

- Last year, the workforce included **89 different nationalities**.
- We provide specific training for multicultural teams.



Job creation

Breakdown by segment	In number of employees			In full-time equivalents (FTE)		
	31/03/2021	31/03/2020	Change in employment	31/03/2020	31/03/2019	Change in employment
Retail	27.940	25.922	2.018 ⁽¹⁾	26.316	24.484	1.832 ⁽¹⁾
Wholesale and foodservice	1.533	1.492	41	1.496	1.449	46
Other activities	158	87	71	154	85	69
Corporate (not allocated)	3.314	3.130	184	3.223	3.037	186
Total Colruyt Group	32.945	30.631	2.314	31.189	29.056	2.133
- Belgium ⁽²⁾	29.876	27.732	2.144	28.285	26.301	1.984
- Luxembourg	135	120	15	131	120	11
- France	2.460	2.326	134	2.299	2.182	117
- Other countries	474	453	21	474	453	21

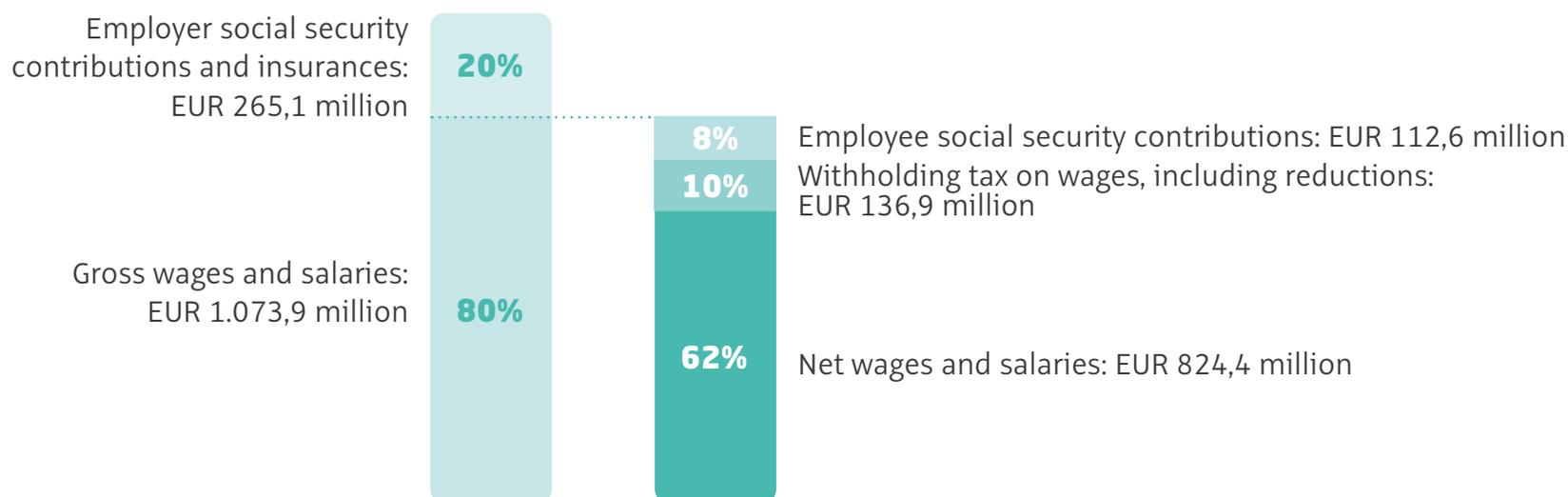
(1) This increase can partly be explained by the inclusion of The Fashion Society and Joos Hybrid in the consolidation scope since August 2020.

(2) These figures are exclusive of student workers employed in Belgium and Luxembourg during the weekend or in the school holidays (8.484 on 31/03/2021 and 8.258 on 31/03/2020).

Remuneration: more than just a wage

In addition to a market wage, we set great store by allowing our employees to reap the financial rewards of the company's growth and enabling them to participate in our business. We do this by distributing part of the profits in the form of profit sharing and by allowing our employees to subscribe to the annual capital increases on preferential terms.

Total payroll costs in Belgium: EUR 1.339,1 million (2020/21 financial year)



Profit sharing

As a mark of appreciation for everyone’s contribution and dedication, Colruyt Group lets all employees in Belgium **share in the profits**. A separate system applies for employees in France, in accordance with French legislation. For financial year 2020/21, subject to approval by the General Meeting, the total share in the profits will be EUR 28,46 million, broken down as follows: a profit participation payment of EUR 5,81 million in cash, as stipulated according to the Act of 22 May 2001 on employee participation in the capital and profit of companies and a payment of EUR 22,65 million according to CLA 90 and 90bis on non-recurring results-related benefits. From the 2001/02 financial year to date, Colruyt Group has allowed employees to share in the profits for a total of EUR 436,94 million.

Profit sharing 2020/21 financial year

Profit participation (in million EUR)	5,81
Results-related bonus (in million EUR)	22,65
Total amount of profit sharing (in million EUR)	28,46
Number of entitled employees	26.904

The specified payments concern gross amounts on which the following deductions are applied upon payment to the employees:

- Profit participation: 13,07% solidarity contribution and 7% tax on participation.
- Results-related bonus (CLA 90): 13,07% employee social security contribution. Employer social security contributions are due on the results-related bonus (CLA 90) (EUR 7,47 million in 2020/21 and EUR 7,21 million in 2019/20)..

In addition, we pay annual bonuses to middle and senior management based on the group’s profit. For financial year 2020/21, these profit-related bonuses amount to EUR 11,9 million gross.

Capital increase reserved for employees

In order to enable employees to participate in the growth of the company, we have encouraged them to participate in the capital since 1987. Through an **annual capital increase** reserved for employees they can subscribe to shares of the parent company Etn. Fr. Colruyt NV at a favourable price (within the legal framework) that will remain frozen for 5 years. These capital increases are proposed by the Board of Directors and approved by an Extraordinary General Meeting.

During the capital increase of financial year 2020/21, which took place in December 2020, 2.205 employees subscribed to 222.372 shares, representing a capital contribution of EUR 10,34 million. Since 1987 employees of the group have subscribed to 22.796.885 shares of their own company, or the parent company, for a total amount of EUR 265,8 million.

Year	Amount in million EUR	Number of shares
From 1987 to 2008	103,7	18.214.375
2009	13,7	506.895
2010	23,9	715.585
2011	6,2	225.194
2012	10,1	332.725
2013	11,4	316.900
2014	14,0	466.754
2015	17,1	472.883
2016	14,0	326.508
2017	10,2	260.458
2018	15,2	355.738
2019	15,9	380.498
2020	10,3	222.372
Total	265,8	22.796.885



2. Learn and develop together

A focus on learning and development is deeply embedded in Colruyt Group's DNA. We believe that developing people and organisation go hand in hand: as our people grow, so does the company. This is based on a positive view of people. We are convinced that every person is naturally motivated to keep learning and developing. Learning is focused on acquiring specific knowledge and skills. Development, on the other hand, is about changing behaviour and attitudes, so we see ourselves and the organisation differently.

We see **three key drivers** to support the learning and development process.

- Create a safe and challenging learning environment.
- Build a *growth mindset*.
- Learn and develop anytime and anywhere: every activity offers a learning and development opportunity.



RESULTS

Employees and organisation learn and develop together

- EUR 32,1 million invested in education and training of our employees.
- Digital learning: the offer of **e-learning**s has been considerably expanded. A digital alternative is available for around 70% of the training offer.
- 1.562 employees took part in a personal growth training last financial year.

Inspire consumers via Colruyt Group Academy

- Even in this exceptional year, **Colruyt Group Academy** remained dedicated to workshops. In view of the circumstances, a fully digital offer was developed, including online cookery workshops, Tips & Talks, Stay Inspired videos and an extensive 'Workshop at home' offer. Through this, they reached 5.361 participants.
- **10** Colruyt Group Academy **centres** spread across Belgium.

Empower young people with Collibri Foundation

- **14** training projects in 10 countries.
- EUR 798.860 million invested in 2020.
- 9.350 young people reached directly in 2020.

3. Working conditions in the supply chain

As an international market player, we take responsibility for ensuring the **right working conditions** at our producers. We ask all suppliers of private label products to sign up to the **amfori BSCI Code of Conduct**. This contains universal human rights principles that must be respected. Compliance with the code of conduct is monitored via certificates, social initiatives and/or social audits. If the business partner needs support, we explore together how we can make improvements. If the will is lacking to create good working conditions, we will end the partnership.

RESULTS

Engage with suppliers

- We use the **amfori BSCI Code of Conduct** as a benchmark for all suppliers of our private label products.
- Our **code of conduct** endorses universal principles of international human rights agreements which must be respected, in relation to minimum age for employees, right to fair wages, exclusion of child and forced labour, guarantee of safe and healthy working conditions, ban on discrimination, etc.

Examine working conditions

- Working conditions at **97 producers** were audited in 2020.
- 95% of our producers in at-risk countries provide good working conditions or are willing to make improvements. We continue to work to bring this up to 100%.





Ensure sustainable consumption and production patterns

Our social contribution

As a retailer, we have a **direct and indirect impact** on the entire supply chain: from sourcing and production to distribution and use of our products and services. We try our best to minimise our use of raw materials, in every link in the chain.

We mean **raw materials** in the broadest sense. Firstly, raw materials that we consume directly or use to make food and non-food products. We are actively committed to **sourcing** these raw materials **responsibly**. This enables us to bring our private label products to market as sustainably as possible. Then there are raw materials we **process into new materials** and use in applications such as packaging or building materials. Here, we apply the circular model where we try to reuse or recycle each raw material at the highest possible level.

Our approach

1. Responsible sourcing

We use **three key drivers** to enable sustainable and responsible sourcing:

- (1) A **sustainable purchasing policy**: we expect sustainability efforts from our suppliers and adopt a company position on sustainability in purchasing.
- (2) We **certify** products and develop **score systems** to help consumers make sustainable choices.
- (3) We are committed to (international) **supply chain projects** and form partnerships under **sector initiatives**.



Certification of our food products



Wild-caught fish, shellfish and crustaceans

- Certification by **MSC** (Marine Stewardship Council) and assessments by the Research **Institute for Agriculture, Fisheries and Food** (ILVO).
- MSC certification is not always possible for wild-caught shellfish and crustaceans. Products without MSC certification undergo an assessment by ILVO.
- 97,6% of our products (excluding ready-made dishes and canned products) are **MSC-certified or ILVO-verified**.

Farmed fish, shellfish and crustaceans

- **Certification by ASC** (Aquaculture Stewardship Council). Also some items with organic certification.
- 92,2% of our products carry the ASC label and/or the organic quality mark.

RESULTS

Coffee

- 99,6% of the **coffee beans** we buy carry a label such as Rainforest Alliance, UTZ, organic or Fairtrade.

Cocoa

- 98% of products which contain **cocoa** carry the UTZ and/or Rainforest Alliance label. Sometimes in conjunction with an organic or Fairtrade label.

Soy

- **Soy in animal feed:** 100% of the soy volume used in feed is offset by RTRS certificates.
- **Soy in food:** 100% of our soy carries an RTRS certificate.

Palm oil

- 100% of the **palm oil and palm kernel oil** in our private label products is RSPO certified.

Certification of non-food products

RESULTS

Wood

- 99,6% of our private label products containing at least 60% wood carry the **FSC or PEFC label**.

Paper

- 100% of our private label products made of paper are certified by **FSC, PEFC or Der Blaue Engel**.

Charcoal

- 100% of our charcoal private label products carry the **FSC label**.

Cotton

- 91% of the cotton products from our private label Dreambee carry a **BCI or GOTS certificate**.



By 2025 we want to realise 20 international supply chain projects.

Sector initiatives and (international) supply chain projects

Certification and labels are a step in the right direction but we need to look **beyond certification** and dare to tackle ongoing issues. We can do this in sector initiatives and supply chain projects where transparency and cooperation with all supply chain actors are key. Two good examples of sector initiatives in which we are involved are the **Beyond Chocolate** sector agreement for cocoa and the **Sustainability Initiative Fruit and Vegetables (SIFAV)**. The aim is always to cooperate with other actors from the sector. In this way, we can raise the bar for sustainability while keeping a level playing field. Additionally, in supply chain projects, we work closely with producers and all other supply chain actors involved to bring as sustainable a product as possible to market. **Seven supply chain projects** are currently running, resulting in **40 Boni Selection products** in our stores.

SIFAV - Sustainability Initiative Fruit & Vegetables

We work with SIFAV and supply chain partners from the fruit and vegetable sector to develop a sustainability strategy for 2025. Together with all SIFAV partners, we are committed to achieving the following sustainability targets by 2025:

ENVIRONMENTAL:

- 25% carbon footprint reduction in three selected products.
- 25% **food loss** and **waste reduction** in three selected products.
- Reduction of water use to best practice levels in three jointly selected catchments.
- Implementation of **independent audits or water standards** for 70% of volume from high water risk countries.

SOCIAL:

- Implementation of jointly approved **social third-party verification**, to at least 90% of volume coming from high- and medium-risk countries.
- **Analysing living wage** and living income gaps in one of their supply chains and if possible, also making a commitment towards reducing these gaps.

DUE DILIGENCE:

- Implementing **robust** Human Rights and Environmental supply chain **due diligence** policies and processes according to OECD and UN Guidelines.
- Jointly and individually reporting on risks and progress on an annual basis from 2022 onward.

15 years of supply chain projects

To develop international supply chains, we have worked closely with partners for more than 15 years including Rikolto, Efico, Trias, and Enabel.

Thanks to our **guaranteed purchase**, small-scale farmers in production regions gain better access to the global market. The projects create local added value and offer structural responses to problems such as too low and volatile prices, poverty or deforestation.

40.000 farmers were reached in 2020. Some examples of supply chain projects:

- **Cocoa from Ivory Coast.** As of 2020, we purchase 100 tonnes of cocoa each year, for which 102 farming families receive a living income reference price.
- **Quinoa from Peru.** Three years after the first organic quinoa arrived in the shops, we have increased our purchasing volume fivefold to more than one hundred tonnes in 2020.
- **Cashew nuts from Benin.** As of 2020, we support a cooperative society of 2.200 small producers. The first processing of the nuts on the spot creates local added value and reduces the number of food kilometres.



2. Raw materials and resources

Firstly, we want to make our offer (from products and packaging to services) more circular. At the same time, we want to upcycle waste flows. In this, we prefer to follow the principles of the **circular economy** whereby the available resources are constantly returned to the cycle, without having to introduce new raw materials. We apply the **R ladder**, which offers seven practical ways of organising the circular economy, i.e. Refuse, Rethink, Reduce, Reuse, Recircle, Recycle and Recover.

Finally, we work to **prevent food loss** among our producers, in our own logistics chain and stores and in our customers' homes. Waste flows are given a new lease of life whenever possible. We also apply the insights from the circular economy when we build and renovate, by applying **new building materials and innovative techniques**.



We set ourselves the ambitious goal of achieving a recycling rate of at least 85% by 2021, thus incinerating a maximum of 15% (with heat recovery). In 2020, we achieved this goal with a record recycling rate of 85,27%!

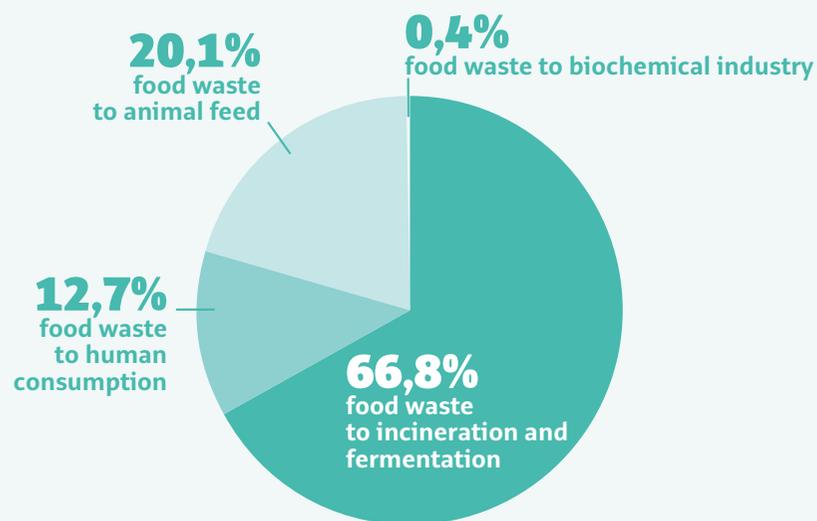
Animal welfare

We continue to work towards **correct treatment of animals** throughout the supply chain, and conditions in which they can display as much natural behaviour as possible, typical of their species.

In this improvement process, we reinforce our existing requirements for suppliers via specifications and by conducting checks on compliance, for example. Evaluation and making adjustments are part of our continuous learning process.

Tackle food loss

- We were the first retailer in Belgium to introduce the innovative **Apeel technology**. Thanks to an additional plant-based protective layer, **avocados** stay fresh up to two times longer. In this way, we reduce food waste in our store and in our customers' homes.
- Thanks to **efficient stock management**, good monitoring and optimum storage, we managed to sell 97,33% of our fresh and frozen products.
- As far as possible, we donate the 2,7% of food that we do not sell to **social organisations** such as Foodbanks. In a second phase, the remaining food is processed into animal feed and for the biochemical industry. Incineration and fermentation are the last resort.



- We take part in **research projects** into new packaging. Thanks to innovative storage technology and packaging that extend the shelf life of fruit and vegetables, less food is lost. In this way we save a large amount of raw materials. For example, our Boni chicory stays fresh twice as long thanks to new breathable packaging with microperforations.

Circularity in packaging

- By 2025 we want all household packaging for our private label products to be reusable, recyclable, compostable or biodegradable.
- **Smarter packaging** includes replacing the plastic covers of our nut and cheese cube containers with resealable film. We also make the containers for Boni and Everyday salad spreads with less plastic.
- By 2025 we want to make all plastic packaging for our private label drinks at least 50% from **recycled plastic (rPET)**.

Tackle litter

- For the second year in a row, we teamed up with GoodPlanet Belgium to organise **'The Litter Challenge'**, an anti-litter initiative to promote a change in behaviour among secondary school students.





RESULTS

Circular building

- **Built to Reuse:** when we renovate stores, we have a checklist of more than 1.300 materials and components to hand. We focus primarily on reusing materials.
- Researching and testing new materials and designs for modular construction. From facade systems to roof structure, interior walls and floor construction.
- In 2019, we signed the **Green Deal on Circular Construction**.
-  Within the framework of the European **ICEBERG** project, we join with 35 partners from ten countries to research the reuse of raw materials for construction and the application of new circular building products and techniques.
- Close partnerships with universities and research institutes and writing of theses on sustainable material use.
- We are working with VITO and OVAM to optimise an existing tool for measuring the environmental impact of our building materials.

3. Innovative systems for food production

Besides our traditional role as a retailer, we are also actively involved in sustainable research projects and help to launch new production chains.



RESULTS

Invest in innovation

At the end of 2020, we were granted the operating and environmental permit for our **sea farm** in the North Sea. This means that, in future, we will be able to cultivate and harvest the first Belgian retailer mussel lines in the North Sea. We strive to combine aquaculture with nature management.

13 CLIMATE ACTION



Take urgent action to combat climate change and its impacts

Our social contribution (to the sdg)

For many years, we have worked to reduce our impact on the climate. Our basic principles are as follows: we avoid greenhouse gas emissions, reduce our emissions in general and constantly seek solutions with the lowest impact on the climate. We have divided our activities into **three direct impact categories**, within which we focus on projects and initiatives:

- (1) refrigeration & heating
- (2) mobility & transport
- (3) energy consumption and production.

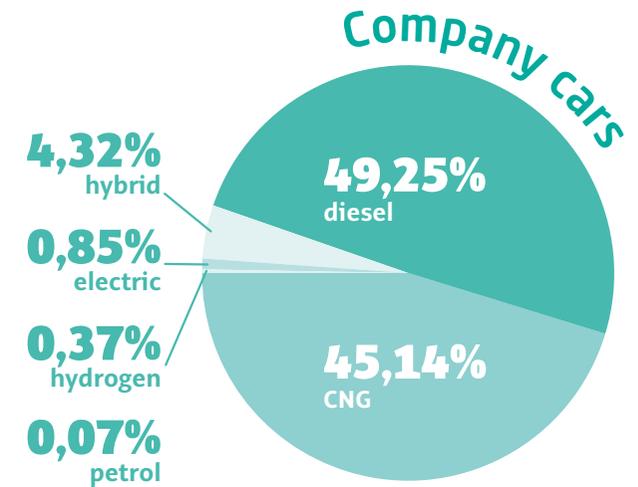
We monitor our emissions according to the **Greenhouse Gas Protocol**. We also work with our suppliers to reduce the environmental impact of our products throughout the value chain. LCA (life cycle assessment), OEF (organisation environmental footprint) and PEF (product environmental footprint) methods help us do this.

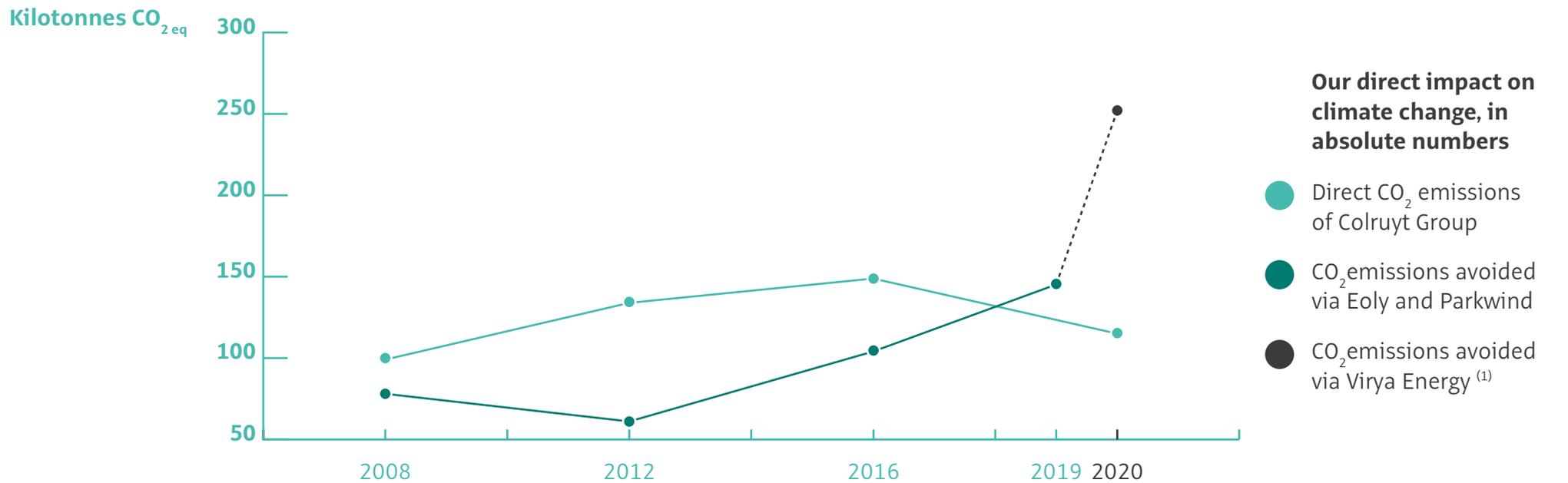
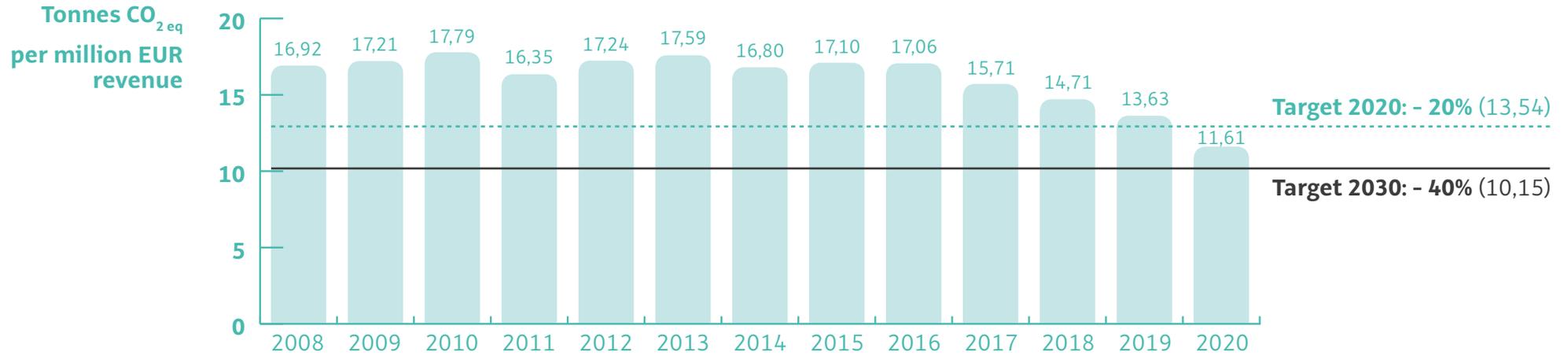
Our approach

1. Prevention and reduction of greenhouse gas emissions

In 2020, we achieved the ambitious goal of reducing our direct greenhouse gas emissions by 20% compared to base year 2008, relative to revenue. Last financial year, we reduced our total greenhouse gas emission by 31,4% compared to revenue. We are now fully committed to our **new ambition**: to reduce our relative CO₂ emissions further by 40% (compared to 2008) by 2030, according to the GHG Protocol, Scope 1 and 2. Further information about our objectives around our own energy consumption can be found in the SDG 7 Energy section.

Mobility also contributes directly to the realisation of our climate objectives. Our **mobility approach** is based on the 'reduce, shift and make greener' triangle, applied respectively to customer and employee mobility and goods transport.





(1) Calculation based on emission factors in Belgium.

Goods transport

Reduce

- 94,04% load factor for trucks travelling to Colruyt stores and 76,10% load factor for inbound goods transport, through cooperation with and between our suppliers.
- With our **liquid ice containers** we are saving the use of many refrigerated trucks and we do not cover any unnecessary kilometres.

Shift

- 5.062 fewer container transports by road, through the use of inland waterways in Belgium.
- 24,89% of deliveries to our stores take place off-peak in the evening or early morning or at night.

Make greener

- **2 electrical terminal tractors** operating in our distribution centres.
- **8 CNG trucks** operating in supplying stores.
- As the first in Europe, we tested a 44-tonne **hydrogen-powered electric truck**.

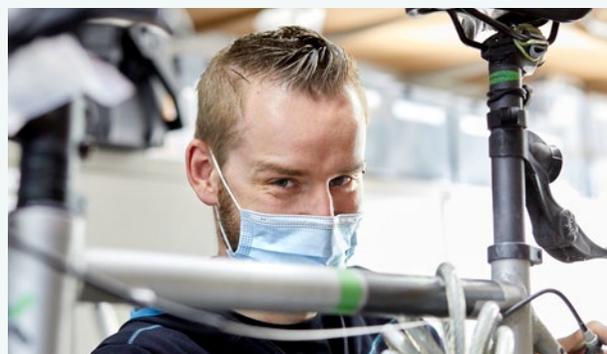
Employee mobility

Reduce

- We have **11 regional offices**. We intend to consolidate teleworking within the organisation, even after the coronavirus pandemic.

Shift

- We have 4.681 company bicycles available for our employees.
- We encourage employees to carpool via an online platform.



Make greener

- We continue to make our fleet greener. In 2020, we launched plug-in hybrids with a large battery capacity, in addition to the wide choice of CNG cars and several electric

and hydrogen models. 50,68% of company vehicles (both logistics and passenger) now run on alternative energy.

Customer mobility

Reduce

- Last year, we tested the '**Collect&Go Connect**' platform, a shopping community that puts customers and shoppers in the same neighbourhood in touch with one another.

Shift

- We provide covered bicycle parking at our stores.

Make greener

- Customers can already fill up with CNG at 84 DATS 24 stations.
- At 135 stores, customers can charge their cars at electric charging stations, with 100% green Belgian electricity.
- In 2021, we intend to open **four new hydrogen filling stations**, in addition to the existing one in Halle.

2. Create insight

Using **scientific footprinting techniques**, we want to track our impact on the climate, at both organisational and product level, throughout the value chain. Based on these insights, we can make informed decisions and join forces with value chain actors and other partners to reduce our common environmental impact and create common ownership.

Footprinting

- The **Organisation Environmental Footprint (OEF)** methodology allows us to track our environmental impact throughout the chain. Our ambition is to perform the OEF every two years to gain new insights.
- We measure the environmental impact of our private label products based on the **Product Environmental Footprint (PEF)** methodology. The PEF is the European standard for carrying out **Life Cycle Assessments (LCA)** of products.

Raise awareness

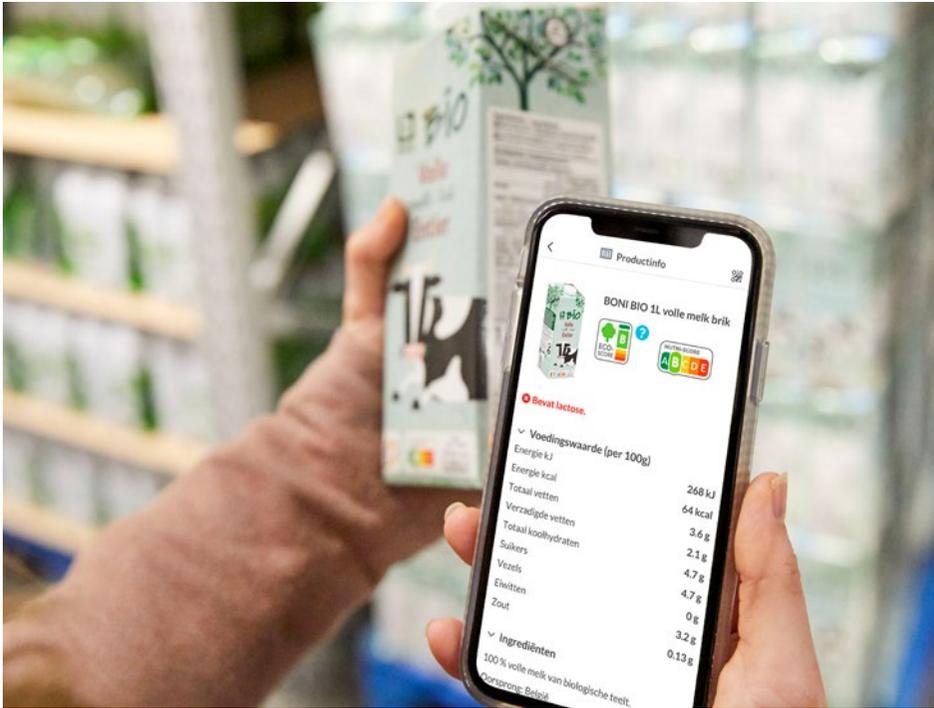
- Colruyt Group is a member of the **Belgian Alliance for Climate Action**. A platform on which we share inspiration and knowledge with other Belgian companies about how we can reduce our CO₂ emissions further.
- We are the only Belgian enterprise to sign the European **Green Consumption Pledge**, an initiative for committing companies to make production and consumption more sustainable.

RESULTS

Certification for environmental management

- **DATS 24**, meat-processing site **Fine Food Meat** and **Symeta Hybrid** are all **ISO 14001 certified**. This international standard for environmental management systems focuses on continuous improvement of performance, protection of the environment and the ability to manage environmental risks.





The Eco-Score. Better for the environment, better for consumers.

In 2021, Colruyt Group launched the Eco-Score, a visual way of learning about the environmental impact of food products, in Belgium. The Eco-Score fits with our continuing ambition to guide customers in making more conscious and sustainable choices. With the score as a guiding principle, we want to reduce the ecological impact of our products in the future as well.



The Eco-Score is similar to the Nutri-Score: products are given a letter and colour code from A (green) to E (red), taking various parameters into account. The five categories therefore indicate whether the food has a low or high ecological impact. This impact is measured partly using the **Product Environmental Footprint (PEF)** methodology, along with several other environmental impact categories such as water or energy consumption. Other aspects taken into account include sustainability labels, packaging, origin and consequences for biodiversity and ecosystems.

Our indicators

Indicators SDG 2		2018	2019	2020
Enable access to balanced nutrition				
Food donated to social organisations (in tonnes)	Calendar year	3.297	4.262	4.504

For surplus food and food donations, the Colruyt, Bio-Planet and OKay food stores are in scope.

Indicators SDG 3		2018	2019	2020
Balanced nutrition				
# Products with improved nutritional composition	Calendar year	167	134	206
Reduction in fat (in tonnes)	Calendar year	49,8	135,6 ⁽¹⁾	151,1
Reduction in saturated fat (in tonnes)	Calendar year	63,9	72,7 ⁽¹⁾	109,5
Reduction in sugar (in tonnes)	Calendar year	421	195,8 ⁽¹⁾	88,4
Reduction in salt (in tonnes)	Calendar year	28,2	22,8 ⁽¹⁾	38,4
Added fibre (in tonnes)	Calendar year	26,9	60,5 ⁽¹⁾	38
# Boni Selection items with an improved Nutri-Score	Calendar year	-	29	87
Provide consumer with correct information and inspiration				
% Boni products with the Nutri-Score on the packaging	Calendar year	-	51,7	91,0
% Spar products with the Nutri-Score on the packaging	Calendar year	-	-	29
Safe and healthy working environment				
% Employees who have joined the Solidarity Fund	Financial year	68,2	67,2	65,0
Amount paid out by the Solidarity Fund (in EUR)	Financial year	1.076.723	1.129.072	1.128.950
# Occupational accidents	Financial year	928	874	860
Frequency of occupational accidents	Financial year	25,1	23,3	22,7
Severity of occupational accidents	Financial year	0,59	0,64	0,59
# Long-term sick employees contacted by The Connection	Financial year	1.801	3.228	1.814

(1) Due to a calculation error, the data for reduction in fat, saturated fat, sugar and salt and added fibre has been revised for calendar year 2019.

The scope of the indicators around nutritional composition is our private labels Boni Selection and Everyday and the meat products in the butcher's section and meat aisles of Colruyt and OKay.

Indicators SDG 6		2018	2019	2020	Targets
Circular water management					
Total water consumption (in m ³)	Calendar year	561.694	605.846	623.220	
% Rainwater and wastewater	Calendar year	23,6	27,2	32,8	50% by 2025
Recycled wastewater at Fine Food Meat (in m ³)	Calendar year	85.381	96.926	109.199	
Drinking water produced with PURA drinking water system	Calendar year	1.912	972	4.242	

The scope of these indicators is water consumption in Belgium, excluding drinking water destined for sale.

Indicators SDG 7		2018	2019	2020	Targets
Reduce energy consumption					
% Reduction in energy consumption (relative to revenue)		8	8,7	11,8	20% by 2030
Energy consumption (MWh/million EUR revenue)		59,2	58,92	56,96	55,54% by 2020 51,66% by 2030
Electricity consumption of Colruyt Group in Belgium and Luxembourg (MWh)		223.828	230.724	235.320	
Green energy production					
% Average synchronisation rate for central sites	Calendar year	73	70	72	90% by 2030
% Energy consumption from non-fossil fuels	Calendar year	-	44,0	44,7	60% by 2030
% Electricity consumption from non-fossil sources	Calendar year	100	100	100	Aim for 100%
% Non-fossil energy from own or local production units	Calendar year	100	100	100	100% by 2030
Colruyt Group electricity production from solar (MWh)	Calendar year	6.600	7.550	10.319	
Virya Energy electricity production from wind, for Colruyt Group (MWh)	Calendar year	-	-	1.135.562	
Offer sustainable energy					
# Electric charging stations	Financial year	69	122	147	
# DATS 24 public hydrogen filling stations	Financial year	1	1	1	5 stations by 2021

The scope of these indicators is Colruyt Group as a whole, unless indicated otherwise.

Indicators SDG 8		2018	2019	2020
Working for Colruyt Group				
# Employees at Colruyt Group as a whole	Financial year	29.903	30.631	32.945
# New employees (net growth)	Financial year	515	728	2.314
Average length of service (in years)	Financial year	9,56	9,79	9,84
# Job students who worked for Colruyt Group last year	Financial year	6.536	8.258	8.484
# Nationalities	Financial year	85	91	89
# Over 45s recruited	Financial year	-	465	506
% Women in leadership positions	Financial year	-	25,6	27,0
# Job switches	Financial year	798	812	791
# Regional offices	Financial year	10	11	11
# Employees subscribing to the capital increase	Financial year	2.259	2.166	2.205
Total profit-sharing amount (in million EUR)	Financial year	26,1	27,8	28,5
% Employees represented via a social consultative body	Financial year	-	97,3	94,4

*The scope of these indicators is Colruyt Group Belgium, unless indicated otherwise.
The figures for working conditions in the supply chain relate to producers of our private label products.*

Indicators SDG 8		2018	2019	2020
------------------	--	------	------	------

Learn and develop together				
----------------------------	--	--	--	--

Investment in education and training (in million EUR)	Financial year	38,1	38,8	32,1
% Payroll invested in education and training	Financial year	3,14	3,04	2,41
# Unique participants in personal growth trainings	Financial year	1.698	1.759	1.562
# Different personal growth trainings	Financial year	51	58	73
# Employees involved in dual learning	Financial year	-	206	185
# Interns	Financial year	508	585	395
# Traineeship programmes	Financial year	8	8	10
# Colruyt Group Academy centres	Financial year	10	11	10
# Participants in Colruyt Group Academy workshops for consumers	Financial year	37.549	52.602	5.361
# Different trainings for consumers	Financial year	-	190	192
Investment amount (in EUR) Collibri Foundation	Calendar year	647.928	808.593	798.860
# Training projects Collibri Foundation	Calendar year	13	14	14
# Young people directly involved in training projects Collibri Foundation	Calendar year	5.124	6.715	9.350

Working conditions in the supply chain				
--	--	--	--	--

# Producers monitored in at-risk countries	Calendar year	524	430	487
% Producers in at-risk countries receiving at least one audit	Calendar year	100	100	97
% Producers in at-risk countries with acceptable result after social audit	Calendar year	94,5	90,0	95,0
# Producers improved from poor to acceptable result compared with previous year	Calendar year	11	31	19
# Producers with which cooperation was terminated due to a violation of the Code of Conduct	Calendar year	7	9	3

Indicators SDG 12		2018	2019	2020	Targets
Fish					
# Wild-caught fish, shellfish and crustacean products (excluding ready-made dishes and canned products)	Calendar year	173	159	165	
% Wild-caught fish, shellfish and crustacean products (excluding ready-made dishes and canned products) MSC-certified	Calendar year	81,5	86,2	89,1	
% Wild-caught fish, shellfish and crustacean products (excluding ready-made dishes and canned products) MSC-certified or ILVO-verified	Calendar year	89,6	90,6	97,6	100% by 2020
# Canned fish products	Calendar year	30	27	32	
% canned fish products (other than tuna) MSC-certified or ILVO-verified	Calendar year	-	-	81,3	100% by 2021
% Canned fish (wild-caught fish) products MSC-certified	Calendar year	36,7	66,7	59,4	
# Farmed fish, shellfish and crustacean products	Calendar year	95	92	102	
% Farmed fish, shellfish and crustacean products ASC-certified and certified organic	Calendar year	85,3	85,9	92,2	
Coffee					
# Coffee products	Calendar year	131	130	125	
% Certified coffee beans purchased (UTZ, Rainforest Alliance, Organic, Fair Trade)	Calendar year	99,5	99,3	99,6	Aim for 100%
% Certified coffee products (UTZ, Rainforest Alliance, Organic, Fair Trade)	Calendar year	95,4	96,9	97,0	Aim for 100%

The scope of these indicators is Retail Belgium and Luxembourg. Thus the waste streams from our store formats in both countries, our distribution centres and the Fine Food production centres, as well as the (small) waste streams from our office buildings in Halle. We do not include construction waste in this. For (household) packaging, we only consider our own brands, on which we have a direct impact.

Indicators SDG 12		2018	2019	2020	Targets
Cocoa					
# Products containing cocoa	Calendar year	218	279	301	
% Certified products containing cocoa (UTZ, Organic, Fair Trade)	Calendar year	98,2	90,3	98	Aim for 100%
% Certified chocolate bars and tablets	Calendar year	-	100	100	Aim for 100%
Soy food					
# Tonnes Soy food products	Calendar year	-	-	1.046,7	
% GM-free (without the use of GM technologies)	Calendar year	-	-	100	
# Tonnes soy in TIER 1 (on the basis of soy present in the product)	Calendar year	-	-	619	
% TIER 1 Soy with sustainability certification	Calendar year	-	-	49	
% TIER 1 Soy with sustainability certification and/or from Europe or North America	Calendar year	-	-	91	
% TIER 1 Soy offset by purchased RTRS credits	Calendar year	-	-	9	
# Tonnes soy in TIER 5 (on the basis of soy derivatives present in the product)	Calendar year	-	-	428	
% TIER 5 Soy with sustainability certification	Calendar year	-	-	4,2	
% TIER 5 Soy offset by purchased RTRS credits	Calendar year	-	-	95,8	
% TIER 5 Soy certified or offset by purchased RTRS credits	Calendar year	-	-	100	
Soy feed					
Volume soy feed used in meat, dairy and egg production (in tonnes)	Calendar year	33.100	33.100	33.100	
Volume soy feed purchased in Brazil with RTRS credits (in tonnes)	Calendar year	33.100	33.100	33.100	
% Soy feed offset by RTRS credits	Calendar year	100	100	100	Aim for 100%

Indicators SDG 12		2018	2019	2020	Targets
Palm oil					
Volume palm oil marketed (in tonnes)	Calendar year	4.769,4	5.005,5	4.947,3	
% Palm oil RSPO: Mass Balance	Calendar year	47,3	29	12,8	0% by 2020
% Palm oil RSPO: Segregated	Calendar year	50	68,1	84,9	100% by 2020
% Conventional palm oil offset by RSPO credits	Calendar year	2,8	2,9	2,3	0% by 2020
"% RSPO-certified palm oil"	Calendar year	100	100	100	
Volume palm kernel oil marketed (in tonnes)	Calendar year	780	703,2	485,3	
% Palm kernel oil RSPO: Mass Balance	Calendar year	21,6	14,7	23,4	
% Palm kernel oil RSPO: Segregated	Calendar year	0,6	7,8	30,2	
% Conventional palm kernel oil offset by RSPO credits	Calendar year	77,8	77,5	46,4	
% RSPO-certified palm kernel oil	Calendar year	100	100	100	
Wood					
# Products containing at least 60% wood	Calendar year	218	310	235	
% Certified wood products (FSC or PEFC)	Calendar year	71,1	97,7	100	100% by 2020
Paper					
# Paper products	Calendar year	204	211	233	
% Certified paper products (FSC, PEFC or Der Blaue Engel)	Calendar year	100	100	99,6	Aim for 100%
Charcoal					
% Certified charcoal products	Calendar year	50	100	100	Aim for 100%

Indicators SDG 12		2018	2019	2020	Targets
Cotton					
% Dreambee white bodies GOTS-certified	Calendar year	100	100	100	Aim for 100%
% Dreambee cotton products GOTS or BCI-certified	Calendar year	-	87	91	Aim for 100%
# Cotton products (briefs, vests, socks) at Colruyt, GOTS-certified	Calendar year	-	12	12	At least 1 reference per category
Supply chain projects					
# Active supply chain projects	Calendar year	7	7	7	
# Products from supply chain projects in our stores	Calendar year	41	40	40	
# Farmers involved in supply chain projects (indirectly via cooperatives)	Calendar year	31.902	33.140	43.864	
# Farmers involved in supply chain products (directly in the chain)	Calendar year	-	-	2.174	
Animal welfare					
% Fresh eggs from cage-free or free-range hens	Calendar year	100	100	100	
% Products containing eggs from cage-free or free-range hens	Calendar year	100	100	100	
% Fresh rabbit meat from farms (excluding ready-made dishes) supplied by Fine Food Meat	Calendar year	100	100	100	
Raw materials and resources					
% Recycling rate	Calendar year	83,17	83,98	85,27	At least 85% by 2021
% Products sold (fresh and frozen)	Calendar year	97,38	97,21	97,33	
% Food waste to incineration and fermentation	Calendar year	69,2	69,0	66,8	Maximum 60% by 2023

Indicators SDG 13		2018	2019	2020	Targets
Prevention and reduction of greenhouse gas emissions					
Colruyt Group greenhouse gas emissions (% reduction, relative to revenue)	Calendar year	13,0	19,4	31,4	40% by 2030
Liquid ice					
# Liquid Ice Containers for fresh products	Financial year	6.600	6.600	7.040	
# Liquid Ice Containers for frozen products	Financial year	142	2.000	2.049	
Refrigeration, heating and insulation					
# Stores with refrigeration using natural coolants	Financial year	75	99	128	All stores with refrigeration by 2030
# Stores with heat recovery	Financial year	12	35	64	All stores with refrigeration
# Newbuild low-energy stores	Calendar year	91	116	129	All new stores
# Existing stores with energy upgrade	Calendar year	28	38	53	All existing stores (234) by 2029

The indicators for Liquid Ice Containers relate to the number of containers operational in food retail in Belgium and Luxembourg (Bio-Planet, Colruyt and OKay). The indicators for natural coolants and heat recovery relate to owned food stores of Bio-Planet, Colruyt and OKay. The indicators for low-energy stores and energy upgrades relate to all owned stores (food and non-food).

Indicators SDG 13		2018	2019	2020	Targets
Goods transport					
# Truck journeys saved by inland waterways in Belgium	Financial year	4.502	4.998	5.062	
% Load factor inbound deliveries for Colruyt	Financial year	77,0	76,7	76,1	
% Inbound deliveries at night	Financial year	23,3	23,9	24,9	
% Filling factor for Colruyt trucks	Financial year	94,6	94,0	94,0	
Employee mobility					
# Company bicycles (conventional and electric)	Financial year	4.702	4.195	4.681	
# Car kilometres saved each year by cyclists	Financial year	-	13.822.160	12.129.480	
# Car kilometres saved each year by commuters	Financial year	-	16.567.320	11.800.800	
CO ₂ emissions avoided by cyclists and commuters (in tonnes)	Financial year	-	6.412	5.049	
Customer mobility					
# Electric charging stations	Financial year	69	122	147	
# Sites with electric charging stations	Financial year	65	115	135	200 locations by 2021
# DATS 24 stations with CNG pump	Financial year	65	76	84	85 stations by 2020
# DATS 24 public hydrogen filling stations	Financial year	1	1	1	5 stations by 2021